



Department of
Enterprise, Trade
and Employment



**CUSTOMER SERVICE
ACTION PLAN**

2001-2004

PRINCIPLES OF QUALITY CUSTOMER SERVICE

FOR CUSTOMERS AND CLIENTS OF THE PUBLIC SERVICE

In their dealings with the public, Civil Service Departments and Public Service offices will:

QUALITY SERVICE STANDARDS

Publish a statement that outlines the nature and quality of service which customers can expect, and display it prominently at the point of service delivery.

EQUALITY/DIVERSITY

Ensure the rights to equal treatment established by equality legislation, and accommodate diversity, so as to contribute to equality for the groups covered by the equality legislation (under the grounds of gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the Traveller Community).

Identify and work to eliminate barriers to access to services for people experiencing poverty and social exclusion, and for those facing geographic barriers to services.

PHYSICAL ACCESS

Provide clean, accessible public offices that ensure privacy, comply with occupational and safety standards and, as part of this, facilitate access for people with disabilities and others with specific needs.

INFORMATION

Take a proactive approach in providing information that is clear, timely and accurate, is available at all points of contact, and meets the requirements of people with specific needs. Ensure that the potential offered by Information Technology is fully availed of and that the information available on public service websites follows the guidelines on web publication.

Continue the drive for simplification of rules, regulations, forms, information leaflets and procedures.

TIMELINESS AND COURTESY

Deliver quality services with courtesy, sensitivity and the minimum delay, fostering a climate of mutual respect between provider and customer.

Give contact names in all communications to ensure ease of ongoing transactions.

COMPLAINTS

Maintain a well-publicised, accessible, transparent and simple-to-use system of dealing with complaints about the quality of service provided.

APPEALS

Similarly, maintain a formalised, well-publicised, accessible, transparent and simple-to-use system of appeal/review for customers who are dissatisfied with decisions in relation to services.

CONSULTATION AND EVALUATION

Provide a structured approach to meaningful consultation with, and participation by, the customer in relation to the development, delivery and review of services. Ensure meaningful evaluation of service delivery.

CHOICE

Provide choice, where feasible, in service delivery including payment methods, location of contact points, opening hours and delivery times. Use available and emerging technologies to ensure maximum access and choice, and quality of delivery.

OFFICIAL LANGUAGES EQUALITY

Provide quality services through Irish and/or bilingually and inform customers of their right to choose to be dealt with through one or other of the official languages.

BETTER CO-ORDINATION

Foster a more co-ordinated and integrated approach to delivery of public services.

INTERNAL CUSTOMER

Ensure staff are recognised as internal customers and that they are properly supported and consulted with regard to service delivery issues.

July 2000

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FOREWORD BY TÁNAISTE AND MINISTER FOR ENTERPRISE, TRADE AND EMPLOYMENT



As Minister for Enterprise, Trade and Employment I am very conscious that the most successful businesses are those whose focus is on the delivery of excellent customer service. I firmly believe that the same core value that places the customer at the centre is equally relevant to the public sector. I regard the delivery of better government and the provision of excellent customer service as two sides of the same coin. These views are reflected in my Department's Strategy Statement for 2001 to 2003, where quality customer care is identified as one of the five strategic goals.

I am confident that this Customer Service Action Plan will enable my Department to build on the progress made since our first action plan was launched in 1997. It is based on the Principles of Quality Customer Service which were adopted by Government in July 2000. It sets challenging standards, provides for performance measurement, and mainstreams customer service into the day to day activities of the Department.

Above all, it provides for consultation and active engagement with our customers. I am hopeful that this engagement will enable us to make optimum use of our resources and enable us to be a more responsive, adaptable and customer-focused organisation. In this regard the Plan's focus on the provision of services electronically is particularly welcome as it will be a vital element of the Department's E-Government strategy.

The Plan is a roadmap for the Department and its staff to help meet the customer service challenges it faces over the life of the Plan and build on the very substantial progress made since 1997.



Mary Harney, T.D.

Tánaiste and Minister for Enterprise, Trade and Employment





RÉAMHFHOCAL AN TÁNAISTE AGUS AIRE FIONTAR, TRÁDÁLA AND FOSTAÍOCHTA

Mar Aire Fiontar, Trádála agus Fostaíochta, tuigim go maith gurb iad na gnólachtaí is rathúla na cinn sin a dhiríonn ar sheirbhís ardchaighdeán feabhais do chustaiméirí a sholáthar. Creidim go daingean go bhfuil an croiluach céanna a chuireann an custaiméir sa lár chomh bainteach céanna leis an earnáil phoiblí. Féachaim ar sheachadadh rialtais níos fearr agus ar sholáthar seirbhíse ardchaighdeán feabhais do chustaiméirí mar dhá thaobh an bhoinn chéanna. Léirítear na tuairimí sin i Ráiteas Straitéise mo Roinne do 2001 go 2004, áit a n-aithnítear seirbhís cháilíochta do chustaiméirí mar cheann de na cúig sprioc straitéiseacha.

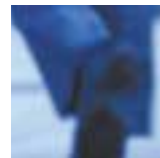
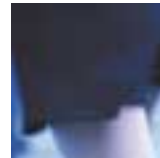
Táim muiníneach go gcuirfidh an Plean Gníomhaíochta seo um Sheirbhís do Chustaiméirí ar chumas mo Roinne forbairt a dhéanamh ar an dul chun cinn atá déanta ó lainseáladh an chéad phlean gníomhaíochta uainn i 1997. Tá sé bunaithe ar na Prionsabail um Sheirbhís Cháilíochta do Chustaiméirí a chuir an Rialtas i bhfeidhm in Iúil 2000. Leagann sé amach caighdeán dhúshlánacha, soláthraíonn sé don tomhas gníomhúcháin, agus sruthlíníonn sé seirbhís do chustaiméirí i ngníomhaíochtaí laethúla na Roinne.

Thar aon ní eile, soláthraíonn sé do chomhairliúchán agus plé gníomhach lenár gcustaiméirí. Táim dóchasach go gcuirfidh an plé sin ar ár gcumas úsáid uasta a bhaint as ár n-acmhainní agus bheith mar eagraíocht níos freagraí, inoiriúnaithe agus custaiméir-dhírithé. I dtaca leis sin fáiltítear go mór roimh fhócas an Phlean ar an soláthar seirbhíse go leictreonach mar go mbeidh sé ina eilimint fhiorthábhachtach de straitéis Ríomhrialtais na Roinne.

Is é atá sa Phlean ná léarscáil bealaigh don Roinn agus dá foireann chun cabhrú chun aghaidh a thabhairt ar dhúshláin na seirbhíse do chustaiméirí a nochtfar thar thréimhse an Phlean agus chun forbairt a dhéanamh ar an dul chun cinn an-mhór atá déanta ó 1997 i leith.

Máire Ní Airne, T.D.

Tánaiste agus Aire Fiontar, Trádála agus Fostaíochta



INTRODUCTION BY THE SECRETARY GENERAL

Since the publication of its first Customer Service Action Plan in 1997 the Department of Enterprise, Trade and Employment has tried to place an increasing emphasis on improving service to the customer, whether that be an individual enquiring about rights under employment legislation, a company seeking information regarding proposed new legislation, or indeed a member of staff gathering data to feed in to a new policy document.

With the publication of this new plan the Department has, for the first time, gone out to its customers to see what level of service they expect from the Department, and to establish the current degree of satisfaction with the service we have been providing. We did this by commissioning an independent research project, the first phase of which has just recently been completed by a project team from the Institute of Public Administration. This first phase of the research project assessed the views and opinions of selected external customers of the Department in relation to the quality of our customer service. We intend to roll out the project, to a wider group of external customers, and to the Department's own internal customers, later this year and into 2002.

I was very pleased that the first phase study report found a positive view generally of the quality of the service we offer, and I welcome the opportunities offered by the identification of areas where we can do things better, or even simply differently, to improve service delivery for the customer.

You will find that we have already begun to reflect the findings of this report in our new Customer Service Action Plan, and I would like to take this opportunity to thank those of our customers who gave of their time to the project team, to give their opinions and suggestions for change in the way the Department delivers on its objectives. I hope that over the coming 3 years, as we continue to take on board your comments and suggestions for a more effective and efficient delivery of services, you will consider that your time was well spent.

I will be making the report itself available, for information, on the Department's website www.entemp.ie in the near future. And I look forward to the continuing opportunities afforded by ongoing review for the further improvement of our service. I feel that this affords us the chance to see this Action Plan not as a static document, but as something which can continue to grow over the coming years.



