

Foreword

Accurate and impartial information for the public underpins democracy. An essential aspect of keeping the public fully informed is making available objective statistics which people trust. Furthermore, the information should be easily accessible and made available in a timely manner. The Central Statistics Office (CSO) meets this need.

The Office is committed to delivering the statistics needed by Government and the public to the highest possible standards. This Customer Service Plan sets out in detail how the CSO aims to fulfil this commitment. The plan is being published in conjunction with the CSO's Statement of Strategy for 2001-2003 and it summarises the major targets which the CSO has set itself over the next three years.

Many of these targets are about the contents and timeliness of our statistical results. They are also about how we publish statistics, with a growing emphasis on electronic dissemination, and about the consultation mechanisms which ensure that the service provided by the CSO meets the needs of users.

This plan also identifies the needs of our internal customers, the staff of the CSO. The delivery of high quality service depends on the performance and involvement of all our staff.

I am personally committed to developing the organisational capability of the CSO so that we can continue to deliver the best possible customer service to our internal and external customers.



Donal Garvey
Director General

June, 2001.

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Introduction

The Central Statistics Office (CSO) collects, compiles, analyses and disseminates statistical information relating to the economic and social life of Ireland. It is also responsible for co-ordinating official statistics of other public authorities and for developing the statistical potential of administrative records. Official statistics have a long tradition in Ireland. The first Census of Population was carried out in 1821 and the first Census of Agriculture took place in 1847.

Our main responsibilities are:

The functions, authority and responsibilities of the CSO are set out in the Statistics Act, 1993. The Office is mandated to:-

- collect, compile, extract and disseminate statistical information relating to the economic, social and general activities of the State;
- decide independently on statistical methodology and standards, and on the content, timing and methods of disseminating statistics;
- protect the confidentiality of the information collected and to ensure that it is used only for statistical purposes;
- maintain close and regular contact with the principal users and suppliers of statistics;
- co-ordinate the statistics compiled by other public authorities and to ensure adherence to statistical standards and classifications;
- realise the statistical potential of the records maintained by public authorities.

In addition to our statutory mandate we also have an ethical statistical mandate which embraces impartiality, integrity, and the requirement to apply the best statistical standards and methodology. In this regard we fully subscribe to the U.N. *Fundamental Principles of Official Statistics*. Copies may be obtained from our Information Section (see page 38).

Delivering Quality Service

The CSO is committed to providing an efficient and courteous service to our *data users and data providers*. We will regularly review our service standards and continue to build on what has been achieved under our previous customer service plan.

Range of Statistics

The CSO provides a wide range of statistics and analyses covering the economic and social situation in the country. The main subject matter areas are:

- Agriculture
- Balance of Payments
- Demography
- Foreign Trade
- Industry and Building
- Labour Market and Vital Statistics
- National Accounts
- Prices
- Services Statistics

Means of Delivery

These services are delivered to our customers in a variety of ways including:

- Statistical Releases
- Publications and associated diskettes
- Internet Site
- Statsfax Service
- EireStat Spreadsheet Service
- Information Section
 - email
 - cdrom
- Trade Help Desk
- Census Inquiries Section
- Anonymised Micro-data tapes

In addition the individual subject matter sections respond to detailed inquiries relevant to their particular area. Special customer tailored analyses can be provided on a fee basis where resources permit.

Advance Notices of Release Dates

Weekly and three month in advance calendars of releases and publications are available and may be viewed on the Internet site. We can email, post or fax calendars to you on request (see page 38).

Commitment of Management

The Senior Management Committee which is composed of the Director General, Directors and Personnel Officer will oversee the implementation of the plan. As part of the Performance Management and Development System (PMDS) they have identified customer service as a core competency for each staff member.

Our Commitment to you, the Customer

Written correspondence

- We will reply to your letters within 5 working days. If we cannot give you a satisfactory reply within this time, we will write to you and let you know when we will be in a position to supply a full reply;
- We will reply to your email within 2 working days. Again, if we cannot give you a satisfactory reply within this time, we will give you an interim reply;
- Our correspondence will contain the name and contact number of the person who is dealing with you;
- Our survey forms will contain the extension numbers of the issuing area;
- Our statistical releases will have the contact name and extension number of the area should you require further information.

Telephone Service

- We will answer your call within 20 seconds;
- We will identify ourselves to you when answering the telephone;
- No call will be handled by more than two individuals. If we cannot answer your call, we will take your name and phone number and details of your query. We will find the appropriate section who will respond either with a reply or will explain the length of time it will take to put an answer together.

