

Department of the Taoiseach

Customer Action Plan 2005-8

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Message from the Secretary General

The provision of quality customer service is central to the development of a modern Public Service. This Department has traditionally strived to provide an excellent service to its customers. Recent surveys confirm that our customers are very satisfied with the level of service they receive and are especially complementary about the efficiency and friendliness of our staff.

While the Department has a relatively small client base, in comparison to other departments, we are nevertheless conscious of the need to provide the highest level of service to our customers. We are committed to ensuring that the principles of Quality Customer Service are embedded in everything we do - in our Strategy Statement, Business Plans, and Human Resource Strategies - and that the commitment to Quality Customer Service extends to staff throughout the organisation.

The Department produced a Customer Charter in 2004 as part of a service wide initiative to further develop our commitment to quality customer service. The charter was produced after extensive consultation with customers and staff. It sets out the levels of service our customers can expect. We have also developed mechanisms by which we will measure and evaluate progress in fulfilling our commitments.

This Action Plan builds on progress made to date and sets out how our Customer Charter commitments will be met over the next three years.

Of particular importance will be the three principles on equality/diversity, official languages equality and internal customer service. The Department is committed to ensuring that we fulfil our commitments under the Disabilities Act 2005. In relation to the Irish Language, the Department has put in place a Scheme under the Official Languages Act 2003, which details the actions planned over the period 2005-8 to improve the quality of the services we provide in Irish. We are in the process of implementing the recommendations of an independent review of our websites, which will help us to ensure that they reach the highest standard of usability/ accessibility for all users. We are also ensuring that the principles of quality customer service are extended to bodies under the aegis of the Department.

We commit ourselves to providing an excellent and continuously improving level of customer service. We will monitor closely the extent to which we reach the standards which we have set ourselves and will undertake structured and regular consultation with our customers to ensure that we are meeting their needs. We will continue to report on progress in our Annual Reports.

Dermot McCarthy
Secretary General

1. Introduction: the Department and its customers

The delivery of a quality customer service is a priority area in the Department's Modernisation Plan and an integral part of the Department Strategy Statement, the Human Resources Strategy and all of the Divisional Business Plans. Following an extensive consultation process with our customers and staff a Customer Charter was put in place in 2004 – a copy is attached as Appendix I. The Charter was developed in conjunction with the Quality Customer Service Group on which different grades and Divisions throughout the Department are represented. The QCS Group comes under the aegis of the Partnership Committee.

The purpose of the Charter is to ensure that the Department is effective in addressing its mission of providing the Government, Taoiseach and Ministers of State with the support, policy advice and information necessary for the effective conduct of Government and for the dynamic leadership, co-ordination and strategic direction of Government policy.

We are further committed to measuring and evaluating progress in meeting the standards set out in our Customer Charter, using a range of measurement/ evaluation tools.

The Role of the Department

The mandate of the Department is to support the Taoiseach in his constitutional and ceremonial role as Head of Government and to assist him in providing effective leadership, co-ordination and guidance across key policy areas. The Department provides three main kinds of support to the Taoiseach:

- **Supporting the efficient functioning of Government:** providing a Secretariat to the Government, liaison with the President and Houses of the Oireachtas, provision of Government Press and Information Services, and of Private Office, Corporate Support and Protocol Services to the Taoiseach and his Ministers of State
- **Supporting Government policy direction and Government co-ordination of major national priorities:** providing an overview of the key policy priorities of the Government; providing timely and relevant information and advice on issues that arise; and providing a longer-term vision and approach. The Department's *Strategy Statement 2005-2007* has identified the following strategic priorities:
 - Northern Ireland
 - European Union and International Affairs
 - Economic and Social Policy
 - Social Partnership
 - Public Service Modernisation
 - The Information Society and eGovernment

- **Providing administrative support to the Taoiseach and Ministers of State**, including drafting of speeches and reports, preparing replies for Parliamentary Questions and responding to Freedom of Information requests and other representations, often working directly with other Agencies and Departments.

The Taoiseach is assisted by the Minister of State for European Affairs and by the Government Chief Whip. The Chief Whip organises Government business in Dáil Éireann and has specific responsibilities for the Government's legislative programme, Oireachtas Reform, the Central Statistics Office, and eGovernment. The Minister of State for European Affairs has responsibility for advancing co-ordination on the full range of European Union issues, and also represents the Government at meetings in a wide range of contexts related to European affairs.

