

Association of
Higher Civil and
Public Servants

Cómhlas na
Sheirbhíseach
Uachtarach Stáit
agus Poiblí

AHCPS

AHCPS

Annual Report

1415

CONFIDENTIAL TO MEMBERS



Association of Higher Civil and Public Servants

Comhlachas na Sheirbhíseach Uachtarach Stáit agus Poiblí

**ANNUAL REPORT
2014/2015**

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OFFICERS OF THE ASSOCIATION FROM 1943 - 2015

Year	Chairman	Vice-Chairman	Hon. Secretary	Hon. Treasurer
1943/5	M.J. Kenny		E. O'Connor	E. O'Connor
1945/6	J. Mahony		E. O'Connor	E. O'Connor
1946/7	J.J. Waldron		E. O'Connor	E. O'Connor
1947/9	J.J. Waldron		M.A. O'Connellain	T. O'Brien
1949/51	J.J. Waldron		C.P. O Ceallaigh	J. O'Dwyer
1951/2	J.J. Waldron		B. Carty	C.P. O Ceallaigh
1952/3	J.J. Waldron		T.J. Collins	C.P. O Ceallaigh
1953/5	J.J. Waldron		T. Tobin	S.M. O Miodchain
1955/7	C.P. O'Ceallaigh		T. Tobin	S.M. O Miodchain
1957/8	C.H. Murray	C.P. O'Ceallaigh	T. Tobin	S.M. O Miodchain
1958/9	C.H. Murray *	C.P. O'Ceallaigh	P.A. Terry	S.M. O Miodchain
	T.J. Cahill			
1959/60	T.J. Cahill*	M.B. Lawless	N. MacLiam	N. MacLiam
	M.B. Lawless	W. Drain		
1960/1	P.A. Terry	W. Drain	J.G. Buckmaster	T. O'Sullivan
1961/2	P.A. Terry	P.J. Mulvany	J.G. Buckmaster	T. O'Sullivan
1962/3	R.C. O'Connor	P.J. Mulvany	J.G. Buckmaster	T. O'Sullivan
1963/4	R.C. O'Connor		J.G. Buckmaster	L. O'Laidhin
1964/5	R.C. O'Connor	J.M. McNicholl	L. O'Laidhin	T.J. Mooney
1965/6	R.C. O'Connor	J.M. McNicholl	N. Tobin	T.J. Mooney
1966/8	P.A. Terry	J.M. McNicholl	D. O'Mahony	T.J. Mooney
1968/9	P.A. Terry	J.C. Horgan	D. O'Mahony	T.J. Mooney
1969/73	J.C. Horgan	M. Kilcullen	D. O'Mahony	T.J. Mooney
1973/74	J.C. Horgan	M. Kilcullen	J. O'Dwyer	T.J. Mooney
1974/75	M. Kilcullen	M. Corcoran	M.F. Fahy	T.J. Mooney
1975/76	M. Kilcullen	D. O'Mahony	General Secretary	T.J. Mooney
1976/77	T.J. Mooney	D. O'Mahony	Ralph B. Pares	J.C. Tucker
1977/78	T.J. Mooney	D. O'Mahony*	1975-1980	J.C. Tucker
		M. Corcoran**		
		J.C. Horgan		
1978/79	T.J. Mooney	T.H. Nally		J.C. Tucker
1979/81	J.C. Tucker	M.F. Fahy		T. Tuite
1981/83	M.F. Fahy	T. Tuite	John Dowling	P.J. O'Grady
1983/84	M.F. Fahy	J.P. O'Brien	1980-1987	P.J. O'Grady
1984/86	J.P. O'Brien	Sean Healy ***		P.J. O'Grady
		John Melia		
1986/87	J.P. O'Brien	John Melia		P. Greene
1987/88	J.P. O'Brien	Michael O'Donoghue	Seán Ó Ríordáin	P. Greene
1987/91	Michael O'Donoghue	Padraig Cullinane	1987-2007	P. Greene
1991/92	Padraig Cullinane	Richard Ryan		P. Greene
1992/95	Richard Ryan	Des Coppins		Benny Kevitt
1995/96	Richard Ryan	Benny Kevitt		Brian Murnane
1996/97	Benny Kevitt	Brian Murnane		Tom Power
1997/98	Brian Murnane	Patrick Dowling		Tom Power
1998/2001	Brian Murnane	Patrick Dowling		Kieran Coyle
2001/2002	Patrick Dowling	Seamus Molloy		Liam Kelly
2002/2003	Patrick Dowling	Seamus Molloy ****		Liam Kelly
		Sean McDonald		
2003/2004	Sean McDonald	Brigitta O'Doherty		Liam Kelly
2004/2005	Brigitta O'Doherty	Philip Crosby		Mary McLoughlin
2005/2007	Philip Crosby	Ciaran Rohan		Mary McLoughlin
2007/2008	Ciaran Rohan	Peadar Carpenter	Dave Thomas	Mary McLoughlin
2008/2010	Peadar Carpenter	Tom Allen	2007-2014	Mary McLoughlin
2010/2011	Peadar Carpenter	Tom Allen		Bernard O'Shea
2011/2012	Peadar Carpenter	Tom Allen		William Thompson
2012/2013	Tom Allen	John Glennon		William Thompson
2013/2014	Tom Allen	John Glennon		William Thompson
2014/2015	Tom Allen	John Glennon	Ciaran Rohan	William Thompson*
			2014-To date	(Larry Dunne)

* Resigned on promotion to Assistant Secretary ** Resigned on posting to Personnel Officer

*** Resigned on posting to London as Labour Attache **** Deceased

♦ William Thompson resigned as Treasurer on appointment to Assistant General Secretary February 2015 and replaced by Larry Dunne.

HONORARY OFFICERS OF THE ASSOCIATION 2014/2015

President	Tom Quigley
Vice-Presidents	Paddy A. Terry Mary McGuire Padraig Cullinane Benny Kevitt Richard Ryan Con Ryan Pat Dowling Seán O Ríordain Brian Ingoldsby Peter Greene Dave Thomas

The following Officers were elected at the Annual Delegate Conference held on 9 May 2014:

Chairperson	Tom Allen	(Revenue)
Vice-Chairperson	John Glennon	(Courts)
Treasurer¹	William Thompson	(Revenue)

EXECUTIVE COMMITTEE 2014/2015

Burke Denis*	Social Protection
Coogan Brendan	Finance
Dowling Edna	Social Protection
Dunne Larry	PER
Fanthom Tom	Revenue
Holleran Noel	Agriculture Food & the Marine
Hughes Eamon	An Post
Jeffrey Val	Revenue
Mahony Deirdre	Environment Community & Local Government
McBreen Orla	Foreign Affairs & Trade
McIntosh Willie	Education & Skills
Noonan Angie*	Health
Noonan Trevor	Justice
O'Connor Mark***	Solas (observer)
Walker Alan	Injuries Board

Colm Lavery (Environment) replaced Deirdre Mahoney
Eddie Hickey (An Post) replaced Eamon Hughes
Eltin Moran (Social Protection) replaced Denis Burke.

* Denis Burke (Social Protection), Angie Noonan (Health) and were co-opted to the Executive Committee under Rule 11 (a)(iii) of the Rules and Constitution of the Association.

*** Mark O'Connor (Solas) was invited to join the Executive Committee as an observer. He was subsequently co-opted to fill the vacancy created by the election of Larry Dunne as Treasurer.

¹ William Thompson resigned as Treasurer on 8th February 2015 on his appointment as Assistant General Secretary. He was replaced by Larry Dunne (DPER) as Treasurer.

Trustees

Mr Billy Carrie
Ms Mary McLoughlin
Brigitta O'Doherty

Auditor

Ann Brady McQuillians DFK appointed as Auditor by the Trustees in January 2011.

Head Office

The Association's Head Office is:

Fleming's Hall, 12 Fleming's Place, Dublin 4.

Consultative Council

The Consultative Council comprises members of the Executive Committee, Branch Chairpersons and Secretaries or their deputies.

BRANCH SECRETARIES 2014/2015

Agriculture, Foods & the Marine	Brid Farrell
An Post	Eddie Hickey
Arts, Heritage & Gaeltacht	Mark Bohan
Central Statistics Office	John O'Reilly
Communications, Energy & Natural Resources	Derek Byrne
Comptroller & Auditor General	Peter Kinsley
Commission for Energy Regulation	Keelin O'Brien
Courts Service	John Glennon
County Enterprise Boards	Michael Tunney
Children & Youth Affairs	Dan Kelleher
Defence	Fred Bradley
Education and Skills	Jerome Kelly
Eircom	Vacant
Jobs, Enterprise & Innovation	Michael Davitt
Environment, Community & Local Government	Paris Beausang
Solas	Charlie Notley
Finance	Denise O'Connell
Public Expenditure and Reform	Larry Dunne
Food Safety Authority of Ireland	Pat Farrell
Foreign Affairs & Trade	Jackie O'Halloran
Garda Civilian	Kieran Downey
Health	Michael Murchan
Health and Safety Authority	Andrew Allen
Houses of the Oireachtas	Eugene Ó Cruadhlaioich
Irish Aviation Authority	Vacant
Justice & Equality	Maeve Hogan
Property Registration Authority	Margaret Mulhair
National Centre for Partnership & Performance	Edna Jordan
Office of Public Works	Marian O'Dwyer
Office of the Ombudsman	Derek Charles
Ordnance Survey Ireland	Jennifer Gilmartin
Pensions Board	Tom Dunphy
Injuries Board	Alan Walker
Prison Governors	Ronan Maher
Public Appointments Commission/Service	Vacant
Revenue	Greg Whelan
Social Protection	Julia Tarrant
Taoiseach's	Stephen Ryan
Transport, Tourism & Sport	Orla Corrigan
Chief State Solicitors Office	Michael Fallon
Attorney General	Brian Scannell
Legal Aid Board	Clare Kelly
National Council Special Education	Clare Farrell
National Museum of Ireland	Anne Grady
National Library of Ireland	Geraldine Wilson
Premier Lotteries Ireland	Brendan McGreanra

INTRODUCTION

The last year has seen some grounds for optimism for the Association. As the Exchequer financial position improves the thoughts of members turn to Income Recovery. Talks are expected to get underway shortly and the Executive will continue to keep members updated.

