



## Palmer Report – two years of progress – Client services

The launch of the Client Service Improvement Programme (CSIP) and Client Service Charter in June 2006 marked the start of a series of ongoing initiatives to develop and implement service improvements across the department.

The momentum of the CSIP is continuing in 2007 – with the department actively listening to clients in order to better understand their service needs and expectations. Examples of this include:

- the first client satisfaction survey onshore conducted by Roy Morgan Research in early 2007. Overall, 80 per cent of our clients were satisfied with the service provided by DIAC – and they also told the department where services could improve
  - A second survey will be conducted later this year and will include our offshore network
- we listen to clients and stakeholders in regular value creation workshops and client reference groups
- client suggestions are being addressed through better complaints resolution, analysis and reporting in our global feedback unit
- we now have a comprehensive compliments/complaints policy
- services are better targeted, as we have now mapped the client experience end-to-end and have commenced re-engineering of a number of our core business processes
- we have developed client service standards (internal and external) which clearly articulate what our clients and stakeholders can expect from us.

Increased understanding of our clients is informing and driving positive changes across our service network, including:

- monthly Awards for Client Service Excellence (ACSE), where the secretary recognises a person or team whose conduct embodies the department's motto "people our business"
- a new email management system – implemented in several locations both on- and offshore
- improvements in overseas contact centres – which has improved the timeliness and quality of our responses to clients
- a letter improvement programme has been established to ensure consistency and quality in departmental letters to clients
- the refit of our offices to make them more welcoming and client friendly. Our Sydney CBD, Parramatta, Melbourne and Perth offices have been refitted and others will be rolled out as refurbishments are due or DIAC enters new leases
- every state and territory office and overseas region has developed and implemented client service action plans that incorporate departmental wide initiatives as well as local actions to improve client service.

'I'm extremely impressed with the department's response regarding my client. This is a perfect example of the new, positive direction that the department is heading into.'

Valerie Pereira, Executive Committee member, Law Institute of Australia