Personal Callers

- You will be met within 10 minutes of your arrival;
- You will be able to conduct your business in private;
- If the person you wish to speak to is unavailable, we will have someone else deal with you;
- Our reception areas will be clean and safe;
- Access for people with disabilities will be of a high standard.

Confidentiality

- All information supplied to the CSO is strictly confidential;
- No details that could be related to an identifiable person or business undertaking may, under law, be divulged to any other Government Department or body;
- The Statistics Act, 1993 specifically assures data suppliers of this right.

Seirbhís trí Ghaeilge

Solártharóimíd:

- seirbhís trí Ghaeilge do dhaoine ar mian leo a ngnó a dheánamh trí Ghaeilge;
- breis bileoga eolais staitisticiúla as Gaeilge.

Presentation and Design

- We will launch a redesigned website during 2001;
- We will publish a redesigned statistical abstract during 2001;
- We will install a computer based in-house library reference system;
- We will continue to increase the number of CSO publications on the website;
- We will continue to improve periodicity, timeliness and coverage of statistical outputs;
- We will review our publications and releases in terms of presentation and content on an ongoing basis;
- We will continue to co-ordinate the transmission of information from the CSO, Central Bank and Department of Finance in order to comply with International Monetary Fund guidelines.

Evaluation of our service

We will encourage feedback on all our activities and will welcome your comments on ways to improve our service.

- We will complete a comprehensive customer satisfaction survey in collaboration with the National Statistics Board in the second half of 2001;
- We will establish a quality assurance and internal audit function by June 2002;
- We will include readership survey forms with all our publications by end of 2002;
- We will include comment boxes on our survey forms, where practical, by end of 2001;
- We will make comment cards available in our reception and library areas;
- You can also email your comments (see how to contact us on page 38);
- We will continue to meet with data users and providers;

- We will set measures for service standards, evaluate them and report on performance;
- The Partnership Committee will actively participate in monitoring progress and reviewing the Statement of Strategy annually;
- We will compile local business programmes each December for the following year;
- We will compile divisional action programmes based on local business programmes each January;
- We will ensure the divisional action programmes are relevant, advance the high level goals and achieve the objectives outlined in the business and support programmes;
- We will review and monitor our local business programmes on an ongoing basis;
- We will review our divisional action programmes half-yearly;
- Our information area will co-ordinate the customer service plan for the office.

If you are unhappy with our service

- Initially you may direct your complaint to the relevant section of the office either by telephone or in writing. We will try to resolve your complaint without delay. If you are not happy with the response, you can ask to be referred to the manager of the area. If you are still unhappy with the response, you should contact the customer relations officer who will arrange for your complaint to be officially investigated (see page 42);
- If you are not happy with the outcome of the review by the customer relations officer you can appeal to the head of administration of the Central Statistics Office;
- If the matter is still not resolved, you may refer it to the Ombudsman. You may also, of course, make a complaint directly to the Ombudsman without first contacting the CSO (see page 42).

Achievements since our first Customer Service Plan

Since our last Customer Service Plan, our achievements have made a marked difference to our customers and have raised the profile of the Office and expanded our customer base. Some of these achievements are listed below:

- National Accounts published quarterly;
- Consumer Prices sub-index published monthly in conjunction with our main CPI release;
- The publication of new quarterly earnings information for certain services sectors;
- The standard release time brought forward from 12 am to 11 am and the introduction of simultaneous publication on internet site;
- The introduction of credit card payment facilities;
- The introduction of direct dial in and voice mail facilities;
- The establishment of a complaints service;
- Refurbishment of the reception in Ardee Road;
- The publication of "That was then, This is now, *Change in Ireland, 1949-1999*" which marked 50 years of statistics from the CSO;
- The publication of "Ireland North & South A Statistical Profile";
- The introduction of an annual release on the most popular babies names in Ireland.

Our External Customers

Modern Ireland has an increasing demand for accurate, timely and up to date statistics. The Central Statistics Office is the government body with the task of providing these statistics. Our customers can be divided into two categories; data users and data providers. We are conscious that the demand by data users can put a burden on data providers and we will address this also.

Our Data Users

Our users cover a wide spectrum from the individual member of the public to international bodies such as the EU and the UN. We are committed in implementing our statistical programme to meeting the requirements of all our users in a fair and impartial manner. The following are the principal categories of users.