For my own part I was delighted to be appointed to the position of General Secretary in June 2014. I would like to thank Dave Thomas for his dedication and commitment to the Association during his time as General Secretary.

Following representations by the Association, the grace period for retirement has been extended to the end of June 2016. We would hope to see that extended out to the second restoration point (1 January 2018).

The Civil Service Renewal Plan was launched in the last year. The Association broadly welcomed the Plan but have expressed concerns about a number of issues such as the failure to appoint a Head of the Civil Service, the lack of an independent spokesperson for the Civil Service and the exclusive focus on open recruitment at the expense of internal promotion.

Discussions are continuing between the Association, the CPSU, PSEU, VOA and IMPACT on the possibility of creating a single new entity. The New Union Project will have to deliver an outcome which is a better organisation in terms of service and representation for its members and which is an improvement on that delivered by each of the existing organisations or there is little point in continuing with discussions. The reservations that members have in relation to creating such an entity will have to be addressed.

A member of the Executive Committee for many years, Gráinne Bolger from the Justice and Equality Branch died in May 2014. Gráinne will be sadly missed by her colleagues on the Executive Committee as well as those in the Justice, Equality branch. Ar dheis Dé go raibh a hanam dilis.

Ciaran Rohan
General Secretary

ORGANISATION

1.1 ANNUAL DELEGATE CONFERENCE

The 33rd Annual Delegate Conference of the Association took place in The Radisson Blu Hotel, Golden Lane, Dublin on Friday 9 May, 2014. 138 Branch Delegates and 17 Executive Committee members attended.

The Association's guests at the Conference were Mr Dave Penman General Secretary FDA London, Mr Jim Caldwell, FDA, Mr Philip Cummings and Mr Neil Jackson, Northern Ireland FDA.

1.2 EXECUTIVE COMMITTEE

Tom Allen, (Revenue) was re-elected to the office of Chairperson. John Glennon (Courts) was re-elected as Vice-Chairperson. William Thompson (Revenue) was re-elected as Treasurer. Following the appointment of Billy Thompson to the Assistant General Secretary post Larry Dunne was elected as Treasurer.

The following candidates were elected to the twelve ordinary positions on the Executive Committee at the Annual Delegate Conference:

Executive Committee

- | | |
|----------------------|------------------------------------------|
| 1. Coogan Brendan | Finance |
| 2. Dowling Edna | Social Protection |
| 3. Dunne Larry | PER |
| 4. Fanthom Tom | Revenue |
| 5. Holleran Noel | Agriculture Food & the Marine |
| 6. Hughes Eamon | An Post |
| 7. Jeffrey Val | Revenue |
| 8. Mahony Deirdre | Environment Community & Local Government |
| 9. McBreen Orla | Foreign Affairs & Trade |
| 10. McIntosh Willie | Education & Skills |
| 10. Noonan Trevor | Justice & Equality |
| 12. Walker Alan | Injuries Board |
| 13. Burke Denis * | Social Protection |
| 14. Noonan Angie * | Health |
| 15. O'Connor Mark*** | Solas (observer) |

Denis Burke (Social Protection) and Angie Noonan (Health) were co-opted to the Executive Committee under Rule 11 (a)(iii) of the Rules and Constitution of the Association. Mark O'Connor Solas was co-opted as an observer.

During the year there were a number of resignations and the following were co-opted in their place.

Mark O'Connor was co-opted as a member of the Executive to fill vacancy following appointment of Larry Dunne as Treasurer.

Colm Lavery (Environment) replaced Deirdre Mahoney

Eddie Hickey (An Post) replaced Eamon Hughes

Eltin Moran (Social Protection) replaced Denis Burke.

Details of attendances at Executive Committee meetings during the year are set out in **Appendix D**.

1.3 STANDING ORDERS COMMITTEE

The Standing Orders Committee elected at the Annual Delegate Conference was:

Cashman Larry	Agriculture, Food & Marine
Denny David	Public Expenditure & Reform
Greene Michael	Jobs, Enterprise & Innovation
Hanley Sheila	Revenue
Lenihan Ronan	Houses of the Oireachtas
Moran Eltin	Social Protection

Mr David Denny was subsequently elected Chairperson of the Committee.

Mr Eltin Moran resigned following his co-option to the Executive Committee.

1.4 CONFERENCE RESOLUTIONS

A brief indication of action taken in relation to these resolutions is set out hereunder. Part II of the Annual Report contains more detailed information in appropriate cases.

The following motions were passed at the 2014 ADC.

MOTION 1

RULE 20 (G)

All disbursements on account of the Association shall be drawn on such bank or banks and authorised by any three of the following, i.e. Chairperson, Vice Chairperson, Treasurer, General Secretary or Executive Assistant.

Executive Committee

ACTION TAKEN: The Rule has been amended and the Registrar of Friendly Societies informed.

Emergency Motion

This ADC supports the Executive Committee in its strategy of vigorously opposing the outsourcing of core work.

Executive Committee

Action Taken: Throughout the course of the year the Association addressed this matter in every employment where it was brought to our attention including; Courts Service, Injuries Board and the Property Registration Authority. The Association continues to monitor attempts to outsource core work.

PAY

MOTION 2

This ADC supports the Executive Committee in its attempts to vigorously pursue all available strategies to ensure that pay is restored to members by the restoration dates.

Executive Committee

ACTION TAKEN: This is already Association policy.

MOTION 5

In the context of current political suggestions of tax cuts in the 2015 Budget, this Conference instructs the incoming Executive to engage with the Minister for Public Expenditure and Reform to establish what economic conditions are required for him to determine that the public service pay cuts and pension levy are no longer necessary and that pay scales can be restored in full and the pension levy repealed.

Under the Financial Emergencies Measures in the Public Interest Acts the Minister must, by law, consider the continuing necessity for the provisions of these Acts on an annual basis and report to the Houses of the Oireachtas.

Revenue

ACTION TAKEN: The Association wrote to the Minister for Public Expenditure & Reform.

The Minister has subsequently indicated that he is inviting Public Service Unions into discussions on a gradual restoration of the pay cuts and on unwinding of the FEMPI legislation.

MOTION 6

That Conference instructs the Executive, in conjunction with Branches, to compile a comprehensive report by end 2014 on the effect on AHCPs Grades of the Financial Measures in the Public Interest legislation and Croke Park and Haddington Road agreements in relation to wage reductions, take-home pay reductions, head count reduction, redeployment, outsourcing, performance management, flexible working arrangements, worksharing arrangements, promotions and workforce restructuring.

Finance

ACTION TAKEN: This Association has written to DPER, seeking the information.

PMDS

MOTION 8

This Conference recognises that the calibration process is incompatible with the current PMDS system & calls on the Executive to ask that the calibration process be withdrawn.

Revenue

ACTION TAKEN: The Association raised this issue with DPER and note that under the Civil Service Renewal Plan that a simplified PMDS system will be introduced. The Calibration process was withdrawn.

Motion 9

That Conference considers that

- The concept of calibration of PMDS ratings for AHCPs members is seriously ill-conceived;
- It risks infringing the privacy rights of our members;
- It is unfair to members to have their ratings reviewed and commented on by individuals who have little or knowledge of their work or performance; and calls on the Executive Committee to resist the introduction of calibration into the PMDS process and instead seek to have the current rating system replaced with a system with only 3 ratings which includes a single rating for performance which is conceded satisfactory or better.

Jobs, Enterprise & Innovation Branch

ACTION TAKEN: The Association raised this issue with DPER and note that under the Civil Service Renewal Plan that a simplified PMDS system will be introduced. The Calibration process was withdrawn.

Motion 10

This Conference calls on the Executive to seek an analysis of the results of PMDS and in particular a comparison between the E.O.Y ratings for 2013 & 2014 in grades where calibration was piloted.

Revenue Branch

ACTION TAKEN: The Association raised this issue with DPER and note that under the Civil Service Renewal Plan that a simplified PMDS system will be introduced. As the Calibration process was withdrawn no further action is necessary.

RETIREMENT/SUPERANNUATION

Motion 11

This ADC endorses the Executive Committee's decision in seeking an extension of the grace period for retirement beyond the 31st of August 2014.

Executive Committee

ACTION TAKEN: *The Association was successful in having the Grace Period extended for a further year until 30 June 2016. It is the policy of the Executive to have the grace period extended to the restoration dates.*

Motion 14

Conference instructs the incoming Executive to seek clarification from DPER regarding the pension entitlements of members who are due to retire in the "valley period" between 1 September 2014 and 31 December 2017 and calls on the Executive to ensure that the restoration of pension, for those who retire in the valley period (the period between the 1st September 2014 and the 1st January 2018 when the pay cuts have been restored) is continued to be pursued by the Executive in their deliberations with the Official Side especially in the coming months.

Revenue

ACTION TAKEN: *The Association was successful in having the Grace Period extended for a further year until 30 June 2016. It is the policy of the Executive to have the grace period extended to the restoration dates.*

Motion 16

That Conference - instructs the incoming executive to negotiate a reduction in superannuation contributions for AHCPs members who continue to work after their 60th birthday and who have completed 40 years' service.

Social Protection

ACTION TAKEN: *A claim was presented to the Staff Panel meeting and subsequently lodged at General Council. The Official Side response is awaited.*

Motion 17

This Conference calls on the Executive to carry out an analysis of the age profile across all Departments so that we can inform Government with a view to planning appropriately for the massive exodus from Departments in the next 5 to 10 years and to ensure recruitment commences now to facilitate effective succession planning.