Paul Haran
Secretary General



RÉAMHRÁ AN ÁRD RUNAÍ

Ó foilsíodh an chéad bPlean Gníomhaíochta um Sheirbhís do Chustaiméirí dá cuid i 1997 tá iarracht déanta ag an Roinn Fiontar, Trádála agus Fostaíochta béim níos mó a chur ar sheirbhís don chustaiméir a fheabhsú, bíodh an custaiméir sin ina phearsa aonair ag fiosrú faoi chearta faoin reachtaíocht fostaíochta, bíodh sé ina chuideachta ag lorg faisnéise maidir le reachtaíocht bheartaithe nua, nó gan dabht bíodh sé ina bhall foirne ag bailiú sonraí le cur isteach i ndoiciméad polasaí nua.

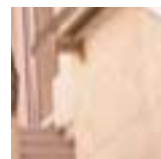
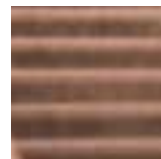
Le foilsiú an phlean nua seo tá an Roinn, den chéad uair, i ndiaidh plé a dhéanamh lena custaiméirí chun a fháil amach cén leibhéal seirbhíse lena bhfuil súil acu ón Roinn, agus chun an chéim reatha sástachta leis an tseirbhís atá soláthairte againn a fheiceáil. Rinneamar é sin trí thionscadal taighde neamhspleách a choimisiúnú, a bhfuil an chéad chéim de tugtha chun críche le déanaí ag foireann tionscadail ón Institiúid um Riarachán Poiblí. Sa chéad chéim den tionscadal taighde measadh dearcaí agus tuairimí custaiméirí seachtracha roghnaithe den Roinn i ndáil le cáilíocht ár seirbhíse do chustaiméirí. Tá sé de rún againn an tionscadal a asrolláil chuig grúpa níos leithne custaiméirí seachtracha, agus chuig custaiméirí inmheánacha na Roinne féin, níos faide anonn i mbliana agus i 2002.

Bhí mé an-sásta go bhfuarthas sa chéad chéim den suirbhé i gcoitinne dearcadh dearfach faoi cháilíocht na seirbhíse a ofráilimid, agus fáiltim roimh na deiseanna a ofráiltear leis na réimsí a aithint inar féidir linn nithe a dhéanamh ar bhealach níos fearr, nó díreach go díriúil fiú, chun ár seachadadh seirbhíse don chustaiméir a fheabhsú.

Feicfidh tú go bhfuilimid i ndiaidh torthaí na tuarascála sin a léiriú cheana féin inár bPlean Gníomhaíochta nua um Sheirbhís do Chustaiméirí, agus ba mhaith liom an deis seo a ghlacadh chun buíochas a ghabháil leis na custaiméirí sin a roinn a n-am leis an bhfoireann tionscadail, chun a dtuairimí agus moltaí a thabhairt i dtaca le hathrú sa tslí ina seachadann an Roinn a cuspóirí. Tá súil agam thar na trí bliana romhainn, de réir mar a ghlacaimid ar bord bhur dtuairimí agus moltaí faoi sheachadadh níos éifeachtaí agus níos éifeachtúla seirbhísí, go measfaidh sibh gurbh fhiú an t-am a chaith sibh leis.

Beidh an tuarascáil féin á cur ar fáil agam, mar eolas, ar láithreán gréasáin na Roinne www.entemp.ie go luath amach anseo. Agus táim ag súil leis na deiseanna leanúnacha a thabharfar trí athbhreithniú leanúnach chun ár seirbhís a fheabhsú níos mó. Braithim go dtugann sé sin an deis dúinn féachaint ar an bPlean Gníomhaíochta seo ní mar dhoiciméad statach, ach mar rud ar féidir leis leanúint dá fhás thar na blianta romhainn.

Paul Haran
Ard-Rúnaí



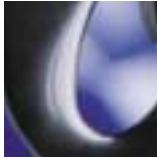


THE ROLE OF THE DEPARTMENT OF ENTERPRISE, TRADE AND EMPLOYMENT

MISSION STATEMENT



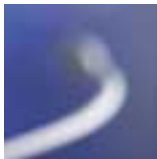
The Department of Enterprise and Employment was established in December 1993. In July 1997, the Department was renamed the Department of Enterprise, Trade and Employment following the allocation of responsibilities for trade matters. The mission of the Department of Enterprise, Trade and Employment is:



"To promote the sustainable development of a modern competitive enterprise economy based on quality employment, social inclusion and enhanced working and living standards."



The Department has five core functions – development of enterprise, employment promotion, trade development, protection of workers and the regulation of businesses. The Department is organised into seven Divisions which broadly reflect distinct functional units but there is a substantial degree of co-operation and interaction between Divisions.



The Department's key strategic goals are set out below. The 'Statement of Strategy 2001 - 2003', published in February, 2001 details the strategic goals and objectives underpinning the mission statement.

THE DEPARTMENT'S STRATEGIC GOALS 2001 - 2003

GOAL ONE

To promote a competitive enterprise environment which will foster enterprise development and meet the emerging challenges and opportunities of an increasingly knowledge-based and globalised economy.

GOAL TWO

To promote quality employment, meet the labour supply and skill needs of the economy, foster social inclusion, protect the welfare of workers, facilitate industrial peace and promote social policy as a productive factor.

GOAL THREE

To foster the well-being of consumers by promoting competition in all sectors of the economy and by such other measures as are necessary to ensure that consumers derive the maximum benefit from the operation of the market.

GOAL FOUR

To effect a business regulatory system which is to the forefront of international standards, commands public confidence and international respect.

GOAL FIVE

To ensure delivery of our business goals to the highest standards through enhanced organisational capability, responsiveness and quality customer care, underpinned by a programme of continuous staff development.



MAIN INFORMATION CONTACT POINTS IN THE DEPARTMENT OF ENTERPRISE, TRADE AND EMPLOYMENT

WITHIN THE DEPARTMENT

Some of the main contact points in the Department are set out below:

THE INFORMATION RESOURCE UNIT

addresses queries relating to general information on the Department, and acts as a referral point for those who are unclear whom they should contact within the Department. The contact details for the Unit are:

Tel: 01-631 2119, 2122, 2128 Lo-call: 1890 220 222 (outside 01 area)

Fax: 01-631 2827

E-Mail: webmaster@entemp.ie

THE EMPLOYMENT RIGHTS INFORMATION SERVICE

provides information on the wide range of employment legislation administered by the Department. It also offers information on the appropriate procedures under individual pieces of employment legislation. The contact details for the Unit are:

Tel: 01-631 3131 Lo-call: 1890 201 615 (outside 01 area)

Fax: 01-631 3267

E-Mail: erinfo@entemp.ie

THE FREEDOM OF INFORMATION UNIT

deals with requests under the FOI Act. Each person has a right to:

- access to records held by the Department (Sec. 6)
- correction of personal information relating to oneself held by the Department where it is inaccurate, incomplete or misleading (Sec. 17)
- access to reasons for decisions made by the Department directly affecting oneself (Sec. 18). The contact details for the Unit are:

Tel: 01-631 2321/2317/ 2318/2319 Lo-call: 1890 220222 (outside 01 area)

Fax: 01-6312817

E-Mail: foiunit@entemp.ie

THE WORK PERMITS SECTION

deals with calls relating to the issue of work permits for non-EU/EEA nationals.

The contact details for the Unit are:

Tel: 01-631 3333/3308 Lo-call: 1890 210 616 (outside 01 area)

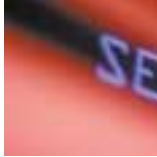
Fax: 01-631 3268

E-Mail: workpermits@entemp.ie

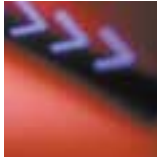




WEBSITE



The Department's website www.entemp.ie is Level 1 WAI (Web Accessibility Initiative) compliant. The WAI is concerned with promoting a high degree of usability for people with disabilities. The website is updated on a daily basis by a team of web co-ordinators throughout the Department. It contains information on the Department's structure, services and functions, frequently asked questions, speeches and press releases, as well as copies of publications and forms.



PUBLICATIONS



In addition to this Customer Service Action Plan, there are a number of other publications which give useful information concerning the functions and operations of the Department:



THE DEPARTMENT'S STRATEGY STATEMENT, 2001-2003 Published by the Stationery Office, this can be purchased directly from the Government Publications Sale Office, Molesworth St, Dublin 2 at a cost of €5 (€6.35).

THE FREEDOM OF INFORMATION ACT SECTIONS 15 AND 16 REFERENCE BOOK A guide to the functions, records, rules and practices of the Department (April 2001). This publication is available at your local library or free of charge on request from the FOI Unit.

THE ANNUAL REPORT OF THE DEPARTMENT OF ENTERPRISE, TRADE AND EMPLOYMENT, 2000. Published by the Stationery Office, this can be purchased directly from the Government Publications Sale Office, Molesworth St, Dublin 2 at a cost of €6 (€7.62).