The National Economic and Social Development Office (NESDO) operates under the aegis of the Department (incorporating the National Economic and Social Council (NESC), the National Economic and Social Forum (NESF) and the National Centre for Partnership and Performance (NCP). NESDO will, where appropriate, implement the principles of QCS and publish such commitments as appropriate in its strategy statements or annual reports.

The Department's Customers

Unlike many Government Departments, we have relatively limited direct contact with the general public and are not primarily involved in the provision of specific services to the general public.

The Department interacts with a broad spectrum of stakeholders including:

- The Taoiseach, Government Chief Whip and Minister of State for Europe, the Government, public representatives and other Government Departments, Offices and Agencies
- The institutions and parties in Northern Ireland, other Governments, international institutions
- A wide range of stakeholders from outside the public service including the social partners - employers, trade unions, farmers' and other representative bodies, and community and voluntary groups.

We also have links with the academic and research community, with business, with the legal and other professions, and with suppliers of goods and services to the Department.

Members of the public make contact with the Department for information or with other queries. The Department switchboard and the Taoiseach's Private and Constituency Offices deal with most of these enquiries. The Government Press and Information Services also have a significant role to play in conveying information to the wider public. Protocol Division, in the course of its duties regarding visits by the Taoiseach to functions, and in organizing the National Day of Commemoration, engages with a diverse range of public bodies and communities. We also provide Saturday Tours of Government Buildings for members of the general public.

3 Measuring and evaluating performance

The Department has put mechanisms in place to measure and evaluate our performance against the commitments in our Charter which will keep be kept under review in order to continuously improve our service. We will report on our performance in our Annual Reports.

The indicators we use to measure performance include:

- ***Policy Development and Implementation:***
 - Progress reported against the strategic objectives/priorities in our Strategy Statement
 - Feedback from customers on our contribution to policy development
- ***Contacting us:***
 - Information on role/staff of various Sections included in FOI Guide, on our websites and in relevant publications
 - Contact name, telephone number and email address of person dealing with the matter included in all written and email correspondence
- ***Correspondence:***
 - Written:***
 - All correspondence acknowledged within 3 working days of receipt
 - Full response to all correspondence within 15 working days of receipt or, where this is not possible, an interim reply to issue explaining the position and advising when a substantive response will issue.*
 - E-mail:***
 - All e-mails requiring a response acknowledged within 1 working day of receipt
 - Full response to all such e-mails within 15 working days of receipt or, where this is not possible, an interim reply to issue explaining the position and advising when a substantive response will issue.* Use of automated e-mail responses by all staff when out of the office.
- ***Telephone:***
 - 90% of calls to main Department switchboard answered within 15 seconds
 - All callers directed to correct member of staff/section
 - All staff identify themselves to caller when answering telephone
 - Response by staff to voicemail messages within 1 working day
 - Voicemail messages updated as appropriate to indicate staff availability
- ***Meetings:***
 - Notice of meetings at least 1 week in advance (unless agreed with participants)
 - Papers for meetings circulated at least three working days in advance (unless agreed with participants)

* A significant level of correspondence received in the Taoiseach's Private Office relates to matters not directly under the remit of the Taoiseach. This often necessitates consultation with other Departments/Offices before a substantive reply can issue, which, in turn, can impact on the speed of the response.

- Customer satisfaction levels with the organisation and conduct of meetings
- Customer satisfaction levels with the facilities provided
- ***Visitors to the Department:***
 - Customer satisfaction levels with facilities and services provided
 - Visitors collected from reception within 5 minutes of their expected arrival time
 - Improvements made to building to facilitate access for persons with disabilities
 - Compliance with Health and Safety standards
- ***Media:***
 - Major policy speeches and press releases published on website within 1 working day
 - Customer satisfaction levels with services provided
- ***Irish Language:***
 - Official Languages Scheme in place by date agreed with the Department of Community, Rural and Gaeltacht Affairs
 - Scheme implemented within agreed timeframe
 - Customer satisfaction levels with services provided through Irish
- ***Websites and publications:***
 - Up-to-date, usable websites, validated by external evaluation
 - All our publications available on website simultaneous to other media
 - WAI compliant website (level 1 and 2)
- ***Tours of Government Buildings:***
 - Customer satisfaction levels with tours provided
- ***Equality and Diversity:***
 - Steps taken to raise staff awareness of equality/diversity issues
 - No complaints against Department on equality/diversity grounds
- ***Suppliers:***
 - All procurements carried out using clear tendering procedures (in accordance with Government Contracts Committee Guidelines)
 - Late payments (proportionate to overall number of payments made) minimised

How we will measure our performance:

We are committed to using a range of measurement/evaluation tools, both qualitative and quantitative, to measure our performance, including:

- Feedback and suggestions from our customers on an ongoing basis;

- Consulting our customers through surveys, in-depth interviews, focus groups, etc., benchmarking our performance against previous results;
- Using internal management information systems (e.g. ringmaster, etc.)
- Disability Audits, compliance with national Health and Safety Standards, external evaluation of websites, etc.;
- Using techniques such as “mystery shopping”.

