

Action Plan under the Public Service Agreement 2010-2014

Civil Service and non-commercial State Agencies

The Public Service Agreement 2010 – 2014 (PSA) between the Government and Trade Unions representing public service workers is designed to support the continued delivery of excellent public services in a climate of reducing resources and staff numbers. In the context of the Government's commitments in relation to pay and security of employment, it has been accepted by the parties that savings and efficiencies will need to be maximised and productivity in the use of resources greatly increased through revised work practices, organisational restructuring, innovations and other initiatives.

Drivers of Change

Over the course of the Agreement, a significant driver of change within the Civil Service and non-commercial State Agency (NCSA) sector will be the decisions taken by Government to restore our fiscal and budgetary situation in the period to 2014. Change will also be driven by the Government's vision of an increasingly integrated Public Service, in line with the Transforming Public Services Programme, which is more focused on the needs of the citizen, more responsive and more cost effective. The increased demands imposed on the Civil Service and non-commercial State Agencies by its customers and clients, seeking improved and more accessible services, and the increasing complexity of the operational environment, will also require significant change to the way in which the Civil Service and State Agencies do their work.

Although there has been substantial change to the Civil Service and State Agencies in the past, change must now be pursued more urgently and directly over the course of the Agreement, so that a smaller Civil Service and State Agency sector, with a reduced staffing cohort working in fewer organisations from a reduced number of locations, can meet public expectations on service. It will be a higher performing, higher productivity sector, fully contributing to restoring the economy and living standards across the community and concentrating on outputs and outcomes, where the performance of organisations and individuals is better managed and where there is greater accountability for delivery.

In order to help the integration of the Public Service, barriers to a unified Public Service labour market will be dismantled, including through legislative provision as appropriate. Standardised terms and conditions of employment will be developed across the public service, including initially within the Civil Service and State Agency sector. In accordance with the announcement of the Minister for Finance in Budget 2010, a new single pension scheme for new entrants from 2011 to the public service will be legislated for.

Timeframe for delivery

The following Action Plan contains specific efficiencies, flexibilities and productivity measures relating to staffing levels and structures. It notes improvements of better business processes and service delivery, which will be implemented within the Civil Service and State Agencies. Many actions specified will be pursued over the lifetime of the Agreement, but the focus in this initial Action Plan is on actions that will improve productivity and services in 2011 - the first reporting period of the Agreement.

It should be noted that this is not an exhaustive list of efficiencies and measures that will be pursued in the interests of flexibility and productivity during the currency of the Agreement. It is anticipated that the process under the PSA will be dynamic, with the change/reform/modernisation proposals being revised, added to and expanded over time, to support the budgetary process, future Government decisions on services, and the pursuit of the Government's Transforming Public Services Agenda.

Specific measures identified at Departmental or Office level

Many specific measures are identified in Department and Office Action Plans which are the subject of a process of engagement at local level. In respect of any particular Civil Service Department/Office or non-commercial State Agency, this sectoral plan will apply along with the Action Plan for that body.

Consultation

This Action Plan was submitted to the Implementation Body following consultation with the Trade Unions representing staff of the Civil Service and non-commercial State Agencies.

Reconfiguration 1.7 1.8 1.9 4.3 4.4 6.4	Rationalisation of State Agencies Implementation of the programme of rationalisation of State Agencies as has been determined, or that may be determined, by Government.	Ongoing over the life of the agreement	More effective use of resources, alongside reduction in numbers in the Civil Service and state agencies.
Reconfiguration 1.7 1.8 1.9 4.3 6.3 6.4	Reduction and Rationalisation of State Properties and Office Accommodation Government Departments and Offices will reduce office requirements in line with opportunities provided by the rationalisation of services and reduction in public service numbers. Such rationalisations include those that will be pursued by the Revenue Commissioners, Department of Agriculture, Fisheries and Food and Teagasc.	Commencing end 2010	More efficient use of capital resources and reduction in overhead costs.
Performance Management 1.13 4.12	Measures to address the main issues arising from the PMDS Review required under General Council 1452 will be identified and implemented. Centrally we will: <ul style="list-style-type: none"> o Introduce measures which strengthen the approach to tackling underperformance in the Civil Service o Strengthen links between PMDS and disciplinary process o Proactive monitoring of and promotion of better technical structures for completion of PMDS throughout the Civil Service o Increase awareness of issues identified in the survey carried out as part of the review at end of 2009 among Departments Individual Departments and Offices will tackle underperformance, strengthen management of individual performance and use individual quantitative and qualitative performance targets with a strong focus on increasing productivity in the context of lower staff numbers, including the use of technology to measure performance. <p>All State Agencies will apply a performance management scheme.</p>	Q1 2011-Q2 2011 Q2-Q3 2011 Q2 2011 Q4 2010 – Q12011 Over the lifetime of the agreement From 2011	Improved use of resources and productivity. Increased focus on performance. Departments provided with information they need to strengthen PMDS locally
Recruitment 1.13, 1.4 1.8 4.9	Top Level Appointments Committee (TLAC) will be reconstituted to increase representatives from outside the Civil Service, with an external chairperson. Introduction of the Senior Public Service, initially in the Civil Service Open competition for positions at the highest levels in the Civil Service and	With immediate effect.	Supports the "whole of Government" philosophy of Public Service management. Supports primary relationship with the total public service. Supports Government's objective of moving towards a more