Revenue

ACTION TAKEN: *The Association wrote to DPER on this issue. The General Secretary also had an opinion piece published in the Irish Independent 2 August 2014 outlining the dangers of a greying civil service.*

TERMS AND CONDITIONS/EQUALITY

MOTION 18

That Conference instructs the incoming Executive Committee to carry out a review of all Government Departments with regard to ascertaining the number, skills, functions, cost where relevant, justification and duration of staff seconded at AP level and above from other organisations, including persons on a *pro bono* basis and persons on contracts for service. This review, which should also examine the legal implications arising, to be carried out by 30 September 2014.

Should the findings establish (or, in the case of non-cooperation by any Departments, should there be reasonable grounds to believe) that secondees are being appointed and/or retained beyond the designated periods or in the absence of verifiable justification, or assigned duties beyond the scope for which the secondment was originally facilitated, conference instructs the Executive Committee to take up the matter in the first instance at the relevant Departmental Council. Should it not prove possible to resolve the matter in that forum, within 3 months of being raised there, conference further instructs the Executive Committee to take whatever action it deems appropriate. Such action could include the carrying out of a ballot of the AHCPs members in the relevant Department for limited industrial action.

Finance

ACTION TAKEN: *The Association wrote to DPER.*

MOTION 19

This Conference instructs the incoming Executive Committee to press for the holding of a confined interdepartmental Principal Officer competition as soon as possible. Furthermore, Conference instructs the incoming Executive Committee to agree rules with Management for the ordered filling of posts, taking into account the resultant panel from such a competition, the resultant panel from the rumoured open Principal Officer competition proposed by the Department of Public Expenditure and Reform, and any internal competitions for Principal Officer Posts held by individual Departments.

Finance

ACTION TAKEN: *A claim was presented at General Council and discussions are continuing with DPER on this matter. The issue was also raised with Minister Howlin during the meeting him.*

MOTION 20

That Conference directs the Executive Committee to examine and report on the feasibility and implications of allowing seniority in voluntary head to head swaps to be dealt with in the same manner as applies under the decentralisation programme whereby officers bring the seniority they have accrued with them to their new Department/Office.

Environment, Community and Local Government

ACTION TAKEN: *The Executive decided to survey the members. The survey will assist the Executive in reaching a decision on the matter.*

MOTION 22

That Conference directs the incoming Executive Committee to undertake a review of the operation of the Working Time legislation as it is operating in all Departments in consultation with Branch Committees. The EC should in the first instance prepare a note on the legislation and issue that to Branches for guidance.

Foreign Affairs and Trade

ACTION TAKEN: *The Executive prepared and issued an information note to branches. Branch were also asked to review legislation in Departments.*

MOTION 23

That Conference notes with deep concern the lack of gender equality proofing of proposals in the Haddington Road and previous Agreements and further proposes that mechanisms are put in place to ensure that provision is made in all future negotiations, for professional gender equality proofing which will take into consideration, obligations under national legislation for changes in work practices and that such proofing should be concluded before any agreement being put out to ballot.

Foreign Affairs and Trade

ACTION TAKEN: *The Association has written to DPER requesting that any successor to the Haddington Road Agreement is gender equality proofed.*

PUBLIC SERVICE REFORM

MOTION 25

That Conference instructs the Executive to engage with the Official side to agree on a fair and effective accountability framework. recognises the importance of an adequate and fair structure for both political and civil service accountability. However, this Conference believes that any policy on civil service accountability should stem from rather than precede the current exercise to define a Vision for the Civil Service. This Conference regrets that the current Consultation Paper on Strengthening Civil Service Accountability and Performance raises concerns in a number of respects including:

- an inadequate understanding of current accountability structures, especially as regards political accountability;
- confusion between the concepts of responsibility and accountability;
- an inadequate appreciation of the difference between the private sector for profit motive and the obligations of public service;
- a limited understanding of international best practice;

Foreign Affairs and Trade

ACTION TAKEN: *This is already policy. These issues have been raised in the Association's detailed submission and at the subsequent meeting held with the independent panel.*

MOTION 26

Conference notes with concern elements of the Strengthening of Civil Service Accountability & Performance paper by D-PER to impose a range of unworkable concepts, such as changing tenure of employment. This has wide ranging implications on the ability of officials to function independently. Conference calls on the incoming Executive to address these concerns.

Revenue

ACTION TAKEN: *This is already policy. These issues have been raised in the Association's detailed submission and at the subsequent meeting held with the independent panel.*

MOTION 27

Conference supports the commitment shown by Revenue and other departments to the 'Reform Agenda' and calls on the Executive to continue to highlight the considerable achievements and savings realised to date through the various reform programmes.

Revenue

ACTION TAKEN: *The Association wrote to DPER.*

ORGANISATION

MOTION 28

That Conference, calls on the Executive Committee to promote the formation of a five year programme incorporating a policy of long term strategic representation of its members *bearing in mind the constantly changing working environment facing AHCPS members and the need to protect and promote the mutual interests of the Association and its membership, which may include the formation of strategic alliances with bodies of similar interests and other measures to strengthen and consolidate the negotiating position and standing of the Association and its members into the future.*

Agriculture, Food and the Marine

ACTION TAKEN: *This was discussed at Executive Committee "Away Day". The Executive are cognisant of the opportunities and threats facing the Association in its discussions with the other civil service unions, and adopted as part of long term strategic.*

MOTION 29

That Conference mindful of the ongoing need for the AHCPS to protect the economic and employment conditions of its members calls on the Executive Committee to pursue a multi- pronged approach to a

strategic review of how this can best be achieved in a constantly changing environment.

Agriculture, Food and the Marine

ACTION TAKEN: *Discussed at Executive Committee "Away Day" and the Executive is conscious of the opportunities and threats facing the Association in its discussions with the other civil service unions.*

MOTIONS REMITTED

The following Motions were remitted to the Executive Committee at the 2014 ADC.

MOTION 24

That Conference instructs the Executive Committee to ensure that all future agreements having direct implications for the pay and terms of conditions of Members' employment be the subject of consultation with Members prior to their inclusion in potential National Pay Agreements/Agreements of General Council. *An example of where such consultation would have proved useful was with the agreement on Calibrated PMDS and the introduction of the guidelines decided at General Council under which it is to be operated without sufficient consideration of the divergent impacts on Departments of greatly differing size and complexity of make-up.*

Communications, Energy & Natural Resources

ACTION TAKEN: *All agreements in relation to Terms and Conditions are subject to ballot.*

MOTION 30

That Conference recommends the Association devotes resources to combating the anti-public sector bias in the media e.g. when an inaccuracy in relation to our pay and conditions is mentioned in the broadcast, print or online media.

Jobs, Enterprise & Innovation

ACTION TAKEN: *This is already Association policy. The Association engaged Pathfinder to research the attitudes of the public to AHCPS members. This research will feed in to the Associations' communications policy.*

MOTION 31

That Conference instructs the Executive to ensure that members are effectively represented and protected in the future in all negotiations that affect them, including the enhancement of the Union's capacity and expertise in the area of negotiations, and in that of communications, both with the media and members.

Finance

ACTION TAKEN: *This is already Association policy. The Association engaged Pathfinder to research the attitudes of the public to AHCPS members. This research will feed in to the Associations' communications policy.*

POLITICAL ACTIVITY

MOTION 32

That Conference instructs the incoming Executive Committee to engage with the Official side with a view to carrying out a comprehensive review of the current regime regarding civil servant and politics as outlined in the relevant circular. *This review should take account of the realities of the modern civil service and society and the citizens' rights of members in terms of engagement with politicians. This review should be carried out before 31 December 2014.*

Finance Branch

ACTION TAKEN: *The Executive Committee decided to keep this matter under review.*

MOTION 33

That Conference instructs the Executive to prepare, in conjunction with appropriate professional advisors, a comprehensive strategy of engagement and communication with the political groupings and parties in advance of forthcoming Local and European elections

to ensure full knowledge and understanding on their part about the concerns of AHCPS members in relation to issues such as pay and working terms/conditions. In particular such engagement to focus on the restoration of losses in pay and conditions, as promised by the current Government.

Agriculture, Food and the Marine

ACTION TAKEN: *This was been overtaken by events.*

MOTION 34

Conference calls on the incoming Executive to request ICTU to put forward members of the trade union movement as candidates in the next General Election (a) *notes that there are very few politicians currently serving in Dáil Éireann and representing the interests of trade union members* (b) *accepts that this has had a detrimental effect on the living standards of trade union members.*

Revenue Branch

ACTION TAKEN: *The Executive Committee decided to keep this matter under review.*

PARLIAMENTARY QUESTIONS

MOTION 35

Conference directs the AHCPS Executive Committee to raise the issue with the official side, agree more reasonable timelines for answering PQs, and in the absence of such an agreement, to consider steps that might be taken to alleviate this burden on members and notes that:

- 1] *the following numbers of PQs were answered in Dáil Éireann:*
 2009 46,750
 2010 44,943
 2011 37,397
 2012 56,027 (2009-2012 taken from the Annual Reports of the Oireachtas)
 2013 up to 55,000 (final number not yet available),
- 2] *the number has grown significantly in the lifetime of the current Dáil*
- 3] *the timescale for answering them has shortened, and*
- 4] *answering these is an extremely time consuming and costly exercise in an era when public service numbers have dropped,*

Revenue

ACTION TAKEN: The Association wrote to the Clerk of the Dáil and to the Secretary of the Procedures & Privileges Committee seeking an extension of time in which to reply to PQs.

PEOPLEPOINT

MOTION 36

This Conference notes the operational issues that have occurred with the introduction of PeoplePoint and the resultant difficulties this has created for members. This Conference directs the incoming Executive to enter into discussions with Official Side for the purposes of deferring any further extension of the PeoplePoint service until the current issues are fully resolved.

Revenue Branch

ACTION TAKEN: There continues to be difficulties experienced by members with PeoplePoint. The Executive continue to keep the matter under review and regular meetings are in place with the Head of PeoplePoint.

1.5. TRUSTEES AND AUDITOR

The Association's Trustees are, Ms Mary McLoughlin, Mr Billy Carrie and Ms Brigitta O'Doherty.

Ann Brady McQuillan Accountants continue as the Association's Auditors.