These publications are also available on the Department's website www.entemp.ie in .pdf format and can be downloaded free of charge.

WE WILL IMPLEMENT THE PRINCIPLES OF QUALITY CUSTOMER SERVICE, AS ADOPTED BY THE GOVERNMENT IN JULY 2000, TO THE BEST OF OUR ABILITY, AND IN THE SPIRIT OF IMPROVING SERVICE TO THE CUSTOMER

WE WILL EMBED THE PROCESS OF CUSTOMER SERVICE WITHIN THE STRATEGIC GOALS OF THE DEPARTMENT, AND INTO THE BUSINESS AND PLANNING PROCESSES

WE WILL PUT IN PLACE THE NECESSARY STRUCTURES AND PROCEDURES TO ALLOW FOR A MEANINGFUL ASSESSMENT OF PROGRESS

WE WILL CONTINUE TO DEVELOP AWARENESS OF THE IMPORTANCE OF CUSTOMER SERVICE, OF THE NEED TO CONTINUALLY REVIEW AND RE-ASSESS THE NATURE AND FORMAT OF SERVICES PROVIDED, AND OF THE NEW CHALLENGES OF EQUALITY AND DIVERSITY FACING US

WE WILL APPLY THE RESOURCES, TRAINING AND SUPPORTS NECESSARY TO ENSURE THE DELIVERY OF THESE OBJECTIVES.

CORPORATE COMMITMENT TO THE PRINCIPLES OF QUALITY CUSTOMER SERVICE





QUALITY SERVICE STANDARDS

The publication of service delivery standards would help ensure that "everyone knows what they are working to and the standard of service they can expect". CCRP RESULTS

CCRP RESULTS The Customer Care Research Project was an independent survey by the Institute of Public Administration of the attitudes of a range of the Department's external customer's to service provision by the Department. (Report June 2001)

Publish a statement that outlines the nature and quality of service which customers can expect, and display it prominently at the point of service delivery.

This Customer Service Action Plan sets out clearly the range of functions and activities in which the Department is involved. It also sets out the nature and quality of the manner in which we would hope to deliver these services – to the general public, specific business and other interest groups, and to other Government Departments and Agencies. In doing this, we have adopted the 12 principles of Quality Customer Service for customers and clients of the Public Service, as endorsed by Government in July 2000.

The principles of Quality Customer Service are displayed in all our public offices and this Customer Service Action Plan, which sets out how we will implement the principles, is available from any of the Department's Offices or Agencies. It is also available on the Department's website, with plans for an Irish language and large print format versions shortly. A Braille version will also be made available, on request to the Department's Customer Service Officer:

**Ms. Maire Ni Chuirc,
Customer Service Officer,
Dept of Enterprise, Trade & Employment,
Kildare Street, Dublin 2 Tel (01) 6312116**

EQUALITY/DIVERSITY

It is generally anticipated that this will become more of an issue in the future, given the changing nature of Irish society.

Important that Department take a proactive stance in terms of equality proofing initiatives and policies.

CCRP RESULTS

Ensure the rights to equal treatment established by equality legislation, and accommodate diversity, so as to contribute to equality for the groups covered by the equality legislation (under the grounds of gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the Traveller Community).

Identify and work to eliminate barriers to access to services for people experiencing poverty and social exclusion, and for those facing geographic barriers to services.

Our guiding principle is that all customers should have access to the same high quality of service. This means tailoring our service provision to the needs of our very diverse customer base and ensuring that the statutory rights to equal treatment of groups covered by The Equal Status Act 2000 are respected.

We recognise that, in particular in terms of service delivery, the distinction between treating people the same, and treating them equally, is an important one. We subscribe not only to the objective of equality of opportunity, but equally importantly, to the objectives of equality of participation and equality of outcome.



OVER THE LIFE OF THE PLAN WE WILL:

- conduct research to identify groups who cannot, or find it difficult to, access our services
- liaise with groups identified by the research with a view to eliminating barriers to access to our services
- liaise with the Equality Authority to ensure that the Department remains up to date on, and informed by, best practice
- raise equality and diversity awareness levels in the Department through training, information and communication
- identify priority action areas, assess resource implications and make adequate provision to underwrite these actions in the Department's estimates
- implement recommendations of the Department's Equality Group and make adequate resource provision for their implementation
- optimise the use of electronic service delivery to help transcend physical and geographic barriers to access
- report progress in our annual report.

PERFORMANCE INDICATORS:

- Authoritative and focused research findings
- Number of Groups identified and consulted
- Liaison with the Equality Authority (annual)
- Training completed, information notes prepared
- Priority actions identified and underwritten by adequate resources
- Improvements to website and IT infrastructure (all levels of web accessibility test will be achieved by end 2002).

PHYSICAL ACCESS

Provide clean, accessible public offices that ensure privacy, comply with occupational and safety standards and, as part of this, facilitate access for people with disabilities and others with specific needs

Significant improvements have been made on physical access to Departmental buildings since the publication of our first CSAP in 1997. However, the Department recognises that this process needs continuous review, if physical access needs are to be met and relevant legislation complied with.

Work already carried out by the Department on improving physical access is acknowledged.

The level of privacy is perceived to be poor in reception areas of the Department's buildings.

CCRP RESULTS

OVER THE LIFE OF THIS PLAN WE WILL:

- review/audit physical access barriers to our customers both internal and external
- ensure that staff with disabilities are involved in the audit process and input into access equality policy development
- cost and make provision for structural changes identified in the audit process
- make more effective use of electronic service delivery to help transcend physical or geographic barriers to our services.



PERFORMANCE INDICATORS:

- all buildings audited by end of 2001 with involvement of people with disabilities
- action list agreed and financial provision made in Departmental Estimates
- priority areas identified and incorporated into the Department's BASIS project.

INFORMATION

Good quality and timely information was highlighted as one of the most consistently important areas for most customers.

The Department should be more active in making the range of market information it collects available to customers.

There is a general feeling that the website is not being used to its full potential and needs to be developed further.

There is a general consensus that the use of e-mail has helped to improve service and speed up responses to queries in a number of areas.

CCRP RESULTS

Take a proactive approach in providing information that is clear, timely and accurate, is available at all points of contact, and meets the requirements of people with specific needs. Ensure that the potential offered by Information Technology is fully availed of and that the information available on public service websites follows the guidelines on web publication.

Continue the drive for simplification of rules, regulations, forms, information leaflets and procedures.

ACCESS TO SERVICES

The Department's principal public offices are listed with full address and telephone numbers at Appendix 1. We are currently in the process of upgrading all our offices with a view to providing improved facilities for visitors and to provide ready access for persons with disabilities. It is envisaged that reception areas in some of our buildings will be adapted to facilitate privacy and confidentiality. This process is already underway in our office in Adelaide Road.

STANDARDS OF SERVICE

SERVICE BY TELEPHONE – WE WILL

- answer phones promptly and ensure that staff identify themselves in all telephone communications
- supply you with up-to-date, accurate and comprehensive information in a courteous manner and ensure that it is easily understood by using simple, clear language
- inform you if we need to transfer your call to a colleague, give you that person's name and number and ensure that your call is properly transferred
- take details and call you back, if we cannot answer your query immediately
- require staff to update their voicemail greetings if absent from the office
- respond to all voice mail messages promptly, and, as a general rule, aim to respond by the following day at the latest
- ensure that specific training, and refresher training, in telephone techniques is introduced for all front-line staff
- use call queuing facilities where necessary, ensuring that your call is answered in sequence.



CORRESPONDENCE – WE WILL

- use clear and simple language
- ensure that all written correspondence carries a contact name and telephone number and, where applicable, a reference, to ensure ease of transaction
- aim to provide a reply to written correspondence (including e-mail) within one week. Where a definitive response within this time frame is not possible, we will send an interim reply explaining the position. However, individual sections may set specific targets where appropriate, having regard to the nature of the work involved.

FORMS AND LEAFLETS – WE WILL

- use simple and clear language
- explain precisely what is required
- ask only necessary questions
- continue to examine the provision of forms and leaflets in electronic format.

VISITORS TO OUR OFFICES – WE WILL

- provide clean, accessible public offices which ensure privacy, comply with occupational and safety standards and facilitate access for those with disabilities and specific needs
- ensure that all front-line staff wear name badges
- ensure that reception areas are properly staffed during opening hours
- treat all visitors in a polite and courteous manner
- ensure that public signage is in both Irish and English.

