

1. Schedule of Records: FOI-025-21

Page No	Description of Document	Deletions	Relevant Sections of FOI Acts	Reason for Decision	Decision maker's decision
001	Draft Terms of Reference – Quality Customer Service Working Group	None	n/a	n/a	Release
002	Terms of Reference – Quality Customer Service Working Group	None	n/a	n/a	Release
003 - 004	Email from GSOC Director of Administration Aileen Healy to QCS Group members dated 16 November 2020	None	n/a	n/a	Release
005 - 007	Email from Louise O'Meara to Roland Gowran dated 20 November 2020	None	n/a	n/a	Release
008 - 009	Complaints Against Staff - Customer Charter Paragraph	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
010 - 012	Complaints Against Staff Procedure - Action Plan 03 March	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
013 - 019	Complaints Against Staff - Procedural Guidelines	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
020 - 025	Complaints Against Staff - Procedural Guidelines 09 April	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
026 - 031	Complaints Against Staff - Procedural Guidelines 22 April	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
032	Email from Roland Gowran to Deputy Director of Administration George O'Doherty dated 25 November 2020	None	n/a		Release

033	Meeting Acceptance Email from DA Aileen Healy to Roland Gowran dated 14 December 2020	None	n/a		Release
034	Zoom meeting invite email from Roland Gowran to DA Aileen Healy & DDA George O'Doherty dated 09 December 2020	None	n/a		Release
035 - 036	Email from Roland Gowran to DA Aileen Healy dated 09 December 2020	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
037	Email from DA Aileen Healy to Roland Gowran dated 09 December 2020	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
038 - 039	Email from DA Aileen Healy to Roland Gowran dated 09 December 2020	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
040	Zoom meeting invite email from Roland Gowran to DA Aileen Healy & DDA George O'Doherty dated 20 December 2020	None	n/a		Release
041	Zoom meeting invite email from Roland Gowran to DA Aileen Healy & DDA George O'Doherty dated 16 December 2020	None	n/a		Release
042	Email from Roland Gowran to DDA George O'Doherty dated 03 March 2021	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
043	Email from DDA George O'Doherty to Roland Gowran dated 04 March 2021	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
044	Email from Roland Gowran to DDA George O'Doherty dated 26 February 2021	None	n/a		Release

045 - 051	Email from Roland Gowran to DA Aileen Healy & DDA George O'Doherty dated 22 March 2021	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
052	Email from Roland Gowran to DA Aileen Healy & DDA George O'Doherty dated 20 January 2021	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
053	Email from Roland Gowran to DDA George O'Doherty dated 05 February 2021	None	n/a		Release
054 - 060	Email from Roland Gowran to DA Aileen Healy & DDA George O'Doherty dated 20 January 2021	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
061 - 067	Email from Roland Gowran to DDA George O'Doherty dated 22 April 2021	n/a	Section 30 (1) (b)	Functions and negotiations of FOI bodies	Withheld
068 - 071	Draft Charter / Action Plan	n/a	Section 15 (1) (a)	Record does not exist	Not Released
072 - 074	Draft Customer Charter dated 11 February 2021	n/a	Section 15 (1) (a)	Record does not exist	Not Released
075	Email from Roland Gowran to DA Aileen Healy & DDA George O'Doherty dated 04 December 2020	None	n/a		Release

Quality Customer Service Working Group

Terms of Reference

Quality Customer Service (QCS) is a crucial element of how GSOC undertakes its statutory function and the delivery of a quality service – one that is fair, efficient and effective – to all of our customers makes a crucial difference to the experience that our customers have and the trust and confidence in GSOC and is a key indicator of GSOC's performance.

The role of QCS is to put in place a policy and procedures to identify what comprises good quality service, set customer expectations for how they will be treated when dealing with us, put in place innovative mechanisms to deliver, measure and report on the level of service we provide and to help us learn and improve from experience.

The role of the Quality Customer Service Working Group is to oversee and manage generally the development, implementation and monitoring of customer service by GSOC, working together with other teams and individuals with responsibility for the management of GSOC's business and quality as appropriate.

The terms of reference of the Quality Customer Service Working Group are to:

- Review and update the GSOC Customer Charter and Action Plan in line with the requirements of Quality Customer Service¹;
- Consider processes for determining customer satisfaction and oversee the development of appropriate mechanisms for obtaining customer feedback in the form of systems for dealing with customer complaints, customer feedback and surveys;
- Develop a plan for internal and external communications regarding customer service;
- Monitor customer feedback and GSOC's performance in meeting standards set out in the Customer Charter;
- Consider training needs associated with the provision of a quality customer service; and
- Report on the results and recommend appropriate responses and action to the Commission.