Training:

We are committed to investing in customer service training for staff, particularly those in regular contact with members of the general public.

In addition to Charter commitments, the Department will also fulfil all relevant statutory obligations including those set out in the Data Protection Acts, 1988 and 2003, the Freedom of Information Acts, 1997 and 2003, the Prompt Payment of Accounts Act, 1997, the Employment Equality Act 1998 and the Equal Status Act, 2000.

2. Progress to date

1. Customer Consultation and measuring progress in meeting charter targets

Customer Surveys and Mystery Shopping were undertaken in the spring of 2005, benchmarking our performance against previous results. Other evaluation processes included tracking correspondence to the Private Offices of the Taoiseach and Ministers of State (to ensure that we are complying with our commitment to issue replies within defined deadlines), an independent usability and accessibility review of the Department's suite of websites and an annual health and safety audit.

A sample of 369 customer were the subject of a written survey and a Mystery Shopping exercise included 70 customers. Overall results showed consistently high satisfaction ratings in relation to the quality of our services and, in particular, the efficient and courteous manner in which staff treat our customers

The most positive and welcome finding is that over 90% of customers found staff to be courteous, efficient and friendly. Sample surveys of the response rate to telephone calls to the Department main switchboard showed that 100% of calls were answered in less than 15 seconds (ahead of the 90% target set in the Charter). 89% of customers agreed that the Department provides a quality service (compared to an 81% rating in a previous survey, carried out when preparing the Customer Charter). 83% agreed that the Department actively listens to its customers (compared to 65% in the previous survey). 80% agreed that the Department provides its services fairly and equitably. 84% of suppliers are happy that clear tendering procedures are in place, while 80% are happy that payments are made in time. A survey of participants in Saturday tours also rendered a very positive response, repeating the previous year's results.

We are committed to periodic sampling correspondence to ensure that we are meeting the targets in our Charter. Initial monitoring using the Ringmaster system to track the speed of response to telephone calls to the Department switchboard reveals that we already exceed our Charter target in the speed of response to calls to the Department switchboard – 100% of calls are responded to in 15 seconds.

2. Irish Language Services - Enhancement of Services to be provided bilingually

Building on the principles of Quality Customer Service, we commit ourselves in our Charter to providing a service in Irish of equal standard to the service we supply in English ensuring that customers who wish to conduct their business through Irish can do so. This commitment is further underscored by our obligations under the Official Languages Act 2003. A Department Scheme under the Act for the period 2005-8 came into effect on 1 September 2005.

As part of the implementation of the Scheme we have already:

- Identified a number of staff with proficiency in Irish who handle queries for the whole Department.

- carried out an evaluation of Irish language proficiency among staff and commissioned in-house training to meet their specific needs, as well as facilitating attendance at courses organised by Gaeleagras and other outside providers.
- included a module on customer service in Irish and the implications of the Official Languages Act in our induction training.
- provided advice to all staff members on the implications of the Act and on the provisions of our Scheme.
- an existing range of current publications include Strategy Statements and Annual Reports are published in both languages.
- produced a glossary/ database of technical terms relating to the work of the Department to assist staff in writing official documents and ensure consistency of language.
- established an Irish Language Network of interested staff to share information and advise on, and participate in, implementation of the Scheme.
- arranged that Saturday tours are now available in Irish by pre-booking.
- tour guides have been published in English/ Irish as well as French, German and Italian.

A copy of the Scheme is available on our website, together with a list of Irish speaking contacts in the Department.