- Government;
- The Social Partners;
- European Union (Commission, European Central Bank, etc);
- Other international agencies (OECD, ILO, UN, IMF, etc);
- Businesses;
- Academic and research;
- The media.

Our Data Providers

The effectiveness of the CSO is critically dependent on the data which it receives from:

- households and individuals;
- businesses;
- Government Departments and other public bodies.

Commitment to further improving our product

Our Plan 2001-2003

The statistical activities of the office are organised into the following three directorates:

1. Macro-economic statistics
(covering national accounts, balance of payments and foreign trade statistics);
2. Social and demographic statistics
covering census of population, labour market, vital statistics and consumer prices);
3. Business statistics
(covering agricultural, industrial and services statistics).

Most of their work affects the external customer. As part of the Strategic Management Initiative each has set out a plan which will improve the quality and timeliness of data during the course of this plan and reduce the burden on our data providers. The plan for each directorate follows.

Macro Economic Statistics

National Accounts

- New allocation of primary income accounts for households by the end of 2001;
- Secondary distribution of income accounts for households during 2002;
- First supply and use tables for 1998 by end of 2002;
- Provision to European Central Bank and Eurostat of quarterly sectoral accounts for government by end 2002;
- Annual financial accounts for some sectors by end 2001;

- Quarterly accounts published within 4 months of end of reference quarter by end April 2002;
- Improvement of estimation methods for constant price accounts so that all significant elements comply with EU standards by June 2003.

Balance of Payments (BOP)

- Publish quarterly BOP release within 3 months of the reference quarter by mid 2002;
- Produce full International Investment Position statement for publication annually, beginning in 2001;
- Provide additional sectoral and geographical analyses to Eurostat by end 2002 and incorporate in detailed annual BOP report by end 2003;
- Provision of monthly estimates to European Central Bank for compilation of euro aggregate by end 2002.

External Trade

- Detailed monthly trade figures published within 14 weeks of the reference period;
- Adoption of new methodology for price indices for January 2003 releases.

Environment and Energy

- Annual Environmental Accounts published starting with results for 1998;
- Maintain and extend linkages with major sources/providers.

2. Demographic and Social Statistics

Census of Population

- Successful completion of Census fieldwork in April/May 2002;
- Publication of preliminary headcount results in July 2002;
- Completion of data capture phase within one year of Census;
- Dissemination of full range of results within 2 years of Census (including dissemination via electronic media);
- Provision of samples of anonymised records for research by mid 2004;
- Publication of updated population and labour force projections by mid-2004;
- Commencement of planning for Census 2006 before end 2003.

Quarterly National Household Survey (QNHS)

- The provision of all core results within three months of the reference quarter by mid-2001;
- The provision of key results within two months of the reference quarter by mid-2002;
- The inclusion of a major national module on health in the second half of 2001;
- The introduction of a programme to systematically undertake two national modules on health each year from 2002 onwards;
- The development of a database of QNHS results for dissemination electronically by the end of 2002;
- The provision of anonymised micro-data annually to researchers before the end of 2001;
- The introduction of a new five year survey cycle which will incorporate improved organisational and technological features from the last quarter of 2002;

Labour Market

- The completion of a review of the presentation of labour market statistics in the second half of 2001;
- The introduction of seasonally adjusted labour market statistics in 2002.

Household Budget Survey

- The publication of the first results in the second quarter of 2001;
- The completion of the dissemination programme and the availability of anonymised micro-data for research by the end of 2001;
- The publication of income re-distribution analyses based on the 1994/1995 and 1999/2000 surveys by mid-2002;
- The finalisation of a programme covering the conduct of future programmes before the end of 2001.

Vital Statistics

- The treatment of statistics as a priority issue in the modernisation of the Civil Registration System;
- The introduction of the International Classification of Diseases (ICD 10) system for coding cause of death by the end of 2003;
- The publication of the Annual Report on Vital Statistics within two years of the reference year by the end of 2003;
- The publication of 2002 Life Tables in the first half of 2004.

Consumer and Wholesale Prices

- The introduction of a re-based Consumer Price Index at the end of 2001;
- The publication of a revised Wholesale Price Index in the second half of 2001.

Further Development of Social Statistics

We will agree and prepare an overall strategy for the development of social statistics to meet the emerging needs of users by mid-2002.

3. Business Statistics

One of the key organisational developments will be the implementation of the process approach in 2002 and 2003, based on conclusions drawn during 2001 from the pilot exercise.