Membership:

Roland Gowran, Secretariat
Claire Grady, Communications Unit
Aileen Healy Director Administration (Chair)
Michelle Kavanagh, Communications Unit
Maria Nicholson, Operations
George O'Doherty, Deputy Director Administration
Louise O'Meara, Policy Unit
Barbara Page,
Emma Peppard, Case Work
Nick Power. Operations
Ruth Riddell, Analyst Unit

¹ <https://www.ops2020.gov.ie/actions/delivering-for-our-public/customer-service/>

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George O'Doherty, Deputy Director Administration
Louise O'Meara, Policy Unit
Barbara Page,
Emma Peppard, Case Work
Nick Power. Operations
Ruth Riddell, Analyst Unit
David Smullen, ICT

From: [Aileen Healy](#)
To: [Claire Grady](#); [George O'Doherty](#); [Louise O'Meara](#); [Ruth Riddell](#); [Barbara Page](#); [Nick Power](#); [Michelle Kavanagh](#)
Subject: Quality Customer Service Working Group
Date: Monday 16 November 2020 17:48:09
Attachments: [Draft ToRs Quality Customer Service Working Group.docx](#)
[image002.png](#)

Hi All

I'm including you in this email because you're volunteered (or been volunteered) to be a member of our new group to look at customer service.

I'm attaching a draft terms of reference for the group which is a start at explaining what we'll be tasked with and discussing this will be the first order of business when we meet.

Claire Grady will be in touch shortly regarding arrangements for our first meeting – date, time, agenda etc. and I'm looking forward to getting started on this.

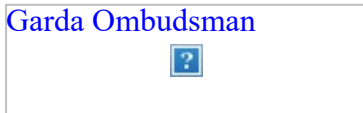
Kind Regards

Aileen

Aileen Healy

Director of Administration

Garda Ombudsman



Garda Síochána Ombudsman Commission

150 Upper Abbey Street, Dublin 1

D01 FT73

T [018716760](tel:018716760)

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E aileen.healy@gsoc.ie

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Designated Public Official under *Regulation of Lobbying Act, 2015*.

See www.lobbying.ie

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¹ Add link to QCS scheme

From: [Louise O'Meara](#)
To: [Roland Gowran](#)
Subject: FW: Quality Customer Service Working Group
Date: Friday 20 November 2020 13:05:03
Attachments: [Draft ToRs Quality Customer Service Working Group.docx](#)
[image002.png](#)
[image003.png](#)

Hi there,
See attached – we'll probably set up a working area anyway where everything will be stored...
Louise

Louise O'Meara

Head of Policy & Secretariat

[Garda Ombudsman](#)



M [0871602207](tel:0871602207)

Ext 725

E Secretariat@gsoc.ie

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From: Aileen Healy

Sent: Monday 16 November 2020 17:48

To: Claire Grady ; George O'Doherty ; Louise O'Meara ; Ruth Riddell ; Barbara Page ; Nick Power ; Michelle Kavanagh

Subject: Quality Customer Service Working Group

Hi All

I'm including you in this email because you're volunteered (or been volunteered) to be a member of our new group to look at customer service.

I'm attaching a draft terms of reference for the group which is a start at explaining what we'll be tasked with and discussing this will be the first order of business when we meet.

Claire Grady will be in touch shortly regarding arrangements for our first meeting – date, time, agenda etc. and I'm looking forward to getting started on this.

Kind Regards

Aileen

Aileen Healy

Director of Administration

[Garda Ombudsman](#)



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See www.lobbying.ie

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¹ Add link to QCS scheme

From: [Roland Gowran](#)
To: [George O'Doherty](#)
Subject: FW: Claire Grady has shared "QCS"
Date: Wednesday 25 November 2020 09:44:41

Hi George,

As per the QCS action list I am down to assist with the "Review and update policy and procedures for complaints against GSOC and for the compilation of statistics on complaints".

I was wondering if there is anything specific you wish for me to do at this stage for the next meeting, which I believe is Thursday week.

Regards,

Roland

From: Claire Grady [mailto:Claire.Grady@gsoc.ie]

Sent: Monday 23 November 2020 16:59

To: Roland Gowran

Subject: Claire Grady has shared 'QCS'

Colleagues

This is the link to the QCS folder (rather than just the documents in it)--so you should all be able to uploads documents to it.

Claire

Go to [QCS.Group](#)

From: [Aileen Healy](#)
To: [Roland Gowran](#)
Subject: Accepted: QCS - Complaints Procedure Zoom Meeting

From: [Roland Gowran](#)
To: [Aileen Healy](#); [George O'Doherty](#); [Roland Gowran](#)
Subject: QCS - Complaints Procedure Zoom Meeting

Aileen, George,

Invite for meeting.