DEPARTMENT'S WEBSITE AND E-GOVERNMENT – WE WILL

- endeavour to develop and deliver e-government initiatives to the highest possible standard in accordance with Government policy
- re-design the website homepage by the end of 2001 with a view to improving signposting and ease of navigation
- recognise that our customers have the right to access information in a manner which meets their specific needs. (All levels of the web accessibility test will be achieved by end 2002)
- monitor and evaluate our online service delivery to make continuous improvements and consult with clients to determine their online needs and preferences
- endeavour to make official publications available, both in hard copy and in electronic format, simultaneously with the issuing of press releases
- regularly update contact telephone numbers and e-mail addresses on our website and reflect any changes in the Department's organisational structure by publishing a flyer on an annual basis
- Continue to develop the BASIS (Business Access to State Information and Services) project with a view to completion by end of 1st Quarter in 2002.



TIMELINESS AND COURTESY

Courtesy was not identified as an issue requiring attention – staff are generally helpful and as co-operative as they can be.

Timeliness was not a significant negative issue for about half the customers interviewed, although others suggested that the degree varied across the Department.

A particular difficulty was responding to very tight deadlines imposed by the Department.

CCRP RESULTS

Deliver quality services with courtesy, sensitivity and the minimum delay, fostering a climate of mutual respect between provider and customer.

Give contact names in all communications to ensure ease of ongoing transactions.

We welcome the recent finding from our external customer research that the issue of courtesy of our staff was viewed very positively, with staff being seen as being "as helpful and as co-operative as they can be". We will at all times treat our customers with courtesy, respect and privacy, and make every attempt to accommodate any specific needs. Likewise, we expect the same courtesy to be extended to our staff.

We will endeavour to respect the guidelines concerning standards we have set, and if this should prove impossible for particular reasons or in specific circumstances, we will make this position known and explain the background.

COMPLAINTS

The twin issues of complaints and appeals were not identified as being of particular significance by the customers surveyed, who cited "existing good liaison meetings", "good consultation" and the "Freedom of Information legislation" as means which helped avoid situations which might give rise to complaints.

CCRP RESULTS

Maintain a well-publicised, accessible, transparent and simple-to-use system of dealing with complaints about the quality of service provided

In accordance with the QCS principles, the Department distinguishes clearly between **COMPLAINTS** – which relate to the **quality of the service provided**, and **APPEALS** – which relate to **dissatisfaction concerning a particular decision** made by an officer of the Department

While the aim of the Department is to promote excellence from first to final points of contact in delivery of services, we understand that things will not always be perfect. Indeed, there may even, at times, be legitimate reasons why a particular service cannot be provided in the manner which you are entitled to expect. Any individual or organisation who has a complaint regarding the manner in which the Department delivers its services has a right to expect that the complaint will be fairly dealt with by the Department, and that redress, where appropriate, will be available.

Both management and staff of the Department are committed to providing a Quality Customer Service, and we value comments from customers, whether positive or negative, on the service provided.



TO THIS END, WE WILL PROVIDE OPPORTUNITIES FOR CUSTOMER FEEDBACK IN THE FOLLOWING MANNER:

- through specially designed, user-friendly, customer comment cards, available at all our offices
- through a designated customer comment link on our website, and
- through the introduction of a formal complaints procedure, which we will publicise at all main contact points. The broad elements of this procedure are set out here, for information, but a more detailed information leaflet will also be available.

COMPLAINTS PROCEDURE

- Simple instructions will be set down on how to make a complaint
- Complaints will be dealt with promptly, efficiently and in a considerate manner – targets will be set for acknowledging receipt of complaints and completion of their examination
- The procedure will be kept as simple as possible. Each stage in the process will be clearly identified
- Where possible, attempts to resolve the difficulties will be made at the first line of contact. Where a complaint cannot be resolved at this level the customer will be able to pursue the complaint, on a Divisional basis, to a nominated person (Assistant Principal level or higher) reporting to the Head of the Division (Assistant Secretary)
- Where the complaint remains unresolved the customer will have access to the Department's Designated Customer Services Officer, who will have the authority to investigate the complaint, and may bring the matter to the attention of the Secretary General
- In the event of errors being made we will endeavour to correct them as quickly as possible, and to give an explanation where possible, along with an apology.

OFFICE OF THE OMBUDSMAN

We will make the utmost effort to respond fairly to any complaints brought to our attention. In the event that we are unable to resolve your complaint, we remind you of the availability of the services of the Ombudsman's Office, who have statutory powers to consider and deal with complaints concerning the delivery of public services. You can contact the Office of the Ombudsman at:

18 Lower Leeson Street, Dublin 2

Tel: 01-678 5222 Fax: 01-661 0570

Lo-call 1890 223 030

Email: ombudsman@ombudsman.irlgove.ie

Website: www.irlgov.ie/ombudsman



APPEALS

Similarly, maintain a formalised, well-publicised, accessible, transparent and simple-to-use system of appeal/review for customers who are dissatisfied with decisions in relation to services

We will draw up, publish, and put in place a simple, time-bound appeals/review procedure for customers who are dissatisfied with decisions in relation to services provided by this Department. Taken in conjunction with our complaints mechanism, the appeals procedure will help to identify decision-making procedures or administrative systems in need of updating, review or improvement.

OVER THE LIFE OF THIS PLAN WE WILL:

- use the remainder of 2001 for consultation and to conduct research to establish best practice in respect of appeals
- publish our appeals procedure in 2002, together with an explanatory leaflet and make it available on our website and in leaflet form at all the Department's offices
- have the procedure fully operational in 2003
- provide relevant contact points for these entities where appeals concern Offices or Agencies that operate under the aegis of the Department
- report progress in the annual report.

PERFORMANCE INDICATORS:

- production of research report by end 1st quarter 2002
- publication of appeals procedure and explanatory leaflet by end 2002
- operational procedure in place by end 2002
- number of appeals processed
- update in Annual Reports
- number of recommendations made annually to change or adapt administrative systems in place.

CONSULTATION AND EVALUATION

"Organisations with an expertise and specialist knowledge should be involved in a meaningful way in the development and review of policy and services."

While the advent of the PPF had resulted in increased consultative fora at national level it is important that the Department should not rely exclusively on PPF structures for its consultative arrangements.

"There should be an early warning system for organisations in terms of what issues are coming down the line to minimise the unnecessary surprise element." CCRP RESULTS

Provide a structured approach to meaningful consultation with, and participation by, the customer in relation to the development, delivery and review of services. Ensure meaningful evaluation of service delivery.

The Department recognises that mechanisms for consultation with a wide range of representative bodies in relation to policy development and regulatory matters are a vital part of policy making. Extensive consultation mechanisms currently in place will be further developed over the period of this Plan.



EACH BUSINESS UNIT WILL:

- identify its customers, both internal and external
- be responsible for maintaining regular contact and consultation with their clients and representative bodies, who will be advised and consulted regarding the development of new policies and initiatives, and prior to any changes in systems and procedures
- ensure meaningful cross-departmental consultation through user groups
- identify areas where more, or better, consultation is needed
- recognise that the internal customer has a right to expect a high quality service from all other areas of the Department, but particularly from the support units within the Department.

CUSTOMER FEEDBACK – WE WILL

- welcome suggestions, compliments and complaints which will be recorded and statistics published in our Annual Report
- promote the use of comment cards, making them freely available in public reception areas of the Department
- provide a contact form on our website.

CHOICE

Provide choice, where feasible, in service delivery including payment methods, location of contact points, opening hours and delivery times. Use available and emerging technologies to ensure maximum access and choice, and quality of delivery

The Department's public offices are open Monday to Friday from 9.15am to 5.30 pm (5.15 pm on Fridays), with a limited service during lunch time in some areas. Please ask us about local arrangements which may apply. We will operate a voicemail service outside of these hours.

If you are calling from outside the Dublin area, you can contact us for the price of a local call by using our lo-call numbers:

Employment Rights (1890 201 615)

Work Permits (1890 201 616)

Main Department (1890 220 222).

A list of the Department's offices and contact details is attached at Appendix 1.

It is now possible to ring any member of staff once you know the Direct Dial Inwards number (DDI number). Direct dial numbers may be obtained from our website.

The Department's website address is www.entemp.ie and e-mail address is webmaster@entemp.ie. Individual e-mail addresses may also be obtained from our website.

The Department has published information on Employment Rights for non-EU nationals. This information has been made available in a range of languages (9).

Opening hours and the contactability of people in the Department were the main issues raised by organisations interviewed.

Also suggested there is limited access to services (as distinct from information about services) via the website.

The need for more information services at a local level in relation to employment rights was identified. CCRP RESULTS



The Department is responsible for the development of the BASIS initiative (Business Access to State Information and Services), which is an internet based application developed to deliver public sector information and services to business centred on the life events of a business. The BASIS website is www.basis.ie

E-Payment systems are currently being explored centrally by Department of Finance. This Department is adopting a "stepping stone" approach by exploring

- the provision of downloadable forms from our website by end 2001
- the feasibility of forms being completed and returned on line
- payment online

PERFORMANCE INDICATORS

- Extension of lunchtime opening hours (in Employment Rights and Work Permits in particular).