Industry

- Publish the detailed monthly Industrial Production indices within 2 months from the first quarter of 2001;
- Publish the quarterly Industrial Earnings information within 3 months by the first quarter of 2001;
- Publish the annual Census of Industrial Production and PRODCOM results by end-October of the following year, starting with results for 2000;
- Introduce a new series on Orders for the most relevant manufacturing sectors by the first quarter of 2002.

Services

- Publish the annual Services inquiry results within 18 months of the reference year, starting with results for 2000;
- Publish quarterly Tourism results on both numbers and expenditure, within 2 months of the reference period, starting with the second quarter of 2001;
- Publish the first results of the Household Travel Survey during 2001;
- Complete a study on the feasibility of incorporating some of CSO's statistical requirements into hotel reservation and registration software, by end 2001;
- Publish results for the 1999 Road Freight Survey by end 2001;
- Publish the Vehicle Licensing release within 2 months of the end of the reference month to be achieved in respect of December 2001;

- Carry out a survey of trading day weights in the first half of 2001 and incorporate the updated weights into the RSI methodology by the start of 2002;
- Introduce a new quarterly turnover index for services sectors, from June 2001;
- Introduce new quarterly data on stocks held by the retail and wholesale sectors, from June 2002;
- Collect turnover information disaggregated by product and type of client, commencing with the computer services sector in 2001;
- Complete the pilot test of questions on e-commerce in the first half of 2001;
- Continue discussions with the Irish Energy Centre on the development of new energy statistics by end-2001.

Agriculture

- Publish all results from the 2000 Census of Agriculture before the end of 2001;
- Develop and refine a methodology to use administrative data to best effect to support farm sample surveys by June 2001;
- Publish provisional results from the June farm sample survey before mid-September;
- Publish final results from the December farm sample survey before mid-February;
- Publish rebased Agricultural Accounts and Prices releases by August 2001;
- Prepare a report on the overall income situation of farm households in 1994 and 1999, and establish a methodology for annual estimation by end of 2002.

Classifications and Quality

- Introduce systematic use of the Business Register as the comprehensive sampling frame for all business surveys by March 2002.
- Load all classifications currently used in CSO surveys into the CARS¹ system by the end of 2001;
- Adopt a substantial number of standard classifications across CSO surveys between 2001 and 2003;
- Implement the use of the CARS systems in all survey re-developments taking place between 2001 and 2003.

Extending the use of E Technology

- Identification and implementation of a number of pilot projects to advance the electronic collection of data from business;
- Pilot the use of computerised self-administered questionnaires;
- Greater use of computer-assisted techniques in household surveys;
- Extension of the electronic transmission of administrative data to the CSO;
- Online access to the principal contents of the CSO databank via the CSO website by mid 2001;
- Development of online access to a comprehensive Dissemination Database.

¹ *Classifications and Related Standard system*

Reducing the Burden

We will continue to explore ways of reducing the burden on our data providers while at the same time maintaining the quality of our statistics.

- We will continue to explore the use of administrative records of other Government departments;
- We will utilise our business register to spread the survey burden;
- We will use sampling to a greater extent to carry out surveys;
- We will extend the use of electronic completion of survey forms;
- We will investigate the use of computer assisted telephone interviewing;
- We will increase consultation with data providers and business representative bodies to identify ways of increasing co-operation and reducing the reporting burden;
- We will continue to review design and content of statistical enquiry forms.

Consultation with our External Customers

A number of liaison groups have been established (some will only get underway in 2001) to discuss the future demand for statistics and the best way to meet this demand. We have already given a number of talks to business statistics providers and their representative bodies on the importance of quality statistics and how they can use our statistics to develop their own businesses, investigate niche markets, etc. We maintain ongoing contact with a variety of state and semi-state agencies, employers organisations, etc.

Macro Economic Statistics

A macro economics statistics liaison group has been established to provide a forum for discussion of the needs of users. From initial discussions, the first priority of users was clearly the provision of long run comparable series, at least for the main accounting aggregates. A joint project team with the Central Bank and ESRI will be established for this purpose. At least one meeting of the liaison group will be held annually.

Census Liaison Group

A census pilot test was carried out to enable the CSO to evaluate alternative collection procedures, revised layouts for the census form and to test public reaction to new questions and amendments to existing questions. Advance public consultation took place through advertisements in the press and the CSO website inviting submissions on the questionnaire content for Census 2001. A consultative group was set up to assist the CSO in determining the questions to be put forward for Government approval. A specialist group on disability met with the consultative group on a number of occasions during the preparatory phase of the pilot test.