	State Agencies.		integrated public service.
Recruitment 1.7 1.13 4.3 4.11 6.3.1 (i) 6.3.3	<p>Avail of services of PAS to maximise efficiencies in open recruitment; targeted use of recruitment licences to recruit specific skills (while complying with employment control frameworks)</p> <p>Increase specific skills levels in Government Departments and Offices using open recruitment as the norm, including both analysis and policy making skills and technical skills. There will be open recruitment of specialist ICT staff at all grade levels.</p>	With immediate effect	Reduced reliance on external recruitment and ICT service providers, contractors and consultants. Availability of staff for redeployment in general administrative areas. Potential for reduced ICT staffing complement because of enhanced skill and knowledge levels
Attendance Patterns 1.8 4.1 4.4	Eliminate outdated absence practices, including bank time and attendance patterns at holiday periods. A revised policy on office closure and attendance at holiday periods will be issued.	Bank time eliminated from November 2010. Revised policy on office closure to issue by February 2011.	Elimination of unnecessary costs and inefficiencies. Better productivity of staff through greater attendance at work and better management of annual leave. Additional savings through managing office closures at particular periods.
Attendance Patterns 1.8 4.1 4.4	<p>Office opening hours will be extended or varied in areas which will provide better customer service for example as set out in the Action Plans of the Department of Social Protection, Department of Foreign Affairs, Probation Service and Department of Environment, Heritage and Local Government.</p> <p>Standard hours of attendance and shift patterns will be revised, having regard to to the flexitime periods of attendance, to meet the business needs of the organisation and to deliver public services outside standard office hours.</p>	<p>2011 and ongoing over the lifetime of the agreement</p> <p>Early 2011.</p>	More flexibility around hours of attendance to bring them into line with business needs. Better match of human resources to business needs. Reduction in expenditure on overtime.
Attendance Patterns 1.8 4.1 4.4.	Deductions of pay for all days of absence will be standardised at a 1/5 of weekly pay, in the interests of equity and consistency across all staff taking unpaid leave or availing of reduced hours working patterns.	By end 2010	Reduction in cost of unpaid absences.

Resources 1.4 1.8 4.9	The Employee Assistance Service will be reorganised to provide an inter-Departmental service on a regionalised basis to accommodate increased staff ratios; and to centralise management of the EAS. A shared service may thereafter be available to State Agencies.	By end 2010	Better management of the service. Higher performance. Reduction in expenditure, in particular of travel and subsistence
Attendance Patterns & Management 1.4 1.8 4.9	Worksharing arrangements will be better managed by Departments and Offices by altering individual work sharing arrangements as appropriate in line with the terms of Circular 11/2010, issued in August 2010. That Circular updated the provisions applying to the duration and modification of worksharing arrangements and provides for regular review of individual arrangements to meet the business needs of both the organisation and the needs of staff. The revised provisions will be applied in	Ongoing over the lifetime of the agreement	The revised arrangements give greater flexibility and efficiency. The revised arrangements also underpin redeployment by providing that where staff may move a review of the worksharing arrangements must take place with management in the receiving area in advance of the move.
Attendance Patterns & Management 1.4 1.8 4.9	Each Department and Office will manage sick leave more effectively, with a target for a 10% reduction in days lost by end 2011 with further reductions thereafter, in accordance with Department of Finance Circular 9/2010 issued July 2010.	10% Reduction in days lost by end of 2011	More effective management of sick leave provision will result in greater productivity.
2. Better Business Processes			
Terms of the Public Service Agreement 2010 - 2014	Action	Timeframe	Estimated Savings/Benefits Arising 2010 - 2014
Business Process 4.13	Increased use of Business Process Re-engineering to bring about administrative simplification and enhanced user choice and experience. This will include the provision of services online, reduced data entry, reduced collection of duplicate data and the centralisation of transaction handling. Any Relevant legislation will be reviewed. Specific areas where this will be pursued include the Courts Service, the Revenue Commissioners, Department of Social Protection and the Central Statistics Office.	Business Process Re-engineering will form an ongoing part of service delivery.	Greater efficiency on the delivery of services and reduced costs.
Greater Efficiencies 4.13 4.16	Introduce the use of Electronic Funds Transfer for 100% of payments to staff and suppliers.	Q2 2011	Greater efficiency