OFFICIAL LANGUAGES EQUALITY

It was suggested that if demand for services were to increase in the future the Department would need to be able to cater for the increased demand by increasing resources – they should not be diverted from other areas. CCRP RESULTS

Provide quality services through Irish and/or bilingually and inform customers of their right to choose to be dealt with through one or other of the official languages

The Department will make every effort to provide an acceptable level of service for those wishing to conduct their business through Irish.

As there are, at present, insufficient staff throughout all areas of the Department who would be in a position to provide such a service, we will examine the feasibility of setting up a portal, through which calls and enquiries would be channelled. In addition, we will encourage staff to avail of opportunities to use and improve their existing level of Irish, and make specific training available.

PERFORMANCE INDICATORS

- Over the course of this Customer Service Action Plan, we will increase the number of booklets, information leaflets and other printed material available in Irish
- We will also develop an Irish Language section and sign-posting on the Department's website.



BETTER CO-ORDINATION

Foster a more co-ordinated and integrated approach to delivery of public services.

A significant number of functions of Government require input from a number of Departments or Agencies in order to operate successfully. This requires the concerted efforts of all parties, and regular contact, at several levels, with other Government Departments and agencies is therefore an ongoing and key component of the way we do business.

This Department in particular has an extremely broad remit, embracing a wide range of social and economic issues. We have in place an array of co-ordination mechanisms with virtually all other Government bodies, and with many Government Agencies. This Department is playing its role in facilitating more seamless Government through the BASIS project, and we are also actively involved with the OASIS and REACH projects.

SOME EXAMPLES OF CROSS-DEPARTMENTAL COORDINATION MECHANISMS IN PLACE INCLUDE:

- the National Competitiveness Council, an initiative of this Department, which takes a lead role with other Departments in feeding the Council's wide-ranging recommendations into a comprehensive approach to enterprise policy
- the BASIS Project is an e-government initiative, led by this Department, and funded under the Government's Action Plan "Implementing the Information Society in Ireland"
- the Department is the national co-ordinator for the National Employment Action Plan, which incorporates the employment and labour market related policies of all Government Departments
- there is significant cross-departmental co-operation in the area of lifelong learning, where the partnership approach between this Department and the Department of Education and Science is being driven by the newly established taskforce on Lifelong Learning.

The Department recently reviewed the operation of cross-departmental arrangements in place (in the course of preparing the Strategy Statement for 2001-2003). In general, these are judged to be operating effectively, but we will continue to review and enhance arrangements in the light of changing circumstances.

PROPOSED ENHANCEMENTS OVER THE PERIOD OF THE PLAN INCLUDE:

- A more formal framework of consultation with the Department of Finance and the Central Bank to ensure comprehensive prudential supervision of financial undertakings pending the establishment of a Single Financial Regulator
- An interdepartmental group to establish a Personal Injuries Assessment Board
- Enhanced mechanisms for integration of consumer interests in all sectoral policy areas of the Department and wider public service
- Arrangements to minimise the anti-competitive effects of secondary legislation.

Fundamental issue raised here is the need to develop structures and approaches that facilitate more seamless government.

The Department should adopt a more pro-active leadership role with other Departments in the interest of effective delivery in areas of its policy remit. CCRP RESULTS

BASIS Business Access to State Information and Services

OASIS On-line Access to Services Information and Support

REACH Agency established by Government to develop a strategy for the integration of public services and to develop and implement a framework for electronic government



- Enhanced structures agreed with the Department of Finance to strategically select and manage reviews of key expenditure programmes for which the Department is responsible
- Establishment of an interdepartmental and interagency group on biotechnology
- Enhanced structures will be developed with the Dept of Environment and Local Government to ensure close interaction on the full range of environmental issues which impact on industry
- An interdepartmental group will be established, paralleling the Interdepartmental Committee on the eEurope Action Plan, to keep this Department abreast of legislative developments affecting e-commerce and e-business.

INTERNAL CUSTOMER

Internal customer issues which impact adversely upon quality customer service were identified as important concerns – such as delays in responding to staff needs/filling of vacancies, mobility of staff/loss of expertise. CCRP RESULTS

Ensure staff are recognised as internal customers and that they are properly supported and consulted with regard to service delivery issues

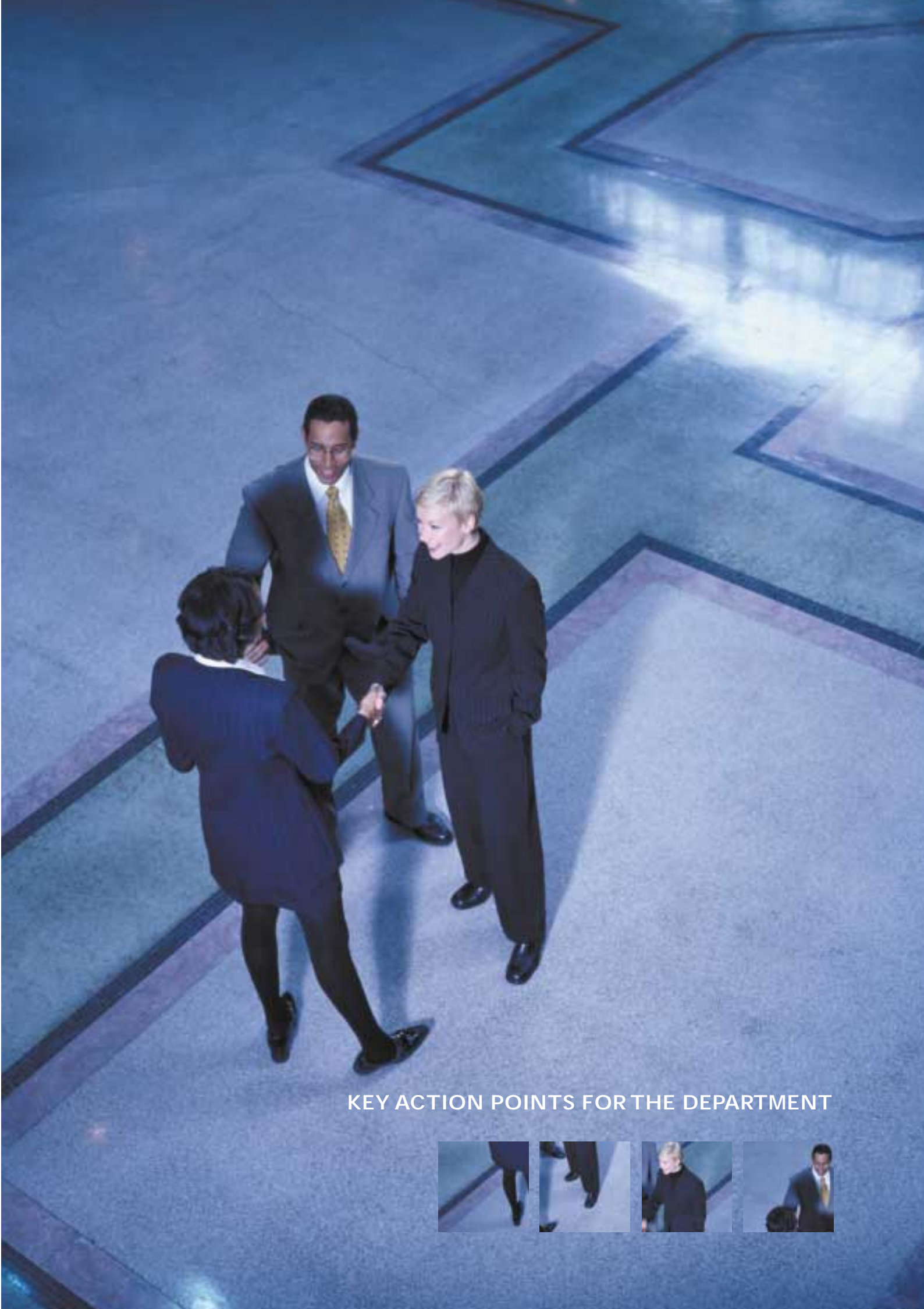
There has already been good groundwork in this area within the Department, both in the context of the Human Resource Development Strategy, and indirectly through Business Planning, Performance Management and Partnership. These processes have recognised staff as internal customers and identified their development as a priority component of the Department's HR strategy. However, the challenge of drawing the relevant strands of these processes together and integrating them into one co-ordinated internal customer service strategy means that the process is an on-going one.

OVER THE LIFE OF THE PLAN WE WILL:

- consult with internal customers and draw up appropriate standards which we can expect from each other as internal customers
- ensure through our human resource, performance management, and training strategies that staff, and in particular new and inexperienced staff, are given the best possible training and development opportunities
- examine and implement new ways of organising work in order to strike a balance between our work and family lives
- progress the equality agenda as part of our human resources strategy.