Energy Statistics Liaison Group

This group will be set up in collaboration with the Irish Energy Centre to discuss the preparation of energy statistics.

Labour Market Statistics Liaison Group

This group consists of representatives from Department of the Taoiseach, Department of Finance, Social Welfare Services Office, ESRI, NESC, FÁS, INOU, NUI Maynooth, NUI Dublin. Their function is to help identify the priority developments to be undertaken in the analysis and presentation of labour force statistics.

Business Statistics Liaison Group

This group consists of representatives of the Department of Finance, Central Bank, ESRI, Department of Enterprise, Trade and Employment, IBEC, SFA, ISME, Forfás, NESC and two university representatives. The group will have its first meeting in the second half of 2001 and will meet at least once a year.

Earnings Statistics Liaison Group

The representation on this group is very similar to that for the Business Statistics Group. However, it will also have representatives from ICTU, Fás and the Construction Industry Federation. This group will have its first meeting in the second half of 2001 and will meet at least annually.

Agriculture Liaison Group

The purpose of this group is to review the current set of agricultural statistics and priorities, to communicate new developments, to discuss user requests, and decide on the dissemination of information. The group consists of representatives from Department of Agriculture, Food and Rural Development, Irish Farmers Association, Teagasc, An Bord Bia, Macra na Feirme and I.C.M.S.A.

EU Working Groups

The office also participates in over 110 EU Working Groups on various statistical topics. These groups explore best practice in both collection and presentation of statistics throughout the European Union.

Simplification of Administrative Procedures

This group will explore the greater use of administrative records of other Government Departments and bodies for survey completion. It consists of representatives from CSO, Forfás, Enterprise Ireland, Company Registration Office, Institute of Chartered Accountants, IBEC, ISME, Revenue Commissioners, Department of Social, Community and Family Affairs, Small Firms Association and the Department of the Taoiseach.

Euro Committee

This committee was established to monitor the introduction of the euro in all divisions of the Central Statistics Office and report to the Department of Finance on changeover progress. The group meets once a month and the secretary to the group will attend Single Currency Officers Team (SCOT) meetings on a monthly basis until the euro is fully operational. The Euro Changeover Board of Ireland in turn prepare a monthly progress report for government on each Department.

Our Staff - The Internal Customers

Our on-going commitment to quality service is dependent on the high performance and involvement of our staff. We need to make optimum use of their talents, qualifications and skills. All staff have a role to play in developing a quality customer ethos within the organisation. We must ensure that staff are recognised as internal customers and that they are constructively informed, supported and consulted with regards to service delivery. Information Technology and the Administration Division will play key roles in this commitment to our staff.

Our Commitment to our Staff

Our Plan 2001-2003

The business support programmes of the office can be divided into the following divisions:

- Human resources and administration
- Information technology and methods

Their main role is to provide support, training and the most up to date computer systems to enable the internal customer to provide quality service to the external customer while at the same time developing their own potential to maximise job satisfaction. Their goals are listed below.

Human Resources and Administration

Each member of staff is a customer of these areas whether it is checking your tax deductions, inquiring about your leave entitlements or reporting shortcomings in your working environment.

Human Resource Management Policies

- Development of an integrated set of HRM policies on a phased basis before the end of 2002;
- Introduction of a new computerised system to support line management in the implementation of devolved HRM policies by early 2002;
- Continued development of specialist skills in HRM;
- Recruitment; existing policies to be documented by end-2001 and induction and probation policies to be documented by mid-2002;
- Transfer/mobility policy for clerical grades by end-2001, and for management grades by end-2002;
- Flexible working arrangements; policy on teleworking by end-2001;
- Conclusion at an early date of discussions on the elimination of demarcations within the CSO;
- Introduction of new organisational structures and work practices which will improve the efficiency and effectiveness of the Office.

Equality and Diversity

- Adoption and publication of CSO 'making it happen' strategies in relation to implementing the centrally agreed equality policy initiatives;
- Agreement of a merit-based promotion scheme throughout the office which is fair to all staff by the end of 2002;
- Publication of data showing the gender distribution of staff by grade and location by mid-2001;
- The publication of CSO specific equality targets by end 2001 and annual reports on progress;
- Increase awareness of equality issues and promotion of family friendly/flexible working policies.

