

SPECIAL RESPONSIBILITIES OF CHIEF EXECUTIVES

<i>Policy Number:</i> 6.7	<i>Subject:</i> SERVICE CHARTER AND MANAGING VISITOR FEEDBACK
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<i>Approved By:</i> National Portrait Gallery Board	
<i>Staff Affected:</i> NGPA Board, Director (CEO), all NPG staff, NPG contractors, interns and volunteers	
<i>Contact Officer(s):</i> Director, Deputy Director, Manager, Development and Communications	
<i>Supersedes Policy Number:</i> Not applicable	

TABLE OF CONTENTS

POLICY SERVICE CHARTER AND MANAGING VISITOR FEEDBACK 6.7

1	Policy Statement
2	Policy and Procedures Revision and Approval History
3	Authorisation.....
4.	Target Audience.....
5.	Breaches
6.	Policy and Procedures.....

POLICY AND PROCEDURES SERVICE CHARTER AND MANAGING VISITOR FEEDBACK 6.7

1 Policy Statement

The National Portrait Gallery of Australia (NPGA) is committed to delivering world class services, events and programs to ensure a positive and beneficial visitor experience. The NPGA does this by having the visitor at the centre of focus and by valuing and acting on feedback.

The NPGA provides mechanisms by which visitors and others can provide feedback and comments on their experiences or observations so it can continue to improve its services and better serve the Australian community.

The NPGA strives continually to improve the services provided to visitors. The service charter outlines the services the NPGA provides, what visitors can expect and how visitors can assist with improvements.

2 Policy and Procedures Revision and Approval History

Only the Board may approve changes to this policy and procedure. This policy and procedure will be reviewed annually.

3 Authorisation

Australian Government Service Charter

Australian and International standard 10002¹

4 Target Audience

This policy and procedure applies to members of the NPGA Board, the NPGA Director (CEO) and all NPGA staff including permanent contractors, volunteers and interns.

5 Policy Procedure

5.1 There are no legislative requirements around visitor feedback. Australian and International Standard 10002² is advocated as the international standard around complaints handling. Government agencies must also have a service charter, which is included in this policy. The NPGA embraces and aims to comply with the guiding principles of AS ISO 10002.

5.2 The content of Australian AS ISO 10002 presents process requirements under 5 groupings:

¹ AS ISO 10002

- Guiding principles;
- Process framework;
- Planning and design;
- Operations; and
- Process maintenance and improvement

5.3 Guiding principles

There are 9 elements of this dimension in AS ISO 10002. These core themes set the principles and tone for operational aspects of the policy. The 9 dimensions are discussed below. The visitor feedback policy incorporates these principles into its operational response.

visibility	Information about how and where to complain should be well publicised
accessibility	Complainants should find it easy to engage and use the complaints procedure, irrespective of language or disability
responsiveness	Prompt acknowledgment should be followed by prompt action, with complainant kept informed of the process
objectivity	Any investigation should be open-minded and impartial, complete and equitable
charges	There should be no costs to the complainant as their complaint is lodged and handled
confidentiality	Personal information about the complainant should be disclosed internally on a need to know basis and never disclosed externally without express permission
customer focus	The organisation should welcome customer feedback of all types, with a culture that sees the customer as central
accountability	There should be clarity of roles and authority in handling complaints, and staff should be accountable for their actions and decisions
continuous improvement	There should be a permanent objective to learn from complaints to improve processes, products and services

5.4 Process Framework

The process framework examines non-operational matters, through dimensions such as senior management commitment to complaints handling, the existence of a resolved and explicit visitor feedback policy and clarity around who has management accountability for visitor feedback.

The NPGA is committed, from the Board and Director through all staff and permanent contractors, to placing the visitor at the centre of a NPGA experience. This way, management and staff do not lose sight of the overall purpose of the Gallery's operations; namely to foster appreciation and understanding of the national portrait collection and to provide access to the collection in the best interests of the public.

The NPGA is a publicly funded government institution, open to visitors 364 days per year.

The Development and Communications section has overall accountability for visitor feedback, audience evaluation and research into visitors, visitor services and responses to NPGA programs. In addition, the Access and Learning section gather feedback on specific learning and public program activities.

5.5 Planning and Design

The dimension of planning and design in the AS ISO looks at the structured design of visitor feedback and complaints handling, such that is it not an ad hoc system, but one which integrates feedback objectives with appropriate resources to manage feedback infrastructure and activities. Feedback objectives are set and monitored at different levels across the organisation.