PERFORMANCE INDICATORS:

- consultation process and appropriate standards drawn up
- pilot family friendly policies in force by end of 2001
- draft equality action plan to be implemented over the life of the plan
- Corporate Services Division to establish a Customer Service Group by end 2001 for internal staff, to hear the views of staff on customer service issues and to provide a forum which would allow for the ongoing identification and exchange of best practice and the setting of customer service standards for the internal customer.



KEY ACTION POINTS FOR THE DEPARTMENT





KEY ACTION POINTS FOR THE DEPARTMENT



Embed the process of Customer Service within the strategic goals of the Department, and into the business and planning process:

- the Strategy Statement for 2001-2003 envisages a dual commitment – ‘a strengthening and further development of our commitment to the delivery of a quality service’ and ‘a lead role for the Department in the provision of on-line and interactive information and services’
- each Business Unit to include in their annual business plans details of:
 - proposed actions to identify customer service requirements
 - consultation arrangements and improved co-ordination initiatives
 - setting of specific targets and objectives

Good practice example: Redundancy Recoveries and Payments Customer Planning Committee Report (March 2001)



All plans from 2002 and thereafter.

Put in place the necessary structures and procedures to allow for assessment of progress, and to support staff in achievement of objectives

- nominate QCS liaison officers at divisional level
- co-ordinating committee to meet regularly, oversee progress, review developments in different areas, exchange good practice, ensure degree of cohesiveness of actions across Department, assist in rolling out principles of QCS to Offices and Agencies
- Progress to be reported in the Department's Annual Report – significant actions at unit/divisional level, and overall developments under specific QCS heading

Good practice example: Website Liaison Group – nominated officers at divisional level, co-ordinating committee, 6-weekly meetings



Nomination of officers and establishment of co-ordinating committee by end October 2001. Specific QCS reporting in Annual Report 2001. Unit/Divisional reporting – where possible Annual Report 2001, and in any event no later than Annual Report 2002.



Develop awareness amongst staff of the importance of a customer service ethos, and a consciousness of the new challenges of equality and diversity

- Review and up-date customer service training module for induction courses for new staff
- Assess requirements for refresher training for all staff
- In conjunction with Department's Equality Group and the Equality Authority develop appropriate training and awareness-raising of equality/diversity issues (including new legislative requirements and development of an Equality Status Policy/Statement for the Department)

Good practice example: Strategy Statement 2001-2003 – presentation road-show 'seminars' to staff.



Review late 2001, with a view to having a number of staff seminars end 2001 and training modules in 2002.

Draw up and put into operation open and accessible complaints and appeals procedures

- Draw up and consult with staff on revised draft complaints procedure
- Review position throughout Department in relation to existing appeals mechanisms. In consultation with line divisions put in place appropriate procedure where none exists
- Report annually, through the means of the Annual Report, on the level and nature of complaints and appeals, and on actions taken arising from investigation of complaints and appeals

Good practice example: Ombudsman's Guide to Internal Complaints System



Agreed complaints procedure in place by mid-2002. Appeals procedure by end 2002. Reporting from Annual Report 2002.





Prepare a scheme detailing proposals to deliver services through Irish, having particular regard to potential requirements under the forthcoming Official Languages Equality Bill, approved by Government in June 2001, and also to principles of equality and diversity.



- Examine and assess existing capacity and capabilities within the Department for delivery of services in languages other than English
- Consult with line divisions and appropriate interest groups and identify requirements regarding delivery of service in alternative languages and formats (e.g. Polish, Chinese, Braille, audiotape)



Good practice examples: Employment Rights Information Booklet for non-EU nationals available in multiple (9) languages – availability of FOI Sections 15 and 16 Reference Book in Braille.



During 2002.

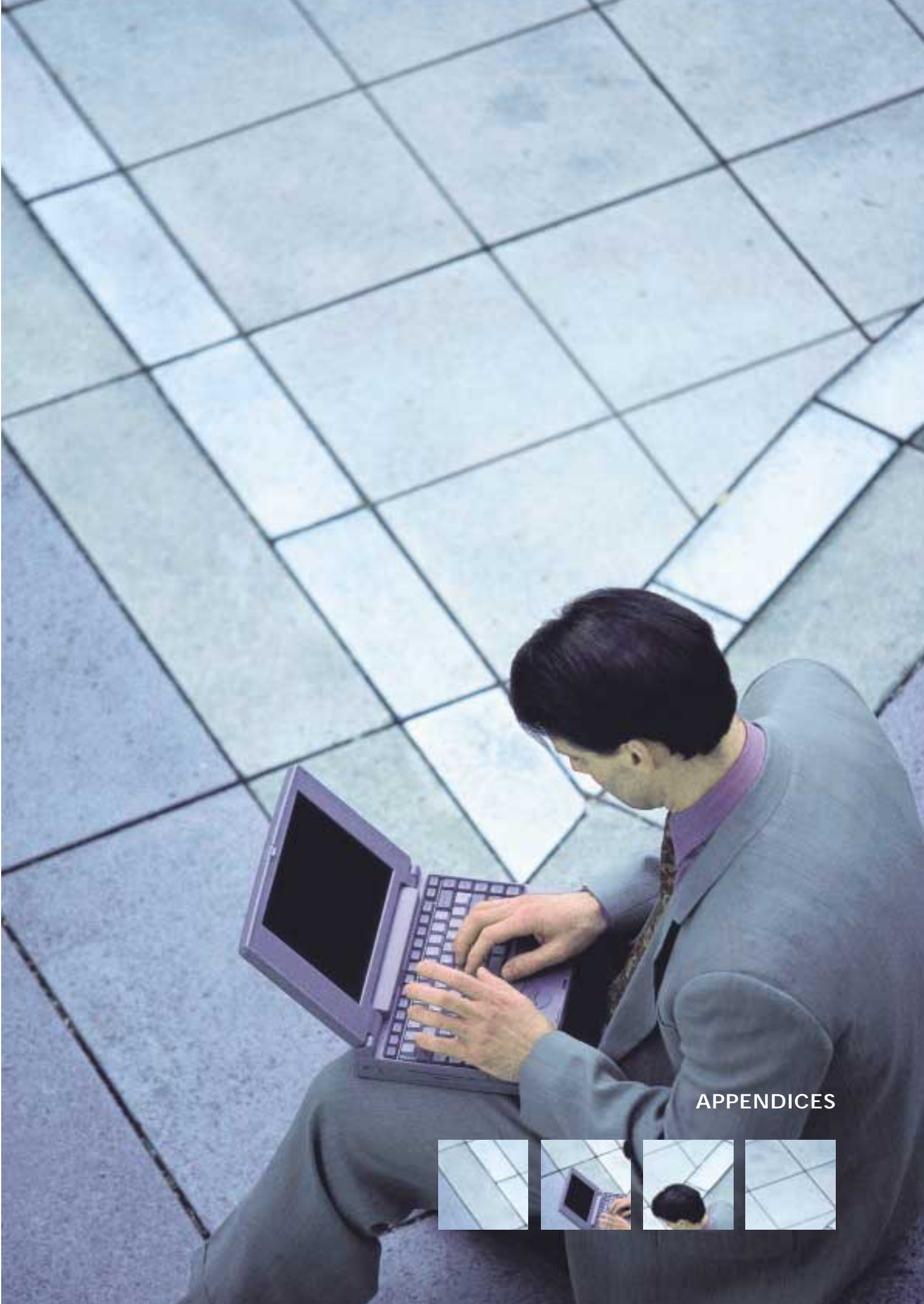
Continue the research on customer care, and ensure the findings of the research, and from other sources of customer feedback, feed-in to a continuous review of Quality Customer Service

- Proceed with the Customer Care Research Project, including consultation with internal customers
- Draw lessons from consultative fora and customer feed-back and develop good practice models for dissemination throughout the Department

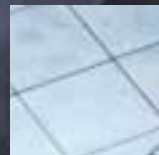
Good practice example: Setting up of Telephony Service Review Group in the light of identification of high customer dissatisfaction with certain 'problem areas'



End 2001 for Phase 2 of the research project. Throughout 2002 and on an on-going basis for continuous review.