Performance Management and Development System (PMDS)

Priority will be given to implementing and embedding the recently introduced performance management and development system.

- Completion of training for office staff by March 2002;
- Customisation and application of PMDS to field staff by end-2001;
- PMDS implemented and integrated with local business plans and individual development plans by end-2003.

Staff Training and Development

Planned progression to the allocation of a minimum of 4% of payroll to staff training and development.

- Development of a management programme for all management grades that will incorporate core skills of management and the manager's role in staff training and development by the end of 2001;
- Development of a Learning Centre to promote self study programmes identified as personal development needs under the PMDS by the end of 2002;
- Development of the existing Induction Programme for new members to the CSO that will ensure that they are welcomed and introduced quickly to the business and culture of our organisation;
- Provision of timely and relevant customer service training to all staff.

Working Environment

- Prompt response to any work environment issues raised by the staff and committees and in particular issues concerning staff with special needs;
- Introduction of a long term planning strategy backed up by appropriate budgeting by end-2001;
- The publication of a revised health and safety statement by mid-2001;
- Refurbishment of different areas of the office to meet staff needs;
- Provision of offices for staff where they can meet with their supervisor in private in relation to PMDS or any other issue.

Enhancement of the Financial Management System

- Introduction of the proposed Financial Information Framework in line with the implementation plan recommended by Deloitte & Touche by end-2003. This will assist management with devolved budgets, etc;
- Improved use of financial data for estimating and decision making, management and resource allocation throughout the office;
- Adaptation of all payroll and accounting systems to facilitate the changeover to the euro by the end of 2001.

Information Technology

This area can be divided into Systems Development and Computer Support Services. Again each member of staff is a customer whether your programme needs to be rewritten or your computer needs rewiring.

Improved Software Process Development

- Completion of training program in Capability Maturity Model (CMM)¹ by the end of 2001;
- Achievement of CMM level 2 rating by the end of 2003;
- Rationalisation of the number of core software tools currently in use.

Data Management Strategy

- Data Office established by end 2001;
- Corporate Data Model in place by mid 2002;
- Prototype Dissemination Database in place by mid-2001;
- Agreement of a development and migration plan for centrally developed and user-developed systems;
- Substantial progress on migration by the end of 2003;
- Acquisition of appropriate skills through training and consultancy advice.

Systems Development

- Build generic survey processing systems;
- Leverage on Lotus Notes developments in other national statistical institutes;
- All relevant processing systems capable of handling the euro from January 2002 onwards.

Improved Services

- New helpdesk solution in place and actively used by all staff by end of 2001;
- Introduction of surveys of customer satisfaction with the service provided by IT Division by mid 2002.

Promotion of Project Management

- Project Management methodology adopted for all major projects;
- Active support provided by the Project Office to business areas and IT Division in their deployment of Project Management.

Statistical Methods and Development

- Presentation of report on standard error methodologies by end 2001;
- Importation and adaption of software from other statistical services to apply standard error calculation methodology by end 2002;
- Monitoring of the statistical developments in other national statistical services.

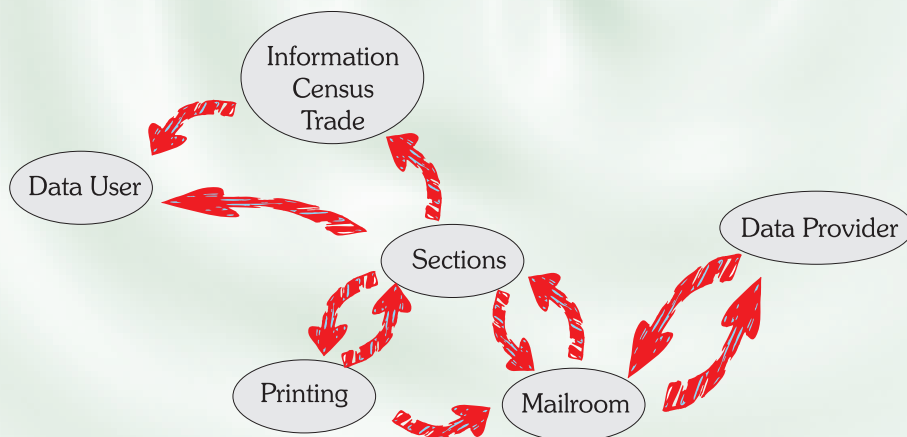
¹ CMM was developed by the Software Engineering Institute as a model for software process improvement. It provides a benchmark against which organisations can assess the capability level of their software process and identify the process improvement activities that will provide the most effective benefits.