3. Websites

Department Website (www.taoiseach.gov.ie)

All material published by the Department is on our main website, including:

- the Department's current Statement of Strategy.
- guides to the Department's services, records and procedures published in accordance with Sections 15 and 16 of the Freedom of Information Act.
- all Annual Reports of the Department produced in accordance with the Public Service Management Act, 1997
- major policy speeches by the Taoiseach

[Copies of speeches by the Taoiseach and other material may also be obtained by contacting the Government Press Service at Lo-call 1890-422622. Our publications are also generally available directly from the Government Publications Sales Office, Sun Alliance House, Molesworth Street, Dublin 2 (Tel: 01- 6793515), or by mail order from Government Publications Office, Postal Trade Section, 4-5 Harcourt Road, Dublin 2 (Tel: 01 - 6613111, Fax: 6476843)]

Websites for the Public Service Modernisation Programme (www.bettergov.ie and www.betterregulation.ie)

The Department also maintains the *Better Government* website which is an information resource and contact point for the public service modernisation

programme. *Better Regulation*, a central element of the public service modernisation programme also has its own website www.betterregulation.ie .

Usability and Accessibility review of Department Websites.

The Department is very aware of the importance of our websites to a wide range of people seeking information on the work of the Department. Department websites were highly praised by the General Public in the customer survey; especially in relation to ease of access and navigation. Nevertheless, to ensure the highest level of usability for the full range of customers, including those with disabilities, the Department commissioned an independent “accessibility and usability” review of the Department’s three websites.

The reviewers found many good points for which the Department’s sites deserved recognition

- ✓ Simplicity and accessibility of design.
- ✓ Sites performed well under ‘ease of use’ category.
- ✓ On Accessibility, the reviewers found “more good points than issues for resolution; so it’s clear that the Departments have put a lot of effort in maintaining and improving accessibility”
- ✓ Users with low-vision found general admiration for the accessibility of the site.

A benchmarking exercise by the reviewers involving 42 eGovernment sites originating in Ireland and the UK rated the Department’s main site as 3rd of the 21 Irish sites reviewed and 10th overall.

4. Saturday Tours of Government buildings

Tour guides have been published in English/ Irish, French, German and Italian. Surveys indicate a very high level of visitor satisfaction. The open questions provided useful feedback which allowed us to further develop the tours to meet visitor demands.

5. Equality/ Diversity

The Department is committed to ensuring a quality service delivery to the groups covered by the equality legislation, as well as those socially excluded due to socio-economic and geographic factors. We therefore strive to ensure that:

- no one is discriminated against by virtue of gender, family status, marital status, religion, age, race, membership of the Traveller community, sexual orientation or disability, as laid down in the *Employment Equality Act 1998* and the *Equal Status Act 2000*
- the service we deliver is accessible to customers within the nine grounds of the Equality legislation
- staff training on the nine grounds covered by the Equality legislation is provided to help to increase awareness of these issues
- we ensure that access to Government Buildings for people with disabilities is maintained to a high standard

Access to Government Buildings

The Department has for many years been conscious of our duty to ensure access to our buildings and services by people with disabilities. At the time of the adaptation of the building for the Department in the early 1990's facilities were provided including disabled parking, an access ramp, disabled lifts and disabled toilets. Since that time every opportunity has been taken to improve these facilities including upgrading the access ramp and increasing the number of disabled toilets. Hearing loops for the hard of hearing have been installed in all conference rooms, at the welcome pavilion and reception.

Major projects are funded by OPW and work must be carried out within the constraints of the status of Government Buildings as a protected structure. Particular regard must be given to the importance of ensuring access to the building for those with disabilities who wish to participate in Saturday Tours of Government Buildings.

6. Customer Complaints Procedure

A customer complaints procedure has been put in place and is set up as a link from the Customer Charter on our website at <http://www.taoiseach.irlgov.ie/index.asp?docID=1798>

3. Next steps

1. Review of progress by QCS Partnership Committee and Management Advisory Committee (MAC)

The QCS Committee will periodically review the implementation of the Customer Charter and will consider further approaches to improving the services for the internal customer. Regular staff surveys are conducted, including satisfaction with the services provided by the Corporate Services Division. The Management Advisory Committee (comprising senior management) will also monitor arrangements on an ongoing basis.

2. Customer Consultation and measuring progress in meeting charter targets

Over the lifetime of the Action Plan it is intended to engage in regular formal consultation processes with our customers, benchmarking our performance against previous results. Consultation mechanisms will include further surveys, mystery shopping, in-depth interviews and focus groups. We continue to welcome and respond to on-going suggestions and feedback from our customers. We are committed to periodic sampling correspondence to ensure that we are meeting the targets in our Charter. We will continue to use the *Ringmaster* system to track the speed of response to telephone calls to the Department switchboard.

While acknowledging the extremely positive outcomes of our 2005 surveys and mystery shopping exercises we will continue to strive to maintain and further improve service levels.