Regards,
Roland

Join Zoom Meeting
<https://zoom.us/j/99719125425?pwd=NHE4L2FMN095Zmdoc3BpcUpWbVpZQT09>

Meeting ID: 997 1912 5425

Passcode: 631608

One tap mobile

+13462487799,,99719125425#,,,,,0#,,631608# US (Houston)

+16699006833,,99719125425#,,,,,0#,,631608# US (San Jose)

Dial by your location

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

+1 929 205 6099 US (New York)

+1 253 215 8782 US (Tacoma)

+1 301 715 8592 US (Washington D.C)

+1 312 626 6799 US (Chicago)

Meeting ID: 997 1912 5425

Passcode: 631608

Find your local number: <https://zoom.us/u/aHZWsgUhn>

From: [Roland Gowran](#)
To: [Aileen Healy](#); [George O'Doherty](#)
Subject: QCS - Complaints Procedure Zoom Meeting

Aileen, George,

Invite for meeting.

Regards,
Roland

Join Zoom Meeting
<https://zoom.us/j/99719125425?pwd=NHE4L2FMN095Zmdoc3BpcUpWbVpZQT09>

Meeting ID: 997 1912 5425

Passcode: 631608

One tap mobile

+13462487799,,99719125425#,,,,,0#,,631608# US (Houston)

+16699006833,,99719125425#,,,,,0#,,631608# US (San Jose)

Dial by your location

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

+1 929 205 6099 US (New York)

+1 253 215 8782 US (Tacoma)

+1 301 715 8592 US (Washington D.C)

+1 312 626 6799 US (Chicago)

Meeting ID: 997 1912 5425

Passcode: 631608

Find your local number: <https://zoom.us/u/aHZWsgUhn>

From: [Roland Gowran](#)
To: [Aileen Healy](#); [George O'Doherty](#)
Subject: QCS - Complaints Procedure Zoom Meeting

Aileen, George,

Invite for meeting.

Regards,
Roland

Join Zoom Meeting
<https://zoom.us/j/99719125425?pwd=NHE4L2FMN095Zmdoc3BpcUpWbVpZQT09>

Meeting ID: 997 1912 5425

Passcode: 631608

One tap mobile

+13462487799,,99719125425#,,,,,0#,,631608# US (Houston)

+16699006833,,99719125425#,,,,,0#,,631608# US (San Jose)

Dial by your location

+1 346 248 7799 US (Houston)

+1 669 900 6833 US (San Jose)

+1 929 205 6099 US (New York)

+1 253 215 8782 US (Tacoma)

+1 301 715 8592 US (Washington D.C)

+1 312 626 6799 US (Chicago)

Meeting ID: 997 1912 5425

Passcode: 631608

Find your local number: <https://zoom.us/u/aHZWsgUhn>

From: [Roland Gowran](#)
To: [George O'Doherty](#)
Subject: QCS
Date: Friday 26 February 2021 15:18:20
Attachments: [image001.png](#)

Hi George,

Can I touch base with you on Monday regarding the staff complaints procedures document. The next meeting is next Thursday and I need to start working on a draft from Monday.

Thanks,

[Garda Ombudsman](#)



Roland Gowran

Commission Secretariat Manager

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From: [Roland Gowran](#)
To: [George O'Doherty](#)
Subject: RE: QCS Meeting - 11 February
Date: Friday 5 February 2021 13:16:04
Attachments: [image001.png](#)

Hi George,

If you want to send on whatever contact details you have for that guy in the Ombudsman Office and I'll send off an email this afternoon.

Regards,

Roland

From: Roland Gowran
Sent: Wednesday 3 February 2021 13:07
To: George O'Doherty
Subject: QCS Meeting - 11 February

Hi George,

Can you let me know if you want me to do anything before the next QCS meeting on Thursday 11th Feb.

Regards,

[Garda Ombudsman](#)



Roland Gowran

Commission Secretariat Manager

Garda Síochána Ombudsman Commission
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From: [Roland Gowran](#)
To: [Aileen Healy](#); [George O'Doherty](#)
Subject: Quality Customer Service
Date: Friday 4 December 2020 12:58:12
Attachments: [image001.png](#)

Hi Aileen, George,

Just following on from yesterday's QCS meeting, I was wondering if there was anything you wanted me to start looking at in relation to the complaints against staff aspect, like looking at a procedures document.

Regards,

[Garda Ombudsman](#)



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