1.6. HONORARY PRESIDENT AND HONORARY VICE PRESIDENTS

Mr Tom Quigley remains Honorary President of the Association. Honorary Vice Presidents continue to be as set out in the list of Honorary Officers of the Association.

1.7 CONSULTATIVE COUNCIL

A Consultative Council was held in AHCPS Head Office on 15th January 2015 to appraise branches on the exploratory talks taking place with the CPSU, PSEU, VOA & IMPACT on the matter of the New Union Project. The consensus of opinion from branch representatives present was that the Association should participate in the ongoing discussions. Particular concerns were raised that need to be addressed as set out within the *Civil Service* section of this report. The Council noted that a vote of the membership is required before any change is possible. In addition the General Secretary provided the meeting with an update on other matters such as meetings held with the political parties and the Association's position on Pay Restoration and Income Recovery.

1.8 MEMBERSHIP

The Association, at 31 December 2014, represented 2815 members at Principal and Assistant Principal in the Civil Service and equivalent levels in a number of state enterprises. This is a reduction of 70 on the previous year. 129 new applications were received during the year. The gender breakdown of membership is 1034 female (37%) and 1781 male (63%).

1.9 MEMBERSHIP SERVICES

LEGAL DISCLAIMER

The Executive Committee and the Association accept no legal responsibility for the services provided to members under the various schemes and arrangements in operation.

The Association operates the following schemes.

Income Continuance Plan – Covering Long-Term Disability

The Plan is administered by Cornmarket and underwritten by New Ireland. It provides a guaranteed source of income in the event of: (a) total disability or (b) partial disability following total disability as defined in the Plan and explanatory Booklet available to members. There is a 62% take up of the Plan by members. The scheme was reviewed in August 2014 and following negotiations the scheme was renewed at a reduction in cost from 0.65% to 0.60% of salary for members. The net cost to members is 0.35% after tax relief is applied at source assuming income tax at 41%. This is the cheapest of any of the Income Continuance Schemes run by any of the unions.

Pink & Blue Power

The Pink and Blue Power programme was negotiated by the Association as part of the renewal of the Income Continuance Scheme. The programme will be managed by Cornmarket, funded by New Ireland, provided by the Mater Private and will be available free of charge to all AHCPS ICP members.

The "Pink Power" programme aims to increase breast cancer awareness amongst scheme members under the age of 50 (those over 50 are covered by the National Screening Programme). A Dublin based seminar was held on 26th March 2015 by the Mater Private with attendance by a Nurse and General Practitioner.

The Blue Power Programme involves increasing awareness amongst members of prostate and testicular cancer. Members of ICP scheme aged over 49 will be offered a free physical exam and blood test, those aged between 45 and 49 will be offered a free blood test and those aged under 45 will be referred if they have symptoms.

The scheme was launched on Monday 23rd February 2015 in AHCPS Head Office.

Group Life Assurance Scheme

The Scheme is administered by Cornmarket and underwritten by New Ireland. It provides supplementary Death in Service cover of twice salary. The scheme was reviewed earlier in the year and resulted in a reduction from 0.53% to 0.48% of salary with effect from 1 April 2015. The Scheme is under the umbrella of the existing AHCPS Additional Voluntary Contribution Plan and the deduction qualifies for Income Tax/PRSI Relief. There is a 27% take up of the scheme by members.

The scheme has been extended to allow members continue cover up to age 80 with reduced benefits when they retire and apply for associate membership.

Additional Voluntary Contributions

Under the Finance Acts it is possible for a person in an occupational pension scheme to make additional voluntary contributions. Tax relief is available.

For those retiring over the coming months there is a special tax break under the Revenue rules that members may be able to take advantage of before they retire. This is known as a Last Minute AVC. The member's gratuity under the Superannuation Scheme is likely to be less than the maximum allowed under Revenue rules because the member has:

- Received a reduction in salary over the last few years and/or
- Have short service and/or
- Have non-pensionable earnings

Members may be able to avail of this option.

The benefits of investing in a Last Minute AVC include:

- Receiving a refund of tax on pension contributions
- Maximising your tax-free cash lump sum on retirement

Please note there is a charge on every contribution and an ongoing management fee for the fund. If you are availing of an AVC please check with the Broker regarding the cost of the AVC before you agree.

Car /House Insurance

The providers are as follows:

- Cornmarket, Christchurch Square, Dublin 8
Telephone 01 408 4040.
- Glennons Insurance:
telephone 01 707 5959 or email: ahcps@glennons.ie
- Abbey Insurance Group Motor/Home Insurance
Telephone: 1890 808 666 (049 437 1505)

Travel Insurance

Abbey Insurance Ltd. 8 Ashe Street, Cavan.
Tel 1890 808 666

1. Annual Platinum Cover – Comprehensive
Premiums: Family/Couple €76.00
Individual €66.00

Main Benefits

- Medical Expenses up to €10 Million per insured person
- Cancellation cover up to €7,500 per insured person
- Personal Accident Cover up to €30,000 per person
- Free European Motor Breakdown Cover
- Free Winter sports cover
- No excess on this policy for any claims made

2. Annual Gold Cover
Premiums Family/Couple € 66.00
Individual €56.00

Main Benefits

- Medical Expenses up to €6 Million per insured person
- Cancellation cover up to €6000 per insured person
- Personal Accident Cover up to €25K per person
- Winter Sports may be included at additional premium
- Policy excess applies

3. Single trip policy now also available.
There are further discounts available if client has private health insurance to cover them abroad. There is no longer

a midterm rate, the above rate applies no matter what time of year member wishes to take out their policy.

Details of the benefits may be found at www.abbeyunionstar.ie/ahcps

Health Insurance Advice Service

Group Mortgage Insurance Scheme provided by:

Lyons Financial Services,

Office 1, Dunboyne Business Park, Dunboyne, Co Meath.

Tel. 01 801 5808

www.lyonsfinancial.ie

Dental Insurance Scheme

At its November 2014 meeting, the Executive Committee approved the introduction of a group Scheme for Dental Insurance for Union Members. This Scheme will be administered by Lyons Financial Services, Tel. 01 8015808 www.lyonsfinancial.ie The Scheme is underwritten by DeCare Dental.

Membership Plus Card

The Executive Committee also issued a discount card for members. The Membership Plus discount card will enable members to avails of discounts at a wide range of shops, restaurants, services, etc. This will be at no extra cost to members. Once you receive your card register it at www.membershipplus.ie

2015 Wall Planner

The Executive Committee also produced an AHCPS Wall Planner for 2015.

Mortgage Advisors

Omega Financial Management,
Suite 33, The Mall, Beacon Court, Sandyford,
Dublin 18.

Tel: 01 293 8554.

Investment Advice and

Portfolio Management Service

Cornmarket Group, Christchurch Square, Dublin 8.
Telephone 01 408 4000.

Omega Financial Management,
Suite 33, The Mall, Beacon Court, Sandyford,
Dublin 18.

Tel 01 293 8554.

Legal Advice Service

The Association's solicitor, provide a general legal service to members:

O'Mara Geraghty McCourt

51 Northumberland Road, Dublin 4.

Tel: 01 660 6543.

Further information regarding the above schemes are available on the Association's website.

1.10 RULES AND CONSTITUTION

A copy of the Rules and Constitution is attached at Appendix B.

The Rules and Constitution of the Association are available on the AHCPS Website www.ahcps.ie.

1.11 STAFF

The staff of the Association are:

General Secretary	Ciaran Rohan
Deputy General Secretary	John Kelleher
Assistant General Secretary	Billy Thompson
Executive Assistant	Jacqueline Lacey
Receptionist	Dorothy Aughey
Research & Development Officer	Mark Crowther (Part-time)

Assistant General Secretary

The Association appointed Billy Thompson, as Assistant General Secretary. Billy who is on secondment from the Revenue Commissioners took up duty with effect from 9th February 2015.

Research & Development Officer

Mark Crowther joined the head office team in September 2014 as a part-time Research & Development Officer. Mark has been currently working on updating the Association's Website and introducing a blog section and revamping the Association's E-zine along with other IT issues. Mark is also involved in assisting branches in relation to recruitment.

Mark also assisted with recording and writing of the minutes of the 2014 ADC. Tom Quigley Honorary President and Joe Brennan also assisted at the ADC. Their contribution is greatly appreciated.

The Executive Committee also wish to express its appreciation for the work and commitment of the staff.

CIVIL SERVICE LABOUR RELATION COMMISSION

2.1 PAY

Income Recovery is in the air. Partly, this is because the country's finances have improved. Unemployment is dropping, tax income is increasing and there is a more general sense of optimism. Recently Government Ministers have been alternatively making positive noises about pay improvements, while also trying to dampen expectations.

So where does that leave our members? Under the Haddington Road Agreement (HRA) which is a collective agreement registered with the Labour Relations Commission, civil and public servants on pay above €65,000 are due to have their pay restored in two instalments within a maximum of 18 months of the end of the agreement. The first instalment is due in April 2017 and the second in January 2018.

It is useful to remind ourselves of the timeline of austerity for our grades even though we are unlikely to forget.

Pay Decreases (cumulative decreases of between 20% and 22.8%)

2009: Introduction of so-called 'Pension Levy' (a pay levy not linked to pension benefit): between 8.1% and 8.7%

2010: Pay Cut of between 6.4% and 7.9%

2013: Pay Cut of between 5.5% and 6.2%

2010 to 2013 Introduction of a number of measures, including:

- a less favourable pension scheme for new entrants
- low starting pay points for new entrants
- unpaid additional hours (Equivalent of 13 days per annum unpaid)
- disimprovement in workplace flexibility schemes
- decreases in annual leave
- reductions in paid sick leave provisions

These Public-Service targeted austerity measures were introduced in addition to mounting costs that came from the introduction of the Universal Social Charge, Property Taxes and a number of other measures that drove down spending power and increased hardship.

The HRA was formally signed off by individual unions between early Summer to Autumn of 2013 so we now have just over a year before the HRA formally expires at the end of June 2016.