For example, the surveys highlighted a *lack of awareness of the Department's complaints procedures*. Less than 10% of those surveyed noticed an improvement in the service they received from the Department during the last year, albeit this was against an already high satisfaction rating. These responses will help us to focus on improving customer service going forward. As part of the process we are committed to making staff aware of the results of our consultation process and helping them to focus on ways in which they can continue to improve the already excellent service they provide to our customers.

3. Irish Language Services - Enhancement of Services to be provided bilingually

We will continue to work towards fulfilling our commitments, under our Scheme for the period 2005-8 under the Official Languages Act 2003, of providing a service in Irish of equal standard to the service we supply in English. As set out earlier we are already addressing many of our targets. We will continue to develop a positive culture that encourages the use of Irish both within the Department and with our customers. The scheme identifies areas for future enhancement. It also includes a commitment to assess on an ongoing basis the level of demand for services in Irish through annual customer surveys, and to ensure that the Department continues to meet this demand in a planned, coherent and accessible way.

The scheme details the services which will be provided –

- through the medium of Irish
- through the medium of English, and
- through the medium of Irish and English

- and the measures to be adopted to ensure that any service not provided by the Department through the medium of the Irish language will be so provided within the lifetime of the scheme.

As part of the implementation of the Scheme many of the initiatives we have already taken will be enhanced and further developed including:

- We will build on our current arrangements whereby a number of staff with proficiency in Irish handle queries for the whole Department, towards a position where at least one staff member in each Division has proficiency in Irish.
- 20% of our press releases will issue in both Irish and English by the end of the lifetime of the Scheme in 2008.
- Staff will be facilitated in attending commissioned in-house training to meet their specific needs, as well as courses organised by Gaeleagras and other outside providers.
- A module on customer service in Irish and the implications of the Official Languages Act will continue to be included in our induction training.
- We are working to ensure that our websites are fully bilingual within the lifetime of the scheme.
- The existing range of documents published in both languages will be expanded (current publications include Strategy Statements and Annual Reports).
- the glossary of technical terms relating to the work of the Department available in the format of a database will be updated and added to as needed.
- the Irish Language Staff will share information and advise on, and participate in, implementation of the Scheme.
- Saturday tours will remain available in Irish by pre-booking.
- Tour guides will continue to be available in English/ Irish as well as French, German and Italian.
- We will work towards a position where all pre-recorded oral announcements to customers are in Irish or both Irish and English.

4. Usability and Accessibility review of Department Websites.

The recommendations from the recent independent review of our Websites have been prioritised, timescales for implementations are being assessed and an implementation roadmap is being drawn up. Once the recommendations have been implemented, usability and accessibility of the three sites will be improved and the overall user experience will be enhanced.

5. Saturday Tours of Government buildings

We will continue to carry out periodic surveys of participants on Saturday tours and make improvements where possible to increase customer satisfaction with the experience.

6. Equality/ Diversity

The Department remains committed to ensuring a quality service delivery to the groups covered by the equality legislation, as well as those socially excluded due to socio-economic and geographic factors. We will therefore continue to strive to ensure that:

- no one is discriminated against by virtue of gender, family status, marital status, religion, age, race, membership of the Traveller community, sexual orientation or disability, as laid down in the *Employment Equality Act 1998* and the *Equal Status Act 2000*
- the service we deliver is accessible to customers within the nine grounds of the Equality legislation
- staff training on the nine grounds covered by the Equality legislation is provided to help to increase awareness of these issues
- we undertake to ensure that access to Government Buildings for people with disabilities is maintained to a high standard
- we undertake to make material published by the Department of the Taoiseach available, where possible, in a suitable format to meet the needs of people with disabilities.

Access to Government Buildings

The Implementation Monitoring Group which has been set up will ensure that the Department complies with its obligations under The Disabilities Act 2005 and funding to address disability issues has been specifically identified in our 2006 Estimates. The Monitoring Group will continually monitor and report on progress in this area. Funds will be made available to cover projects which are necessary to improve facilities

7. Health & Safety

We ensure compliance with national Health and Safety standards. The Department continues to monitor, develop and communicate procedures to ensure a safe and healthy work environment for staff, visitors and contractors. The Department's Safety Statement is updated on a regular basis and a full independent review was carried out in 2004. Annual safety audits also take place. Health and Safety training undertaken includes a presentation to staff on management responsibilities under health and safety legislation and training for the Health and Safety Officer and Safety Representative. Visual Display Unit assessments and ergonomic training are provided for all staff. First Aid Officers are trained and CPR training has also been arranged for staff. The Department's Health and Safety Committee (a sub-Committee of Partnership) will continue to meet regularly, to monitor health and safety policy and practice.