The Gallery's feedback and comment system is based on the following elements:

Feedback mechanism	Description	Management rules	Distributed to	Key performance indicators
Visitor book	Visitors can enter a comment into an open book located in the Gordon Darling Hall	Managed by visitor services staff. Collated by Visitor Services monthly	Highlights to section managers monthly. Available for all staff to access	<90% overall positive NPG visitor experience
Day sheet	A pro forma summary of the current days' activities is provided in the day sheet. This mechanism also provides a section for commentary from both Visitor Services staff and Security personnel but is primarily for the visitors' voice	Compiled by Visitor Services staff picking up verbatim comments from visitors. The day sheet carries the visitors' voice.	All staff - daily	Any adverse comments are to be dealt with by the accountable functional area as soon as received (if practicable and relevant)
Monthly report	A proforma monthly report ³ which includes quotes from visitors (positive, negative and most suggested)	Managed and collated by the Business and Governance area. Distributed monthly	All Executive level staff	<90% overall positive NPG visitor experience

³ Monthly report

Information mailbox	A mailbox on the www.portrait.gov.au website ⁴ . This page receives a variety of information from spam, to visitors wanting to gift portraits to the collection. Terminates at the email address of the Online Manager	Available 24/7/365 days per year. Managed by the On-line area. Cleared daily and redistributed to rightful owners of email	Relevant personnel	48 hour response
Feedback mailbox	A mailbox ⁵ terminating at the email address of the Deputy Director	Available 24/7/365 days per year. Managed by the Deputy Director	Relevant personnel	48 hour response
Service charter	Conforms to requirements of having multiple mechanisms for providing comments and feedback to the Gallery. Refer to appendix 1, Service Charter	On portrait.gov.au	Relevant personnel	Service standards meet those outlined in the charter
Independent letter, phone, email, word of mouth etc	As above	Available 24/7/364 days per year. Response times and standards included in the service charter apply to independently received feedback or comments	Relevant personnel	Service standards meet those outlined in the charter. Filed appropriately for record keeping
Facebook Twitter/Flickr/Trip Advisor/	Social networking sites which attract commentary and “friends” to the NPG and allows them to discuss the NPG in a virtual environment	Available 24/7/365 days per year. Managed and updated by the On-line team.	Online section	# Friends and sources of Friends # contributors to Flickr # positive expressions Trip Advisor
Audience evaluation	A carefully designed program of evaluation and research into a	This program will change according to	Presentation to all staff and Board	<90% overall positive NPG visitor

⁴ Information mailbox information@npg.gov.au

⁵ Feedback mailbox feedback@npg.gov.au

	given program, experience, activity, characteristic or motivation relating to the Gallery's operations	the type of research required. Usually independent social research companies undertake the research for probity. May take the form of email or on-line survey, face to face exit interviews, focus groups, front end evaluation and economic impact studies. Currently managed by the Deputy Director in consultation with the relevant program area being researched. Distributed and presented to all staff on conclusion of project.	Report to all Executive level staff Incorporated into the Office for the Arts cross agency KPI's	experience Office for the Arts, cross agency KPI's
Access and Learning activity feedback	Specific research into the impact and satisfaction with formal learning and public programs	Distributed to all educators on arrival. Distributed to all public program participants on arrival	Incorporated into the Office for the Arts cross agency KPI's	% participants who rate programs as very good or excellent % participants who had a valuable learning experience

5.6 Operations

This section describes standard operating procedures for visitor feedback and complaints handling. These dimensions include receipt, acknowledgement, tracking and closing out of feedback and complaints. It is also concerned with assessment, investigation and response to visitors and internal stakeholders alike.

a) Feedback assessment

Each piece of communication from visitors will go through the following actions in being processed:

- Acknowledgement;
- Initial assessment (whether it requires fast tracking);
- Investigation;
- Response;
- Communication to relevant NPG staff;
- Closing out feedback; and
- Official file record maintained

b) Reporting

The collation of visitor feedback and complaints has a wide and diverse audience within the Gallery. The previous table outlines the distribution of various types of feedback. The NPGA aims to disseminate most visitor information and comments to all staff regardless of designation, to inculcate a customer focussed organisation. The monthly report is the one which gathers all visitor feedback from its various component sources into one table for management consideration.