The announcement that the Government is to begin the process of repealing some of the emergency powers

granted under the Financial Emergency Measures in the Public Interest (FEMPI) Act 2013, is the first practical step on what is likely to be a long road in the gradual re-winding of pay cuts that have been imposed by successive Governments, starting five years ago.

Very much on the mind of the Association is the fact that pay cuts were always contingent on an actual emergency. If there is no emergency, then the legislation cannot apply. The Minister for Public Expenditure and Reform is required under the legislation to lay an annual report before the Oireachtas effectively re-declaring the emergency each year.

At a meeting with the Association on the 25th of February 2015, the Minister said that as the economic recovery continues apace, the task of justifying all the reductions would be harder to sustain on the facts. He did not suggest it would be possible to restore the reductions in public sector pay in a single set of negotiations. He also said that if the FEMPI savings were lost to the Exchequer by 2017, this would propel the State's finances into an emergency by itself. The Minister said the facts are on the record – public sector workers have had to accept two – and in the case of the Association's member's three – direct reductions in their pay. He said it would be naive to think that the public sector unions when reading about surveys which suggest that between 50% to 70% of private sector workers will enjoy pay rises this year – will not respond with a request for increased pay.

He indicated that he wanted to wait until after the first quarterly returns in 2015 before inviting the unions for talks. He also said that pay increases are part of a normal, functioning economy.

Minister Howlin said he hopes to have the discussions completed and balloted in good time for the Government to incorporate allocations for whatever is agreed in the 2016 budget.

During the course of the last year the Association met with some of the political parties in relation to the issue of pay. The Association met with Mary-Lou McDonald of Sinn Féin, Mícheál Martin of Fianna Fáil and, as mentioned above, with Minister Howlin of the Labour Party. All three parties were supportive of an independent pay determination mechanism recognising that in a normal functioning democracy parliament had no place in determining pay. In relation to restoration, Fianna Fáil and Labour were supportive of the restoration dates as set out in the HRA. Sinn Féin did not give the same commitment and indicated that their focus was on the lower paid. At the time of writing, meetings have yet to be held with Fine Gael and some Independents.

2.2 THE NEW UNION PROJECT

The Biennial Delegate Conference of the Irish Congress of Trade Unions in 2011 adopted a report from the Commission on the Future of the Irish Trade Union Movement. The report analysed the position of the Trade Union movement in Irish society and set out proposals for the future. The Commission identified that the movement was fragmented with many unions and minimal central power or authority. This, it said, generated duplications in efforts and created a lack of co-ordination and consistency. The Commission felt that, as a consequence, resources were wasted and the power of unions in representing members was dissipated and weakened. One effect of this was that, in their view, the sort of common identity required to assist in recruitment and organising was being diminished and the values of trade unions were not apparent to potential recruits.

The Commission made a number of recommendations covering all types of issues designed to create a more cohesive structure with resource pooling and sharing between Unions and the use of combined purchasing power to add value for members. Specific recommendations were made for the various sectors of the economy, including a number relating to the Public Sector. Of particular relevance to this Association is the fact that the Commission felt that union organisation in the Public Service is out-dated and takes no account of the fact that, increasingly, the employer acts in a more centralised fashion. This led to a series of recommendations that particular unions should consider the development of matching closer relationships.

Subsequently, at the 2013 ICTU Biennial Delegate Conference an enabling resolution was adopted to facilitate the drafting of a new Constitution for the ICTU along the lines envisaged by the Commission on Trade Unions, and in a document 'Future Positive', which was adopted at the conference.

In December 2013 the PSEU wrote to the Association, the Civil Public Services Union, IMPACT and the Veterinary Officers Association to suggest exploratory discussions to see how the five unions might advance the issues identified by the Commission on Trade Unions and in 'Future Positive'.

In the course of 2014 a series of meetings between the Unions took place to consider shared resources in IT, schemes for members, training and future development of structure. This culminated in meetings of groups from the respective Executive Committees, commencing in December 2014, to consider what a single organisation merging all of the unions concerned might look like. This process is continuing. It is recognised by the parties to these discussions that the common goal is to seek to create a single new union which will provide a better organisation in terms of service and representation for its members and which is an improvement on that delivered by each of the existing organisations. It will be a matter for the members of each union to decide if they wish to

participate in any mergers. The concerns of members will, therefore, need to be addressed in any discussion process.

In order to inform the Union's representatives in these discussions, the issue was discussed at a Consultative Council of members on the 15th of January 2015 and at the various Annual General Meetings of members held in February and March this year. In general, members favour the continuation of discussions. Concerns were identified. Specifically, members pointed to the "Croke Park 2" discussions where the pay of members was cut and this was voted on by other unions. Members were also concerned at the levels of service in such an entity and that the "voice" of senior managers would not be heard in a new organisation.

2.3 ISSUE OF THE FORMER SUPERINTENDENT COMMUNITY WELFARE OFFICERS IN THE DEPARTMENT OF SOCIAL PROTECTION

These former HSE staff pay an additional 5% pension contribution without any uprating of scales. The Haddington Road Agreement commits the Official Side to resolving this issue within the lifetime of the Agreement. The Association has met with the Official Side in recent months and put forward its suggested solution to resolving the issue. For Pre 95 staff they would cease the 5% contribution. For Post 95 staff they would move to the Class A pay scales. The Official side have indicated that a road map for resolving the issue can be agreed during the discussions on the upcoming pay talks. There are 69 staff at APO involved with 49 pre 95 and 10 post 95. The PSEU also have an involvement in this issue where they have approximately 700 staff affected.

2.4 RETIREMENTS & THE GRACE PERIOD

Numbers in the Public Service have fallen from 320,000 in 2008 to 289,000 in 2013. It was intended that these numbers would fall further to 282,500. However, Budget 2014 reduced this target to 287,000 to allow for limited recruitment. The number now stands at 289,600. The Association had partial success in having some key positions filled and currently there is some movement off internal panels or new internal panels are being put in place. In addition D-PER has announced the holding of an Open PO Competition which is the first public recognition of a need to fill critical PO vacancies identified by the Association.

The Association wrote to Mr Peter Brazel, Principal Officer, with responsibility for Pay & Pensions Policy & Analysis in the Department of Public Expenditure & Reform requesting an extension of the Grace period to January 2018. We emphasised that members felt they were being effectively "pushed out" at a time that is not of their choosing. D-PER issued a press release stating that the Grace Period had been extended to June 2016. While we welcomed this development it remains our position that the Grace Period should be extended out to Jan 2018 as

it would be more practical than a series of extensions. These make it more difficult for members to decide on a retirement date and there is an uncontrolled haemorrhaging of experienced public servants causing disruption to service delivery and a loss of historical memory in key operational and policy areas. This is another issue that will be raised in the forthcoming pay talks

2.5 CROSS STREAM PROMOTION

The Report of the Commission for Public Service Appointments recommended that in establishing eligibility for promotions in the Civil Service, the Minister should remove any criteria that may prevent civil servants with the requisite skills, experience and attributes from applying for promotion positions. The Association did not agree with the recommendations of this report. However, we were effectively outvoted at the Staff Panel on the issue. The outcome is that the Minister has decided that the pool of suitably qualified candidates competing for promotion roles will not be restricted on the basis of their current salary band or stream. The General Council sub-committee continues its work on reciprocal arrangements for access to some professional and technical posts.

2.6 STRENGTHENING CIVIL SERVICE ACCOUNTABILITY AND PERFORMANCE & CIVIL SERVICE RENEWAL PROGRAMME

The full version of the Association's response to the Consultation Paper on 'Strengthening Civil Service Accountability and Performance', published by the Minister for Public Expenditure and Reform on 9 January 2014 is available on our Website under 'Civil Service Renewal'. The Association made its submission on 31st March 2014. Many of our proposals and concerns have been taken on board in the Civil Service Renewal Document. We supported the ambition outlined in the consultation paper to enhance the quality of accountability in Irish Government, and to examine the respective roles of the political and administrative systems with a view to ensuring shared understandings of accountability expectations, and improving performance.

The Association set out some serious concerns surrounding a number of the proposals and understandings. In particular, any perception that the civil service is somehow unaccountable or is underachieving is in our view very much misplaced and does not reflect the reality of our members work and commitment to public service. Irish civil servants are already held to account through a range of legislative provisions, conventions and forums and the Association's members are keenly aware of the high level of public accountability expected of them in the conduct of their duties and the use of public resources. There is grave unease that the ability of the Associations' members to provide impartial and frank advice to Ministers could be undermined in any

way by new reforms or changes to existing terms and conditions of employment. Rather, we would like to see this vital role maintained and strengthened into the future.

The Association, demand and expect that any reforms to existing accountability arrangements are balanced, so that reforms to civil service accountability are matched by reforms in the political sphere. We believe that any new system of accountability should not undermine the bond of trust that links the civil service with the government and citizens. Rather it should be defined by clarity of roles and expectations, recognising that the work of the Civil Service and its relationship with the political system is complex, and should be developed on the basis of the civil service's desire to serve the public interest. There must be recognition that the two are not necessarily aligned, and increased accountability requirements for civil servants may in fact reduce the time available to perform their other work.

In relation to international trends, the Association noted the international shift towards more position-based forms of public service employment, and fixed-term contracts. While this has brought certain benefits and advancements, it should be recognised that such developments also bring with them particular challenges to the motivation and values of public service employees. These include poorly defined responsibilities, high costs of employing contract based personnel and enabling mobility, as well as difficulties in monitoring employees and their adherence to contract commitments.

Where employment reforms have been successfully introduced, it has been associated with gradual and consistent implementation of the reforms. Reforms in the UK and elsewhere designed to introduce more formal methods of appointment and performance measurement have yielded quite mixed results, including high staff turnover, institutional memory loss and criticism of the methods of performance assessment. The Association encouraged the appointment of a Head of the civil service and we have been publicly critical of the Government's failure to do so as we view it as a missed opportunity.