APPENDICES





AGENCY	CONTACT DETAILS	MAIN RESPONSIBILITIES
FORFAS Wilton Park House, Wilton Place, Dublin 2	Tel: (01) 607 3000 Fax: (01) 607 3030 E-mail: info@forfas.ie Web: www.forfas.ie	<ul style="list-style-type: none"> • Policy advisory and co-ordination board for enterprise development and science and technology in Ireland. • It is the body in which the States legal powers for industrial promotion and technology development have been vested. • Also the body through which powers are delegated to Enterprise Ireland for the promotion of indigenous industry and to IDA Ireland for the promotion of inward investment.
ENTERPRISE IRELAND		
<ul style="list-style-type: none"> • Wilton Park House, Wilton Place, Dublin 2 • Merrion Hall, Strand Rd, Sandymount, Dublin 4 • Glasnevin, Dublin 9 	Tel: (01) 857 0000 Tel: (01) 808 2000 Fax: (01) 808 2020 Web: www.enterprise-ireland.com	<ul style="list-style-type: none"> • Combines the resources of the former Irish Trade Board, Forbairt and the in-company training division of FAS. • Assists the growth of sales, exports and employment in Irish companies. • Brings together the key marketing, technology, enterprise development, business training and science and innovation initiatives through which the Government supports the growth of Irish industry.
IDA IRELAND Wilton Park House, Wilton Place, Dublin 2	Tel: (01) 603 4000 Fax: (01) 603 4040 Web: www.idaireland.com	<ul style="list-style-type: none"> • Attracts new international manufacturing and internationally traded services companies to invest in Ireland. • Encourages the expansion of such companies already in Ireland.
NATIONAL STANDARDS AUTHORITY OF IRELAND Glasnevin, Dublin 9	Tel: (01) 807 3800 Fax: (01) 807 3838 E-mail: nsai@nsai.ie Web: www.nσαι.ie	<ul style="list-style-type: none"> • Standards Development, Certification and Legal Metrology Services
NITRIGIN EIREANN TEORANTA Wilton Park House, Wilton Place, Dublin 2	Tel: (01) 661 2221 Fax: (01) 661 2235 E-mail: info@nitrigin-eireann.ie	<ul style="list-style-type: none"> • A private limited company, established by Government in 1961, to set up a nitrogenous fertiliser industry in Ireland. • NET is a 51% shareholder in Irish Fertiliser Industries Ltd., which operates fertiliser manufacturing facilities.
SHANNON FREE AIRPORT DEVELOPMENT CO LTD (SFADCO) Town Centre, Shannon, Co. Clare	Tel: (061) 361 555 Fax: (061) 361 903 E-mail: info@shannon-dev.ie	<ul style="list-style-type: none"> • To initiate and support integrated development that will achieve sustained economic growth throughout the Shannon region.
FAS 27-33 Upper Baggot Street, Dublin 4.	Tel: (01) 607 0500 Fax: (01) 607 0600 Web: www.fas.ie	<ul style="list-style-type: none"> • The operation of training and employment programmes, the provision of a placement service for industry and support for co-operative and community-based enterprises.
HEALTH & SAFETY AUTHORITY 10 Hogan Place, Dublin 2	Tel: (01) 614 7000 Fax: (01) 614 7020 Web: www.HSA.ie	<ul style="list-style-type: none"> • The administration and enforcement of the occupational safety and health legislation. • Provision of information, advice and guidance for employers, workers, the self-employed and others to whom safety and health legislation applies or is of relevance.

BODIES/OFFICES ASSOCIATED WITH THE DEPARTMENT OF ENTERPRISE, TRADE AND EMPLOYMENT

APPENDIX 2

BODY/OFFICE	CONTACT DETAILS	MAIN RESPONSIBILITIES
COMPETITION AUTHORITY		
Parnell House, 14 Parnell Square, Dublin 1	Tel: (01) 804 5400 Fax: (01) 804 5401 Web: www.irigov.ie/compauth	<ul style="list-style-type: none"> To promote greater competition in all sectors of the economy by tackling anti-competitive practices and by increasing awareness of such practices.
COMPANIES REGISTRATION OFFICE		
Parnell House, 14 Parnell Square, Dublin 1	Tel: (01) 804 5200 Fax: (01) 804 5222 Web: www.cro.ie	<ul style="list-style-type: none"> Incorporation of companies; registration of business names; registration of charges on companies; registration of other post-incorporation documents and of changes in business name particulars. Filing of returns.
COUNTY ENTERPRISE BOARDS		
CRAFTS COUNCIL OF IRELAND		
Castle Yard, Kilkenny	Tel: (056) 61804 Fax: (056) 63754 E-mail: cco@crafterscouncil-of-ireland.ie Web: www.craftscouncil-of-ireland.ie	<ul style="list-style-type: none"> To promote, encourage and advance the welfare and identity of all crafts with a view to encouraging the highest standards of excellence in design, production and presentation.
EMPLOYMENT APPEALS TRIBUNAL		
Davitt House, 65A Adelaide Road, Dublin 2	Tel: (01) 676 5861 Fax: (01) 676 4810 Web: www.entemp.ie erir/emplappeal.htm	<ul style="list-style-type: none"> Determine matters in disputes arising from the legislation on redundancy and insolvency payments; minimum notice; terms of employment; maternity and adoptive leave; unfair dismissals; part-time employment; employment of young persons; payment of wages; organisation of working time; parental leave and protection for persons reporting child abuse.
EUROPEAN CONSUMER CENTRE (ECC)		
13A Upper O'Connell St, Dublin 1	Tel: (01) 809 0600/0602/0606 Fax: (01) 809 0601 E-mail: ecic@indigo.ie Web: www.ecic.ie	<ul style="list-style-type: none"> Provision of free information and advice to the public on their rights as EU consumers.
INTERTRADE IRELAND		
The Old Gasworks Business Park, Kilmorey Street, Newry, Co. Down BT34 2DE	Tel: (048) 3083 4100 Fax: (048) 3083 4155 E-mail: info@tddb.org	<ul style="list-style-type: none"> To exchange information and co-ordination of work on supporting trade, business and related matters in a cross border context.





BODY/OFFICE	CONTACT DETAILS	MAIN RESPONSIBILITIES
OFFICE OF THE DIRECTOR OF CONSUMER AFFAIRS		
4 Harcourt Road, Dublin 2	<p>Tel: (01) 402 5500</p> <p>Fax: (01) 402 5501</p> <p>E-mail: odca@entemp.irigov.ie</p> <p>Web: www.odca.ie</p>	<ul style="list-style-type: none"> • Provision of advice and information to consumers. • Enforcement of a wide range of consumer protection laws. • Ensuring that commitments given by business on transparency of prices during the changeover to the EURO are honoured.
Cork Office 89 - 90 South Mall, Cork	<p>Tel: (021) 427 4099</p> <p>Fax: (021) 427 4109</p>	
OFFICE OF THE REGISTRAR OF FRIENDLY SOCIETIES		
Parnell House, 14 Parnell Square, Dublin 1	<p>Tel: (01) 804 5499</p> <p>Fax: (01) 804 5498</p>	<ul style="list-style-type: none"> • Registration and general regulation of friendly societies, trade unions and industrial and provident societies (co-operatives). • Registration, regulation and financial supervision of credit unions.
OFFICE OF THE DIRECTOR OF CORPORATE ENFORCEMENT		
16 Parnell Square Dublin 1	details not available yet	<ul style="list-style-type: none"> • To encourage and support compliance with company law • To take appropriate investigative or enforcement action where suspected breaches of the Companies Acts take place.
LABOUR COURT		
Tom Johnson House, Haddington Road, Dublin 4	<p>Tel: (01) 613 6666</p> <p>Fax: (01) 613 6667</p> <p>LoCall: 1890 220 228</p> <p>Web: www.labourcourt.ie</p>	<ul style="list-style-type: none"> • Investigation of industrial disputes in order to find a basis for resolution. • Making Employment Regulation Orders prescribing legally enforceable minimum rates of pay and conditions of employment in those sectors covered by Joint Labour Committees.
LABOUR RELATIONS COMMISSION		
Tom Johnson House, Haddington Road, Dublin 4	<p>Tel: (01) 613 6700</p> <p>Fax: (01) 613 6701</p> <p>LoCall: 1890 220 227</p> <p>E-mail: info@lrc.ie</p> <p>Web: www.lrc.ie</p>	<ul style="list-style-type: none"> • Promotion of good industrial relations, including the provision of conciliation and advisory services.
PATENTS OFFICE		
Government Buildings, Hebron Road, Kilkenny	<p>Tel: (056) 20111</p> <p>Fax: (056) 20100</p> <p>LoCall: 1890 220 223</p> <p>Web: www.patentsoffice.ie</p>	<ul style="list-style-type: none"> • Granting of patents for inventions. • Registration of trademarks and designs. • Controller of Patents has functions in relation to the adjudication of certain copyright disputes.