Through the Portfolio budget statements, the NPGA has an obligation to Government to meet pre-determined standards as outlined in its Outcome Statement. Of the outputs nominated by the Gallery, one relates to visitor's satisfaction with their experience of the Gallery...*overall positive NPG visitor experience <90%*. The establishment of a figure relating to visitor satisfaction is derived from the cumulative results of all responses to the evaluation survey.

5.7 Process maintenance and improvement

The core theme of this element acknowledges that it is not enough to have a visitor feedback and complaints handling policy. The process should remain under constant scrutiny and review bearing in mind better practises and process adequacy as service standards across the organisation mature.

a) Records management

It is essential to maintain a proper record of feedback and complaints, to assess over time whether there are inherent or underlying issues. An official "service charter" file will record all printed feedback and an archive of the internet mailboxes will be undertaken annually to preserve those records.

b) Analysis

Where there is a repeated comment (eg poor signage) or systemic issues identified the relevant internal NPGA stakeholders will meet to identify trends and underlying problems and develop an action plan for rectification.

c) Management oversight

The process of receiving and giving feedback and comments to visitors is overseen by the Executive of the NPGA and particularly the Development and Communications area. Oversight activities consist of:

- monitoring the process;
- auditing the process;
- reviewing the process and policy at least annually; and
- seek independent opinion from random complainants that they are satisfied with the Gallery's response, process and level of interest.

5.8 National Portrait Gallery of Australia Service Charter

The NPGA must publish a service charter which sets out the standards by which visitor comments and feedback will be dealt with and what visitors can expect from the organisation.

The service charter is set out at Appendix A.

National Portrait Gallery

Service Charter

Purpose

The purpose of National Portrait Gallery (NPGA) is to increase the understanding of the Australian people – their identity, history, creativity and culture – through portraiture.

The NPGA realises its purpose through four strategic activities:

- Develop and maintain an outstanding collection of high quality portraits across time and media that reflects the diversity and culture of Australia;
- Increase the understanding of and the engagement with the Collection and the art of portraiture by broad and diverse audiences through exhibitions and displays, publishing, learning and public access programs, and enhanced online programs;
- Increase support for the Collection and NPGA programs and develop partnerships with collecting institutions and appropriate bodies in Australia and overseas, to facilitate loans, exhibitions, knowledge sharing and professional development; and
- Develop our staff, review business practices, maintain infrastructure to the highest standards and increase our revenue base;

Our Service Charter

We strive continually to improve the services provided to you. This service charter outlines the services the NPGA provides, what you can expect from us and how you can assist us with improvements.

Our services to you

The services provided by the NPGA include but are not limited to:

- Permanent collection displays;
- An exhibition program including travelling and online exhibitions;
- Learning, public programs and research;
- Development and care of the collection;
- Publications and other merchandise;
- A comprehensive website; www.portrait.gov.au;
- A Circle of Friends membership program; and
- A building which provides a safe and welcoming environment for visitors.

What you can expect from us

As a visitor, you can expect:

- An enjoyable and informative experience;
- Courteous, responsive and friendly services;
- Informed and obliging staff;

- An accessible, welcome and safe environment; and
- Appropriate and well maintained building and environs.
-

In addition we will strive to:

- Clearly communicate our programs and activities;
- Provide information which is accessible, accurate and up to date;
- Respond to queries in a timely manner; and
- Identify ourselves when talking or writing to you.

Help us serve you better

As our visitor, we ask you to:

- Comply with our policies to ensure the safety of works of art;
- Be responsible for children in your care;
- Respect the rights of other visitors;
- Inform us of services which would add value to your experience;
- Respect our staff, volunteers and contractors; and
- Treat our property with due care.

Service standards

We welcome your feedback, whether it is formal, informal, complimentary or points out what we might do better.

If you write, fax or email us, we will:

- Respond to you as soon as possible but in no longer that 20 working days; and
- Where this is not possible due to the nature of your enquiry, provide a time by which you can expect a response.

If you phone us during business hours, we will:

- Ensure your call is responded to promptly;
- Identify ourselves by name and work area; and
- Strive to resolve your concern by the end of the telephone call. If the nature of the call is more complex, provide a time by which you can expect a response.

If you visit our website, we will:

- As far as possible, ensure it is available all of the time, 24 hours per day, 7 days per week; and
- As far as possible, ensure that information available is up to date, accurate and complete.

Contact us

Letter symbol

Phone symbol

Email symbol

Feedback Officer

61 2 6102 7000

feedback@npg.gov.au

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Canberra 2601 ACT

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