The Association is committed to the Civil Service Renewal Programme and welcomes the proposal for a simplified version of PMDS, a Civil Service Accountability Board and Civil Service Management Board. We note that a further round of Town Hall meetings is now taking place and it is our intention to meet D-PER after the process is complete.

We also note the current emphasis on Open Recruitment. While we appreciate the value of Open Competition, Internal Competition is of equal importance to our members and should exist on a parallel basis.

2.7 REVIEW OF THE RATES OF TRAVEL AND SUBSISTENCE

Section 2.26 of the Haddington Road Agreement allowed for a Review and Standardisation of Travel and Subsistence rates across the Public Service. A sub-committee of General Council was set up to consider the matter. The Official Side's "wish list" is to effectively reduce the subsistence rates and increase the distance by which an official is entitled to claim an overnight allowance. The Staff Side for its part indicated that the rates were reduced by 25% in 2009 and had not increased since. In addition the Staff Side indicated that the 24 hour rate is insufficient to cover three meals and lodging particularly in large urban areas and that the rates need to be increased nearing conclusion. A draft agreed report has been produced. This report proposes increases in the overnight rate and a change in the distance by which on overnight can be claimed. This is the first increase since rates were unilaterally cut in 2009.

2.8 REDEPLOYMENT

The Department of Public Expenditure and Reform proposes to maximise the use of the redeployment provisions of the Haddington Road Agreement. The Public Service Management (Recruitment and Appointments) (Amendment) Act 2013 enables the redeployment of members of staff in the Civil Service and certain other sectors of the Public Service to other positions in the Public Service. It also provides for regulations governing the revised sick leave arrangements. The Public Appointments Service (PAS) will continue to operate the redeployment resource panel system and a PAS web-based Redeployment Toolkit has been made available to support HR Units and staff. In addition an appeals process has been agreed so that members who find themselves unable to redeploy for valid reasons can appeal to a third party.

2.9. ANNUAL LEAVE

From 2012 no existing public servant has more than 32 days annual leave. In addition, new entrants to the public service or existing public servants promoted to a higher grade will have a maximum of 30 days leave per annum.

2.10 PENSIONS

The Public Service Pensions (Single Scheme and Other Provisions) Act 2012 became law on 28 July 2012. The Act provides for a *Single Public Service Pension Scheme* (the "Single Scheme") for new public servants. It also makes certain other changes affecting existing public service pension arrangements.

The Act imposes a 40-year limit on the total service which can be counted towards pension where a person has been a member of more than one existing public service pension scheme; such a limit already applies to service in any one scheme. This extended 40-year limit came into

effect on 28 July 2012, though persons exceeding the limit on that date will not lose any service accrued up to that point. (See section 52, subsections (6) and (7), of the Act.)

New recruits to the public service on or after the 1st of January 2013 will join the new scheme, while already-serving staff will remain in their existing schemes.

Extension of pension abatement: The Act enables the extension of pension abatement so that a retiree's public service pension is liable to abatement on re-entering public service employment, even where the new employment is in a different area of the public service.

The issue of purchase tables for those short of service is yet to be agreed with the Department of Public Expenditure and Reform.

2.11 PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM

It has been agreed that the new descriptors of 'Unsatisfactory', 'Needs to Improve', 'Fully Achieved Expectations', 'High Standard' and 'Exceptional Performance' will be applied while a simplified version of PMDS is being drawn up under the Civil Service Renewal Programme. That programme strives to introduce a new model of performance management and to professionalise and reform HR management.

The Association has consistently stated that any reform of performance management should involve a simplification of the PMDS system and it is interesting that this is one of the objectives under the Renewal Programme so we are glad that our view in this regard has been taken on board. We welcome the understanding reached that the Calibration Process has been 'parked' pending the development of a new model of performance management. We said from commencement that we had real concerns around calibration and by ADC 2014 it was clear that problems were emerging in its implementation in a number of branches.

We support the objective that performance evaluation is carried out in a fair and consistent way across each organisation but clearly calibration is not the answer. Neither is any attempt at "forced distribution" of ratings and any new system must avoid these pitfalls. The Arbitration Board has ruled that civil servants unhappy with a descriptor of 'Fully Achieved' [the old 3 rating] are entitled to refer the matter to an External Reviewer in the same way as those achieving a descriptor of 'Unsatisfactory' or 'Needs to Improve' [1&2 under the old ratings].

The ruling has yet to be ratified by the Government. It is important to note that the new Internal Review arrangements to Head of Division apply to 2014 reviews. We have received assurance from D-PER that guidance and protocol documentation will be provided on the revised review procedure.

2.12 SHARED SERVICES

The Public Service Reform Plan published in November 2011 contained a range of ambitious actions relating to shared services. The establishment of a Shared Service for HR and Pensions (known as Peoplepoint) in the Civil Service was prioritised and its development was led by the Department of Public Expenditure and Reform.

PeoplePoint

The unions met on two occasions with the management of PeoplePoint/DPER in an effort to address issues of concern raised by members of the various unions. There was a recognition on the management side that PeoplePoint needed a period of time to consolidate progress, update processes, people skills and technology in advance of taking further Departments and Agencies into PeoplePoint.

The latest Departments/Officers which transitioned to PeoplePoint in November 2014 were the Department of Communications, Energy and Natural Resources and the Office of the Chief State Solicitor.

Four further organisations are due to transition at the time of writing. The Public Appointments Service. The President's Establishment, The State Laboratory and the Department of Jobs, Enterprise and Innovations.

A series of regular meetings between the Head of PeoplePoint and the unions to address issues has been agreed. The Staff Panel has decided that individual cases will be referred by the unions to the parent Departments.

The Executive continue to keep the matter under review and regular meetings are in place with the Head of PeoplePoint.

Payroll Shared Service: Five options for the delivery of Payroll for the Civil Service and for other Public Service Organisations was drawn up. A Multi-site location was chosen as the preferred option. This involves implementing a Shared Services Payroll with a single governance structure, a common technology platform, single licence agreements with technology providers, improved and standardised processes and Service Level Agreements (SLAs) with client Departments. The locations involved are Killarney, Galway and Tullamore. There are to be seven "waves" of migration to the Payroll Shared Services starting in 2014 and finishing at the end of 2015. The Payroll Shared Services Centre (PSSC) now service 21,000 employees across 20 Public Service Bodies.

Financial Management Shared Service

A feasibility study has been completed and approved by the Programme Board and is under review by the Department of Public Expenditure and Reform. The study assessed the feasible financial management service delivery model options, including shared services, quantified both quantitative and qualitative costs and benefits, and the risks associated with each option, and recommended the most appropriate way forward. At the time of writing, work to develop a Request For Tender

(RFT) for a Single Management System is close to completion.

2.13 PATHFINDER

The Association commissioned Pathfinder in late 2013 to undertake research in relation to the attitude of the General Public to senior public servants. This research was considered in early 2014. A summary of the results of the research was presented to the 2014 ADC. In summary the research found that the General Public viewed senior public servants as living in gated communities, driving four wheel drive vehicles, having a number of foreign holidays each year and with salaries in the region of €200k.

Since ADC 2014 the Association has presented the findings to a number of Secretaries General and to the Management forum in DPER and Revenue. Part of the discussion at the meetings is on how the various Departments and Senior Management can present a true picture of the work of the senior civil servants and help debunk some of the myths that exist amongst the general public.

2.14 MEETINGS WITH POLITICAL PARTIES

As noted at paragraph 2.1 the Officials and Officers have engaged in meetings with the various political parties. This is part of the Associations 'Communication Strategy' and our objective is two-fold;

- (i) To seek their commitment in relation to the restoration of the Haddington Road pay cuts and
 - (ii) To discuss the Civil Service Renewal Plan.
- To date meetings have been held with

The Labour Party (Brendan Howlin TD and Minister for the Department of Public Service & Reform)

Fianna Fáil (Micheál Martin TD and Sean Fleming TD)

Sinn Féin (Mary Lou McDonald TD)

Fine Gael – pending

The meeting with Minister Howlin was positive as was the meeting with Micheál Martin and Sean Fleming. Both parties were committed to the restoration of the Haddington Road pay cuts.

The meeting with Mary Lou McDonald was less positive. The Sinn Féin view is that the lower paid are their main focus.

In addition to discussing pay, the issues in relation to Civil Service Renewal, our disappointment at the lack of appointment of both a Head of the Civil Service and an independent spokesperson, the importance we placed on Internal Promotion and such matters as the extension of the Grace Period to January 2018 were discussed. Minister Howlin placed strong emphasis on his commitment to Open Recruitment.

The meeting with Fine Gael is being held in the coming weeks.

2.15 TLAC

25 Open TLAC competitions held during 2014.

3

Secretary General Level

22

Assistant Secretary Level

2.16 SENIOR PUBLIC SERVICE (SPS)

The Senior Public Service has been established to further enhance the leadership skills and performance of senior civil servants. A vacancy that arises at Deputy/Assistant Secretary General level in the Civil Service must first be offered to the Senior Public Service. Mobility is overseen by the Mobility Subgroup of the SPS Management Committee. The subgroup is chaired by the Secretary General, PER. Its membership comprises the Secretary General, Department of the Taoiseach and the Secretary General, Department of Social Protection. When the Department of Public Expenditure and Reform approves the filling of a vacancy at Deputy/Assistant Secretary level, it is notified in the first instance to the SPS secretariat. The Mobility subgroup then considers, in conjunction with the Secretary General of the Department in which the vacancy arises, how the vacancy should be filled.

This decision should be made no later than a week after receipt of the job description. If it is decided that the post should be filled by open competition, the TLAC secretariat will be notified and the normal TLAC process will apply. If it is decided that the vacancy should be filled by lateral mobility, all SPS members at that level will be notified by email and the vacancy will be advertised on the SPS website. The Mobility subgroup, together with the Secretary General of the sponsoring Department, will make a decision on the most suitable candidate for the position, based on the information submitted in respect of each applicant. In the event that there are no suitable applications through mobility for the post, it will be filled through open competition by TLAC. Eleven positions have been filled since the protocol was introduced.