<p>Shared Service 1.11 4.13 4.15</p>	<p>There will be a greater use of shared services, utilising the full range of service delivery options, across the sector with a view to achieving savings and bringing about improvements in the delivery of services. Areas that will be targeted include:</p> <ul style="list-style-type: none"> • human resource management, • payroll, • pensions administration including the new public service pension scheme, • financial management • ICT. <p>Functions may be migrated to existing shared services operations where appropriate.</p>	<p>Indicative timeline for HR shared service implementation: July 2011 – completion of tender process for external assistance; Q3 2011 Commence set up phase; Q2 2012 Commence transition phase; Q4 2014 HR Shared Service live</p> <p>Public service pension scheme introduced from 2011.</p> <p>Planning of other shared services underway</p>	<p>More efficient services, reduced staff requirement and lower costs.</p>
<p>Procurement 1.10 1.11 4.13 4.15</p>	<p>The National Procurement Service will organise the procurement of common goods and services across the public sector; provide professional procurement advice to the public service; assist, where appropriate, with specialist procurement being undertaken directly by public sector bodies; develop targeted and accredited procurement training and education and integrate whole of Government policy issues (e.g. SMEs, environment, sustainability) in public procurement policy and practice. In addition the National Procurement Service will manage the operation and upgrading of the E-tenders Website.</p>	<p>Commenced in 2010</p>	<p>More efficient use of resources; greater economies of scale</p>
<p>Inspection Services 1.10 4.14</p>	<p>Reorganisation of Inspectorates to ensure effective delivery of functions. Such reorganisations include those specifically referred to in the action plans submitted by Department of Agriculture, Fisheries and Food, the Department of Education and Skills, the Department of Enterprise, Trade and Innovation and the Revenue Commissioners.</p>	<p>By end 2011</p>	<p>Greater efficiency and cost reductions.</p>

<p>3. Delivering for the Citizen Terms of the Public Service Agreement 2010 - 2014</p>	<p>Action</p>	<p>Timeframe</p>	<p>Estimated Savings/Benefits Arising 2010 - 2014</p>
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<p>New technology 4.13</p>	<p>Online service provision will be developed across the sector to maximise efficiencies and provide enhanced customer service while introduction of new technologies will be regarded and implemented as the norm. Examples of such enhanced customer service include those specifically referred to in the action plans submitted by the Department of Enterprise, Trade and Innovation, Department of Environment, Heritage and Local Government, Department of Foreign Affairs, Department of Justice, Equality and Law Reform and the Department of Education and Skills.</p>	<p>Over the lifetime of the agreement.</p>	<p>Maintaining or improving service to the public.</p>
<p>Identity Management 1.10 1.11 1.14 4.13 4.15</p>	<p>Development and implementation of a centralised Identity Management Solution. This will require legislative provision. It will provide –</p> <ul style="list-style-type: none"> • System to facilitate online authentication of individuals to access all online public services requiring authentication of identity • Facility to look up persons and find related records • PPSN validations • Reference matching of a large quantity of records to ensure that they are correct 	<p>From 2011.</p>	<p>Improvement of the quality of identity data across the public service. Real-time verification of identity data at the time of collection. Shared system for the online authentication of personal identity. Better use of information to support delivery of services and decision-making</p>
<p>New technology 1.10 1.11 1.14 4.13 4.15</p>	<p>Development and implementation of “cloud computing” provision of ICT infrastructures, applications and services leveraging existing departmental facilities where appropriate.</p> <p>This will be developed/implemented in phases on the basis of research/trial outcomes. The initial phase will seek to devise approaches for shared co-location of infrastructure and centres of excellence.</p>	<p>From late 2010</p>	<p>Standardisation of computing infrastructures, applications and service provision Centralisation of ICT infrastructure deployment, management and support resulting in the development of centres of excellence Reduced dispersal and duplication of support resource requirements Reduced general operating costs,</p>
<p>New technology 1.10 1.11 1.14 4.13 4.15</p>	<p>Development and implementation of shared technical approaches for the use of phone systems, call recording and call traffic routing</p>	<p>From early 2011.</p>	<p>Standardisation of approach across the public service. Streamlining of support structures. Reduced call charges for public bodies. Reduced annually recurring costs</p>
<p>New technology 1.10 1.11 1.14 4.13 4.15</p>	<p>Development and implementation of a Shared/Unified Automatic Vehicle Location System</p>	<p>Q2 2011</p>	<p>Reduced capital outlay. Reduced annually recurring costs. Standardisation of approach across the emergency services. Streamlining of support structures needed</p>

<p>New business process</p> <p>1.10 1.11 1.14 4.13 4.15</p>	<p>Changes and improvements in Control Centre configuration for the security and emergency services</p>	<p>Q3 2011</p>	<p>Reduced capital outlay. Reduced annually recurring costs. Standardisation of approach across the emergency services. Streamlining of support structures needed</p>
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