Statistical Data and the Internal Customer

While our primary focus in relation to statistical information is geared towards the external customer, each division and section within the office is interdependent. The primary data collected in one area may be used and further analysed in other areas. Divisions such as National Accounts are critically dependent on information produced by other areas of the office. Data exchange and regular contact between sections is also needed to ensure the comprehensiveness and consistency of results. The supply of finished products i.e. publications and releases to areas like Information, Census Enquiries or Trade Help Desk enable these sections to provide quality service to the public.

Each section depends on the timely provision of survey forms for issue to data providers and on the printing of finished product i.e. publications and releases for issue to data users.

The office operates its own print and mailroom facilities. The printroom operates within the information area and depends on sections to supply the necessary requirements on time for production of start and end product. The mailroom within the Office Service Unit provides mail insert and postal facilities. Timeliness is important for mailing purposes also. Service level agreements between sections and suppliers of service will need to be explored.



Communication

Communication and people are at the heart of how an organisation successfully conducts its business. A range of formal processes already exist within the CSO for communicating information up, down and across the organisation:

- One to one (eg Supervisors, peers, colleagues) and group (section/division meetings, workshops, training courses, partnership, working groups);
- Electronic means (eg email, lotus notes databases, training videos and CDROMS etc);
- Paper based communications (eg office notices, circulars, induction material, information booklets, newsletters, instruction manuals).

Face-to-face remains the most effective form of communication because it gives people the opportunity to ask questions, offer opinions and suggestions, make confirming comments, give and receive feedback. The development of the Performance Management and Development System will aid this process. We will continue to improve our electronic communications methods ensuring staff will have the information they need on screen at the touch of a button.

Development of Partnership

Partnership encourages the development of new workplace relationships based on mutual respect, understanding, trust and shared responsibility.

We will endeavour to:

- increase the awareness of the importance of partnership;
- use partnership to a greater extent in the introduction of change;
- give a greater steering role to the Partnership Committee in the development of new policies.

Consultation with our Staff

A number of groups have been set up within the office as part of the consultation process. This gives everybody in the organisation the opportunity to express their views in relation to how we treat our internal and external customers. The groups are listed below.

Partnership

The CSO Partnership Committee comprising of staff, union and management representatives was established to facilitate partnership. The essence of partnership is that everybody in the office is more involved in what needs to be done and how to achieve it. Important decisions are arrived at by consensus.

Staff Mobility

This Committee was set up to examine the issues involved in introducing processes for staff placement and mobility. Initially the group will focus on mobility for clerical staff.

Training and Staff Development

The functions of the Training and Staff Development Committee include ensuring the CSO has a strategic focus which reflects the operational and developmental needs of both the office and its staff and ensuring that senior management, line management and individual staff members recognise that they share the responsibility to plan and support a co-ordinated approach to training. They also have a role in maximising the transfer of benefits from training to the individual and his/her work environment.

Customer Services

This cross-grade group was established to advise senior management on the provision of quality customer services within the office and what needs to be done to improve this. The group based on their discussions have provided guidance with the preparation of our new customer service plan.

Health and Safety

The functions of this committee include making recommendations on matters of general safety, health and welfare in the office, organising emergency response plans, updating of the safety statement and carrying out risk assessments. The committee is representative of management and staff.

Lotus Notes

The Lotus Notes Steering Committee was established in November 2000 to discuss Lotus Notes implementation and practices within the Office. Its Terms of Reference include user training, encouragement of best practice, standards for the location and classification of documents, etc. The Committee is currently giving priority to further user training, and in this regard a number of initiatives are being pursued or piloted (including section visits and open days).

How to contact us

Locations

The CSO has offices in both Dublin and Cork at:

Ardee Road and Skehard Road
Rathmines Cork
Dublin 6

Tel: LoCall 1890 313 414



All our extensions can also be contacted through either our Dublin or Cork phone numbers which are: 01-498 4000 or 021-453 5000 or you can dial extensions directly by replacing the last four digits of these numbers with the appropriate extension number.

Information Services



Our Information area is located in the Cork office. We will be happy to deal with your statistical queries. You can write, email, telephone or call in person. Our "Guide to CSO Publications and Releases" is available on request. This booklet lists and gives a brief description of all our publications and releases.