2.17 GENERAL COUNCIL

The General Council Staff Panel is comprised of representatives of the six civil service unions and constitutes the staff side operation of the Civil Service General Council at which matters relating to pay and terms of conditions of employment are discussed with the Official Side in accordance with the terms of the Conciliation and Arbitration machinery for the civil service.

During the past year there were 11 monthly meetings of the Staff Panel and 10 General Council and together with numerous meetings of sub-committees of General Council.

The officers for 2015, elected at the AGM in January 2015, are Chairperson Tom Allen (AHCPs) and Vice Chairperson E.Brennan (IMPACT). Gerry Malone (PSEU) remains as Secretary to the Panel.

The annual report of the Secretary of the General Council Staff Panel for 2014 **Appendix E** is available on the full version of the AHCPs Annual Report at www.ahcps.ie. The report includes details on the principal industrial relations issues impacting across the civil service during the past year.

2.18 WORK LIFE BALANCE/DIVERSITY

The Association is represented at the Equality Sub-Committee of General Council by Assistant General Secretary, Billy Thompson who took over the role from Ciaran Rohan.

Flexible Working Hours:

There are currently over 400 members availing of flexitime. The Haddington Road Agreement impacted on all these members by the restrictions in flexi-time outlined in the agreement. In particular from 1st July 2014 the entitlement to work up credits was reduced to 1 day. In addition newly-appointed APs are not allowed to access flexible working hours and given that this flexibility is mainly sought for family reasons it is not progressive and mitigates against members balancing work life responsibilities.

Shorter Working Year/Term Time:

The operation of the scheme is currently under evaluation and we would welcome any suggestions from members who have encountered particular difficulties or believe the scheme can be enhanced in any way. These should be channelled through your local branch committee or to info@ahcps.ie

As you are aware from last year's report the Staff Side has requested that an appeals mechanism for those refused should be put in place and this is one of the items for the current talks as this issue has not been satisfactorily progressed before now.

Staff with Disabilities:

D-PER maintains a web site on disability issues. It can be accessed at <http://hr.per.gov.ie/disability/>. There is a link provided to the Annual report of the Civil Service Disability Liaison Officers.

Parental Leave Circular:

Finance circular 13/2010 outlines the provisions of this scheme. The D-PER website sets out any subsequent changes or restrictions. This includes the 2013 EU directive granting longer leave periods of 4 months transposed into Irish Law on 8/3/13. That directive strengthened the protection for workers applying for parental leave.

Work-sharing:

The Haddington Road Agreement committed both sides to reviewing the work-sharing scheme including the patterns that should be available. It permitted staff to opt

to remain on their then current hours with a pay adjustment after which they could convert to work-sharing. Following discussions with the Staff Side D-PER provided guidance to provide for this conversion. Quoting Circular 11/2013 that provided an option for civil servants to remain on their pre-Haddington Road hours with appropriate pay adjustments for a period that was to expire no later than 30/6/14 the department advised that it had been agreed via IR discussions to extend the deadline to 31/3/15.

The guidelines went on to specify that all individuals on pre-Haddington Road hours must have a formal review of their worksharing arrangements by 31/12/14 and the outcome of the review implemented by 31/3/15. In addition, quoting Circular 12/2013 the department highlighted that management has the discretion to alter or change an individual's work-sharing arrangements on the giving of three month's notice with management reserving the right, on reasonable business grounds and with reasonable notice to require a person to vary his/her work-sharing arrangements or to require a person to resume full time work. The department went on to outline that it was therefore up to managers/organisations, while taking into account the personal responsibilities and obligations of the other officer, to agree an appropriate work sharing arrangement that met the needs of the business and that this work-sharing arrangement may or may not be the same as an individual's pre-Haddington Road hours. It is specified in Circular 12/2013 that no individual was allowed to retain an arrangement that would result in a work-sharing pattern of less than 50% in accordance with Section 18 (Work-sharing) of Appendix 4 of the Haddington Road Agreement. Finally, the department specified that in accordance with paragraph 5 of Circular 12/2013 that each individual's work-sharing arrangements must be formally reviewed on **an annual basis** or earlier if required and again set out that

management has the discretion to alter or change an individual's work-sharing arrangements on the giving of three months' notice. The Staff Side had requested that an appeals mechanism for those refused be put in place but discussions with the Official Side have not progressed satisfactorily on this issue.

New Strategy on Domestic, Sexual and Gender-based Violence

It is intended that consolidated and reformed domestic violence legislation to address all aspects of domestic violence will be published later in 2015.

2.19 MERGER OF PROPERTY REGISTRATION AUTHORITY, VALUATION OFFICE AND ORDNANCE SURVEY OF IRELAND

The draft legislation to merge the Property Registration Authority, Valuation Office and Ordnance Survey of Ireland was published in January 2015. The new organisation will be called Tailte Eireann and Mr John O'Sullivan, the current Commissioner of the Valuation Office has been appointed as Chief Executive Designate of the New Organisation. The new Agency will be under the aegis of the Department of Justice and Equality.

2.20 IRISH HUMAN RIGHTS AND EQUALITY COMMISSION ACT 2014:

The Irish Human Rights and Equality Commission Act 2014 dissolved the Equality Authority and the Irish Human Rights Commission and transferred their functions to the Irish Human Rights and Equality Commission (the "IHREC"). The IHREC, an independent statutory body, was established under the Act on 1 November 2014. The AHCPS is currently engaged with other unions in developing a working relationship with the new body and look forward to an active engagement in that regard.

STATE ENTERPRISES

3.1 AN POST AND NATIONAL LOTTERY COMPANY:

An Post

Introduction

Mail volumes declined by 3.3% during 2014 as a result of general economic activity, postal liberalisation and electronic substitution. The Company continues with its staff reduction programme where it plans to shed 2,600 posts between 2009 and 2016. By end December 2014 1,836 FTE had departed.

Pay

The Group of Unions (CWU, AHCPs, CPSU, PSEU) lodged a claim for a 6% pay increase with the Company at the December 2013 JCC. Since then there have been a number of meetings under the auspices of the Labour Relations Commission (LRC).

At the LRC meeting on 23rd April the parties agreed to adjourn the conciliation conference and to reconvene when the outcome of the ComReg process became clear. The sides met again on the 30th of September 2014 following the announcement of the finalisation of the ComReg process. The position of both sides remained as originally stated at the hearing but the following additional points were added.

- i. The price increase awarded to An Post only took effect from 21st July 2014.

Accordingly, insufficient time has passed since the implementation of the price increase, to allow for a reasonable assessment of the impact of that increase on the Company's financial performance.
- ii. Mail volumes continue to fall with an average decline of 3.5% experienced in the year to date.
- iii. The LRC notes the Company's dilemma in that it is not able to reduce its staff resources at the same rate or time as the decline in mail volumes in its core business. (i.e. A Postman in most cases is still delivering to a similar number of addresses but usually with fewer mail pieces).
- iv. The LRC notes the CWU view that in addition to the ongoing pay freeze Postal Workers have suffered reductions in pay with the loss of additional earnings due to the curtailment of overtime and the abolition of pensionable allowances due to restructuring.

Given the above, the LRC proposes an adjournment and that the parties should reconvene at a further conciliation conference, to be scheduled during April/May 2015. At

that time it is expected that a more detailed picture of the impact of the recent price increase will be available from the Company and how this, taken together with the envisaged improvement in the economy generally, will impact the finances of An Post.

In the intervening period The LRC would urge both parties to examine how the challenges presenting to both sides could be addressed as outline on the 30th September. The Commission would of course be available to facilitate such a process.

PMD

The Company have advised the Association that as per the Change and Productivity Improvement Agreement it proposes to extend the PMD to included grades at Level 4 and lower. This will be rolled out to IOS II and IO grades as well as to PSEU grades. This will be a change for L3 managers where they are currently assessed, to one where they will also be assessing IOS/IO/HEO grades. IOS/IO grades may also be assessing EO grades.

On Call Allowance

The Association has sought an on-call allowance for those cluster managers in the Mails Area Office Structure. Discussions are at an advanced stage with the Company.

IOS II/IO Annual Leave

The Association has lodged a claim at the January 2015 JCC meeting for an increase of one days' additional annual leave for the pre change and Productivity Improvement Agreement IOS grade to bring it into line with the annual leave entitlements of the HEO grade.

National Lottery

As most members will be aware from media and other reports the licence for the operation of the National Lottery was awarded to Premier Lotteries Ireland (PLI) which is owned by Ontario Teachers' Pension Trust (77% approx.) and An Post (23% approx.). The new company took over the operation of the licence from 1 December 2014 with the result that the staff of the lottery are now staff of PLI and no longer staff of An Post.

The group of unions negotiated through the LRC and Labour Court that there were a number of safeguards in place in relation to EU Protection of Employees on Transfer of Undertaking legislation (TUPE), Provision of Pension scheme no less favourable than the An Post scheme, union recognition and collective bargaining rights, retention of class D PRSI for those who were class D, and a limited number of exits under a VS/VER scheme.

Since the staff of the lottery are no longer employed by An Post and are not covered by the An Post JCC scheme they will be a separate branch of the Association. The branch committee would like to wish their former colleagues all the best in the future with the new lottery provider.

3.2 SOLAS/ETB'S

Solas (formerly FAS) Head Office staff moved from Baggot Street to new office accommodation in Castleforbes House in Dublin 1 in July 2014. The remainder of the staff moved to the various Education and Training Boards (ETB's) in two tranches in January 2014 and July 2014. The ETB branch committee members are currently engaged with ETBI management and Department of Education and the other unions in relation to the transfer of policies from SOLAS to the ETB's.

3.3 INJURIES BOARD

The Association has recognition for staff in the AP and PO grades working in the Injuries Board. The Association is the largest Union in the Board.

There were a number of meetings of the Joint Consultative Committee during the course of the year. The Unions, on two separate occasions, referred the company to the Labour Relations Commission due to significant outsourcing of work. At the time of writing it is hoped that these issues can be resolved to the satisfaction of members as there is a severe shortage of staff in the Board and outsourcing of work is not a medium or long-term solution to the problem.