8. Customer Service Training

We recognise that effective training in customer service is essential if we are to achieve our goal of delivering a quality service. We will continue to improve and enhance our programme of training in customer service, including QCS as part of our induction course and targeted customer service training particularly front line staff. Staff will be provided with guidelines on best practice in responding to telephone calls, correspondence and e-mails.

9. Customer Complaints Procedure

We will take measures to increase customer awareness of our complaints procedures.

10. The Internal Customer

The 2nd Staff Opinion Survey, to be completed in 2005, provides a benchmark of staff opinions and satisfaction, particularly with internal corporate services. The results of the survey will provide a useful framework for improving service levels going forward. It is intended to repeat the process periodically.

Department of the Taoiseach **- CUSTOMER CHARTER -**

The Department of the Taoiseach is committed to providing a professional, efficient and courteous service to all our customers.

Our mandate is to support the Taoiseach in his constitutional and ceremonial role as Head of Government and to assist him in providing effective leadership, co-ordination and guidance across key policy areas. The staff of the Department conscientiously and impartially serve the Taoiseach and Government of the day, the Ministers of State, the other institutions of State and the general public, always acting with diligence, efficiency and courtesy.

Our Commitments to our customers

We aim to provide an excellent service that reflects your needs and expectations. To achieve this, we make the following commitments:

- **Policy Development and Implementation**
We will aim to ensure that our contribution to the development and implementation of Government policy adds value to the achievement of our national and international goals.
- **Contacting the Department**
We will provide details of the role/function of staff in relevant publications and on the website and specific contact information in all correspondence.
- **Responding to You**
You will receive clear, timely and concise replies to all correspondence, including e-mails. If your correspondence relates to a matter that comes within the remit of another public body, we will direct the correspondence to that body and inform you accordingly. If you contact us by telephone, courteous and helpful staff will deal with your query without delay or, if they are unable to respond to the query, arrange for someone to do so.
- **Meetings**
Meetings will be organised and conducted efficiently and effectively. You can expect excellent meeting facilities, timely notification and advance circulation of clear and concise documentation for each meeting.
- **Visitors to the Department**
All visitors to the Department will be treated in a courteous manner and directed to their correct destination quickly. High quality reception facilities will be provided, including appropriate provision for people with disabilities.
- **Media Services**
We will provide members of the media with comprehensive and timely briefings on Government policies and activities. Appropriate staff will also be available to ensure that you receive a prompt and satisfactory response to your queries.
- **The Irish Language**
We will ensure that customers who wish to conduct their business through Irish can do so.

- **Websites and publications**

We will provide accessible, informative and usable websites. We will ensure that our publications are clear and concise, address user needs and are available on our websites.

- **Tours of Government Buildings**

We will provide informative tours of Government Buildings, conducted by qualified guides, to make your visit a positive experience.

- **Diversity and Equality**

We will respect the principles of equality, and the diversity of our customers, in the delivery of all services.

- **Suppliers**

We will operate clear, impartial and transparent tendering/purchasing procedures.

Evaluation and reporting

This Charter has been developed following consultation with a wide range of our customers. We have defined criteria by which we will assess our performance against each of our commitments and will regularly survey our customers on the quality of the services we provide. We will report on our performance against each of these criteria in our Annual Report.

We welcome your comments and suggestions on this Charter, or on any of the services we provide. We also have a procedure for responding to any complaints you may have. To view the department's complaints proceed to the following link at [Complaints Procedure](#) on the Department web site.

In return, we expect our staff to be treated with courtesy and respect

<p><i>Department of the Taoiseach</i></p> <p>☎ 1890 227 227 (Lo-Call) 01 678 9791 (Fax)</p> <p>✉ Hwebmaster@taoiseach.gov.ie</p> <p>✉ Department of the Taoiseach Government Buildings Upper Merrion Street Dublin 2</p>

<p><i>Quality Customer Service Officer:</i></p> <p>☎ 1890 227 227 (Lo-Call) ext. 4116 01 619 4258 (Fax)</p> <p>✉ Hcustomer.service@taoiseach.gov.ie</p> <p><i>H</i></p> <p>✉ Department of the Taoiseach Government Buildings Upper Merrion Street Dublin 2</p>