Our internet site at www.cso.ie contains a broad range of information and statistics. All our statistical releases are published on the site at 11 am on day of publication.



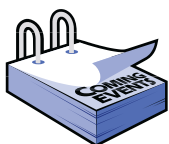
You are welcome to use the CSO library in the Cork and Dublin offices where a wide range of Irish and international statistical publications are available. A monthly acquisitions list is available on request.



You can purchase CSO Publications directly from Information Section. You can also subscribe to statistical releases. A full list of publications and releases and their prices is available on request.



We operate a statsfax service for the Live Register Statement and Consumer Price Index (both monthly).



Weekly and three month in advance calendars of releases and publications are available on request. We can email, post or fax calendars to you or you may view them on our internet site.

You can address your queries to any of the following (names may change with the passage of time but the extension numbers will apply):

Written	See addresses on opposite page
Telephone	Mary Murphy ext 5028
Email	information@cso.ie
Fax	021 - 453 5555
Internet site www.cso.ie	Angela Murphy ext 5034 Webmaster@cso.ie
Subscriptions	Niamh Martin ext 5033
Sales of publications	James Linehan ext 5035
Statsfax	James Linehan ext 5035
Cork Library	Deirdre O'Reardon ext 5017
Dublin Library	Sharon Ann Doyle ext 4142

Census Inquiries

Detailed inquiries on demography may be addressed to the Census Inquiries Section based in the Dublin Office. The results of each census are published in detailed volumes covering topics such as age, sex, marital status, occupations, household composition etc. Local population reports from the 1996 census are available for each county and county borough. Small Area Population Statistics for urban districts, rural districts, towns and district electoral divisions are available on a fee basis.

Contact: Theresa Moran Ext 4285

Fax 01- 498 4268

email census@csso.ie

Trade Helpdesk:

Trade statistics provide a wealth of information ranging from aggregates such as total imports and exports to the most detailed statistics at commodity by country level. Apart from the regular published results, detailed commodity results are available on printout or diskette.

Contact: Mary Hanley ext 4200

Fax 01 - 498 4240

email trade@csso.ie

CSO Databank

The CSO Databank, EireStat, contains the principal economic and social statistics. Most series are updated within one hour of publication. The EireStat Spreadsheet Service (ESS) is an internet based dissemination service that is freely available to all users. This service contains most of the main principal statistics and background information taken from the Databank and it is updated daily.

The service is available at www.eirestat.cso.ie

Contact: Richie Murphy ext 5650

Fax 021 - 453 5555

email databank@cso.ie

Research Support

It has always been our policy to support research bodies and individual researchers. Anonymised micro data are available to bona fide researchers under legal contract on a fee basis. Data may be made available from the Labour Force Survey, Household Budget Survey or the Census of Population.

You can address your queries to any of the following:

Labour Force Survey	Nicola Tickner ext 5420
Household Budget Survey	Kevin McCormack ext 5603
Census of Population	Aidan Punch ext 4316

If you are not happy with our service

Complaints about the quality of service or the manner in which they are delivered by the Office can be addressed to the following:

Contact: Sinead Phelan
Customer Relations Officer ext 5036

email cro@cso.ie

Fax 021 - 453 5555

or

The Ombudsman
52 St. Stephens Green
Dublin 2

email ombudsman@ombudsman.irlgov.ie Tel 01 678 5222 Fax 01 661 0570

Freedom of Information

Queries under freedom of information can be addressed to

Contact: John O'Leary ext 5124

email foi@cso.ie

Fax 021 - 453 5153

Structure of the Office

The Director General, Donal Garvey and four Directors are responsible for the overall administration of the office and for strategic planning. The Director General, Directors and the Personnel Officer comprise the Senior Management Committee which meets on a regular basis every 2 weeks to consider corporate issues.

Directors	Divisions	Heads of Divisions
Joe Treacy	Business Statistics	Joe Madden Tom McMahon
	Agriculture	Gerry Brady
	Administration	Liam Hogan (Personnel Officer)
Tom Keane	IT	Adrian Redmond Margaret McLoughlin
	Statistical Methods & Development	Dave Jennings
Bill Keating	National Accounts	Mick Lucey Paddy McDonald John O'Hagan
	Balance of Payments	John Fitzpatrick
	Foreign Trade & Co-Ordination	Pat Fanning
Gerry O'Hanlon	Demography	Aidan Punch
	Labour Market/ Vital Statistics	Vacant
	Prices (Consumer & Wholesale)	Kevin McCormack