ORGANISATIONAL STRUCTURE OF THE DEPARTMENT OF ENTERPRISE, TRADE AND EMPLOYMENT

APPENDIX 3

DIVISION/ACTIVITIES	ASSISTANT SECRETARY	PRINCIPAL	SECTIONS WITHIN DIVISION	OFFICES & AGENCIES OF THE DEPARTMENT
ENTERPRISE, SCIENCE AND TECHNOLOGY POLICY DIVISION				
Enterprise Promotion (inc. Agencies)	Ronald Long	Kieran Grace	Enterprise Support Unit;	IDA Ireland
Export Promotion		Paraig Hennessy	Enterprise Policy Unit	Forfás
Science, Technology & Innovation policy, promotion and co- ordination		Martin Lynch	Operational Programme Management;	NSAI
Structural Funds (Industry and Local Development)		Mattie McCabe	Science & Technology Local	Enterprise Ireland
Standards (incl. NSAI)		Fergus McCafferty	Enterprise Sector	Shannon Development NET
State Aids				Inter TradeIreland (The Trade and Business Development Body)
Commercial State Bodies				County Enterprise Boards
County Enterprise Boards				
North/ South Trade and Business Development				
TRADE, COMPETITION AND MARKET RIGHTS				
Common Commercial Policy (EU)	Brian Whitney	Tony Joyce	Market Access	Patents Office,
Internal Market		Rady Redmond	Consumer Policy	Competition Authority
Multilateral Trading System (WTO)		Tony McGrath	Export Credit	Office of the Director of Consumer Affairs.
Bilateral Relations		Eamonn Carey	Intellectual Property	
Outward Investment			Competition Policy	
Intellectual Property Policy				
Export Credit,				
Consumer Protection Policy				
Competition Policy				
Merger Control				
ENTERPRISE COMPETITIVENESS DIVISION				
Sectoral and Company- specific development (Incl. Competitiveness)	Séamus O Moráin	Michael O'Donnell	Secretariat;	
Small Business		Margo Monaghan	Overseas Enterprises and Environment;	
Industry and the Environment		Lorraine Benson	e- Business Unit	
Promotion of eWorking		Michael English	e- Business Unit	
E- Business			Small and Medium Enterprises	
EU Affairs			and Competitiveness	





DIVISION ACTIVITIES	ASSISTANT SECRETARY	PRINCIPAL	SECTIONS WITHIN DIVISION	OFFICES & AGENCIES OF THE DEPARTMENT
LABOUR FORCE DEVELOPMENT				
Labour Market Policy & Programmes Training Policy National Authority for EU Social Funds Immigration policy & Work Permits	Sean Gorman	Ned Costello Clare Dunne Eugene Forde Michael Cunniffe	Employment and Training Strategy; European Social Fund; Labour Market and EU Initiatives; Policy on Employment Services and Interventions.	FAS
INSURANCE AND COMPANY LAW				
Insurance Company Law	John Corcoran	Billy Hawkes Anne Troy Vincent Madigan Philip Donegan Pat Nolan	Insurance- Financial Supervision Insurance- Market issues; Company Law- Administration; Company Law- EU/ Legislation; Company Law- Establishment of Enforcement Office; Company Law- Review and Consolidation	Companies Registration Office Office of the Registrar of Friendly Societies. Office of the Director of Corporate Enforcement
EMPLOYMENT RIGHTS AND INDUSTRIAL RELATIONS				
Employment Rights Redundancy, Insolvency Health and Safety EU Social Affairs Industrial Relations	John Walsh	Bill Jestin Maurice Cashell Ciarán O'Cuinneagáin	Employment Rights; Industrial Relations; Redundancy Payments, Insolvency Payments EAT Secretariat , HSA Policy/ Liaison.	Employment Appeals Tribunal(EAT), Health and Safety Authority(HSA), Labour Court, Labour Relations Commission including Rights Commissioners
CORPORATE SERVICES AND ECONOMIC POLICY				
Economic Advice Management Support and Management of Change Process Consultancy IT Finance Personnel Press & Information Office FOI Retail and Distribution Developments	Michael McKenna	Ronnie Sheehan Martin Shanagher Padraig Cullinane Peter Fisher Gerry Donnelly Eamonn Laird John P. Kelly	Finance Planning & FOI Personnel Consultancy & Internal Audit Press & Information Office Information Systems & Organisation e-Department	

PRIONSABAIL SEIRBHÍSE CÁILÍOCHTA DO CHUSTAIMÉIRÍ

DO CHUSTAIMÉIRÍ AGUS CLIAINT NA SEIRBHÍSE POIBLÍ

Ina ndéileálacha leis an bpobal, déanfaidh Ranna na Státseirbhíse agus oifigí na Seirbhíse Poiblí:

CAIGHDEÁIN SEIRBHÍSE CÁILÍOCHTA

Ráiteas a fhoilsiú a chuireann síos ar chineál agus cáilíocht na seirbhíse lenar féidir le custaiméirí a bheith ag súil, agus é a chur ar taispeáint go feiceálach ag pointe seachadta na seirbhíse.

COMHIONANNAS/ÉAGSÚLACHT

Na cearta chun comhchóra bunaithe ag reachtaíocht comhionannais, agus oiriúnú don éagsúlacht, a chinntiú chun go gcuirfí leis an gcomhionannas do na grúpaí a chlúdaítear faoin reachtaíocht comhionannais (faoi chúiseanna inscne, stádais phósta, stádas teaghlaigh, claonta ghnéasaigh, creidimh, aoise, míchumais, cine agus ballraíochta den Lucht Taistil).

Bacainní ar rochtain chun seirbhísí do dhaoine faoi bhochtanas agus eisiamh sóisialta, agus dóibh sin a bhfuil bacainní geografacha ar a rochtain chun seirbhísí, a aithint agus obair a dhéanamh chun fáil réidh leo.

ROCHTAIN FHSICEACH

Oifigí poiblí glana, inrochtana a sholáthar chun príobháideachas a chinntiú, chun déanamh de réir na gcaighdeán ag an obair agus na gcaighdeán sábháilteachta agus, mar chuid de sin, rochtain a éascú do dhaoine le míchumas agus daoine eile le sainriachtanais.

EOLAS

Cur chuige réamhghníomhach a ghlacadh maidir le heolas a sholáthar atá soiléir, tráthúil agus cruinn, atá ar fáil ag gach pointe teagmhála, agus a chomhlíonann riachtanais daoine le sainriachtanais. A chinntiú go mbaintear leas iomlán as an bhféidearthacht a thugtar le Teicneolaíocht an Eolais agus go leanann an t-eolas a bhíonn ar fáil ar láithreáin ghréasáin na seirbhíse poiblí na treoirilinte ar fhoilseachán gréasáin.

Leanúint den tiomáint le haghaidh simpliú rialacha, rialachán, foirmeacha, bileoga eolais agus gnásanna.

TRÁTHÚLACHT AGUS CÚIRTÉIS

Seirbhísí cáilíochta a thabhairt le cúirtéis, tuiscint agus a laghad moille, ag cothú atmaisféar comh-mheasa idir soláthróir agus custaiméir.

Ainmneacha teagmhála a thabhairt i ngach cumarsáid chun réadas na n-idirbheart leanúnach a chinntiú.

GEARÁIN

Córas dea-fhógartha, inrochtana, trédhearcach agus simplí-le-húsáid a chothabháil chun déileáil le gearáin faoi cháilíocht na seirbhíse a sholáthraítear.

ACHOMHAIRC

Ar an dul céanna, córas foirmithe, dea-fhógartha, inrochtana, trédhearcach agus simplí-le-húsáid le haghaidh achomhairc/athbhreithniú a chothabháil do chustaiméirí atá míshásta le cinní maidir le seirbhísí.

COMHAIRLIÚCHÁN AGUS MEASÚNÚ

Cur chuige struchtúrtha don chomhairliúchán éifeachtach leis an gcustaiméir, agus rannpháirtíocht uaidh/uaihi, a sholáthar maidir le forbairt, seachadadh agus athbhreithniú na seirbhísí. A chinntiú go ndéantar measúnú éifeachtach ar an seachadadh seirbhíse.

ROGHA

Rogha a sholáthar, nuair is féidir, sa seachadadh seirbhíse ina n-áirítear modhanna íocaíochta, suíomh pointí teagmhála, uaireanta oscailte agus amanta seachadta. Teicneolaíochtaí nua-eascartha agus reatha a úsáid chun an uasmhéid rochtana agus rogha, agus cáilíocht seachadta, a chinntiú.

COMHIONANNAS TEANGACHA OIFIGIÚLA

Seirbhísí cáilíochta a sholáthar trí Ghaeilge agus/nó go dátheangach agus custaiméirí a chur ar an eolas faoina gceart an rogha a bheith acu go ndéileálfai leo trí cheann de na teangacha oifigiúla.

COMHORDÚ NÍOS FEARR

Cur chuige níos comhordaithe agus níos comhtháite do sheachadadh seirbhísí poiblí a chothú.

CUSTAIMÉIR INMHEÁNACH

A chinntiú go n-aithnítear an fhoireann mar chustaiméirí inmheánacha agus go dtugtar an tacaíocht chúí dóibh agus go dtéitear i gcomhairle leo go cuí maidir le ceisteanna seachadta seirbhíse.



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