3.4 OTHER AGENCIES

The Association continues to provide a negotiating and representational service in respect of pay, terms and conditions of employment and related matters in a number of state agencies including:

- Irish Aviation Authority
- Commission for Energy Regulation (CER)
- Eircom
- Family Support Agency
- Food Safety Authority
- Food Safety Promotion Board (SafeFood)
- Health & Safety Authority
- Irish Water Safety
- Medical Council
- National Centre for Partnership & Productivity
- National Library of Ireland
- National Museum of Ireland
- NCSE
- Pensions Board
- Roads Safety Authority (RSA)
- Western Development Corporation

AFFILIATIONS AND RELATIONS WITH OTHER ORGANISATIONS

4.1 IRISH CONGRESS OF TRADE UNIONS

The Association continued its membership of ICTU during the year. The then General Secretary Dave Thomas was elected to the Executive Committee of the ICTU at the Biennial Conference in July 2013 for a two year term. His term expires at the Biennial Delegate Conference in July 2015. The new General Secretary Ciaran Rohan has been nominated by the Executive Committee to be a candidate for the ICTU Executive Committee at ABDC to be held in Ennis Co Clare in July.

4.1.1 PUBLIC SERVICES COMMITTEE

The Association participated in the work of the Public Services Committee of Congress. The Committee is representative of public service unions in the civil service, local authorities, health boards, teaching and those general and craft unions which have members in the public service. The Annual Report of the Public Services Committee is attached as **Appendix F**.

4.1.2 ICTU WOMEN'S COMMITTEE

The Association continues to be represented at the ICTU Women's Committee by Edna Dowling Executive Committee. Orla McBreen Executive Committee attended the Women's Seminar in Belfast on 5 & 6 March 2015.

4.1.3 NERI

The Association continues to support and contribute to the Nevin Economic Research Institute.

4.1.4 ICTU Peoples College

The Associate is affiliated to the ICTU Peoples College.

4.1.5 ICTU RETIRED WORKERS' COMMITTEE

The Association is represented on the Retired Workers' Committee of Congress by Brian Fitzpatrick.

4.2 CIVIL SERVICE UNIONS

The Association maintains close contact with the CPSU, PSEU, IMPACT, and the POA.

4.3 VETERINARY OFFICERS' ASSOCIATION (VOA)

The AHCPs continues to provide negotiating and representational facilities to the Veterinary Officers' Association. The AHCPs General Secretary also acts as Negotiating Secretary of the VOA.

The VOA represents veterinary staff in the State Veterinary Service. The members of the VOA are also associate members of the Association.

4.4 RETIRED CIVIL AND PUBLIC SERVANTS ASSOCIATION

The Association provides accommodation facilitates to the Retired Civil and Public Servants' Association and facilitates them in every way possible.

4.5 EUROPEAN FEDERATION OF PUBLIC SERVICE UNIONS (EPSU)

The Association is affiliated to EPSU from 1st January 2006. The Federation, which was founded in 1978, represents 8 million workers in 216 public service unions in all EU countries.

4.6 UNION OF FINANCE PERSONNEL IN EUROPE (UFE)

The Association is affiliated to the UFE in respect of its Revenue membership.

The 37th UFE Meeting was held in UFE Meeting Brussels Sept 2014. The Association was represented by Tom Allen, Chairperson, Val Jeffrey, Revenue Branch and Ciaran Rohan, General Secretary AHCPs.

4.7 UNION NETWORK INTERNATIONAL [UNI]

The Association is affiliated to UNI in respect of its An Post membership. The Deputy General Secretary John Kelleher and An Post Executive member Eamon Hughes attended a meeting of the group in Brussels in September 2014.

4.8 FDA UK AND ARC UK

The Association was represented at the 2014 FDA Annual Delegate Conference by Chairperson Tom Allen, Dave Thomas General Secretary, John Kelleher Deputy General Secretary and Jackie Lacey, Executive Assistant. The Association also maintained close contact with the FDA (Northern Ireland) and the General Secretary Ciaran Rohan and Deputy General Secretary John Kelleher attended their Annual General Meeting on 27 March 2015.

The AHCPs Revenue Branch also maintains close relations with ARC (Association of Revenue and Customs). ARC is a division of the FDA. The ARC Conference in May 2014 was attended by Paul Monks Revenue Branch Vice Chair, Val Jeffrey Revenue Branch Secretary and Ciaran Rohan, Assistant General Secretary.

4.9 INSTITUTE OF PUBLIC ADMINISTRATION

The Association continued in membership of the IPA.

4.10 IRISH LABOUR HISTORY SOCIETY

The Association is also affiliated to the Irish Labour History Society.

4.11 HOSPITAL SATURDAY FUND

The Association is represented on the Board of the HSF Health Plan by the former General Secretary Dave Thomas, who is the Vice-Chairman of the Board.

4.12 COMBINED SERVICES THIRD WORLD FUND

The website for the fund can be viewed at www.cstwf.ie

4.13 CIVIL SERVICE CHARITIES FUND

The Association is represented on the Civil Service Charities Fund by Larry Dunne PER. Ciaran Rohan, General Secretary who is a Trustee of the Fund.

Appendix A	MINUTES
Appendix B	RULES & Constitution
Appendix C	Standing Orders
Appendix D	Executive Attendance
Appendix E	LRC Haddington Road Agreement
Appendix F	Civil Service Renewal Plan
Appendix G	C & A Scheme
Appendix H	General Council Staff Panel Annual Report 2014
Appendix I	ICTU Public Services Committee Annual Report 2013/14
Accounts	

MINUTES OF THE ANNUAL DELEGATE CONFERENCE HELD ON 9th MAY 2014

1 Opening of Conference

- 1.1 The Chairperson, Tom Allen, called Conference to order at 13:37.
- 1.2 He welcomed the delegates, press and guests to the conference. In particular, he welcomed Philip Cummings and Neil Jackson from the FDA, and Sean O'Riordan, our former General Secretary.

2 Adoption of the minutes of the Annual Conference 2013

- 2.1 The minutes of the Annual Delegate Conference 2013 were adopted unanimously by Conference.
Proposed by Ed O'Callaghan (Transport) and seconded by Brid Farrell (Agriculture).

3 Appointment of Tellers

- 3.1 The following delegates were appointed as tellers:

Brian McKevitt	Ombudsman
Gus Rock	An Post
Greg Whelan	Revenue
Billy Carrie	C&AG

4 Adoption of Standing Orders Committee Report

- 4.1 David Denny (Chairperson of Standing Orders Committee) proposed the adoption of Standing Orders Reports 1, 2, 3 and 4, covering the order of business at Conference. He reminded delegates that proposers on motions have up to 5 minutes, with subsequent speakers having up to 3 minutes. Common topics, such as pay, will be taken in common debate. There was an error on Standing Orders Report 2, in relation to Motions 8 and 9. Report 3 refers to the appointment of Dave Thomas, outgoing General Secretary, as an Honorary Vice-President. Report 4 refers to an Emergency Motion on opposing the outsourcing of core work, submitted by the Executive Committee, which was not allowed onto the Agenda.

Speakers on Report 4 were Michael O'Brien (DSP) and Val Jeffrey (revenue), opposing the report and thus allowing the emergency report back on the agenda.

Standing Orders Reports 1, 2 and 3 were adopted, and Standing Orders Report 4 was not adopted.

David Denny then recommended that the emergency motion would be taken immediately after the motion on the rule change. This was agreed by Conference.

5 Chairperson's Address

John Glennon (Vice Chairperson) then called on the Chairperson, Tom Allen, to give his address to Conference. This Address is reproduced at **Appendix 1** to these minutes

6 The Financial Statement – Treasurer's Report

- 6.1 The Treasurer, Billy Thompson, introduced the Financial Accounts.
- 6.2 The Financial Secretary went through the Income and Expenditure Account. He outlined that income was down by 15k or 1% on 2012. Member's subs were down by 36k, impacted by Haddington Road pay cuts. Expenditure is also being controlled by rolling reviews of costs cutting. Membership numbers have continued to drop, reaching 2885 at end of 2013. Investment income has increased, through investment in Government Bonds, using Davys as advisors. 95% of all payments are now through EFT. He stated that, due to our financial strength, we can continue to support the Nevin Institute and Q4.
- 6.3 The Financial Statement was adopted by Conference

7 The Chairperson then put it to Conference that Tom Quigley should continue as Honorary President. This was agreed.

8 General Secretary's Address and Parts I and II of the Annual Report 2012/2013

- 8.1 The text of the General Secretary's Address, introducing Part I of the Annual report **2013/2014**, is reproduced at **Appendix 2** of these minutes.
- 8.2 Brian Lucas (Arts) asked questions re pages 15 and 16 of the Annual Report, in relation to motions 42 and 54 on last year's ADC, and on the membership numbers. Ciaran Rohan (Assistant Gen Sec) replied to these questions.
- 8.3 Parts I and II were then approved by Conference.

9 MOTIONS

Motion 1

Rule change, requiring a two-thirds majority, re approval of EFT and cheques.

Proposed by Billy Thompson (Treasurer/Revenue) and seconded by Eamonn Hughes (Executive/An Post).

The motion was carried.

Emergency Motion

Submitted by the Executive Committee, re outsourcing of core work.

Proposed by John Glennon (Executive/Courts) and seconded by Alan Walker (Executive/Injuries Board).

This ADC supports the Executive Committee in its strategy of vigorously opposing the outsourcing of core work.

The motion was carried.

Motion 2

Proposed by John Glennon (Executive/Courts) and seconded by Trevor Noonan (Executive/Justice).

This ADC supports the Executive Committee in its attempts to vigorously pursue all available strategies to ensure that pay is restored to members by the restoration dates.

Motions 3 and 4

Stood with Motion 2. Brid Farrell (Agriculture) spoke on Motion 3.

The motion was carried.

Motion 5

Proposed by Garvan O'Keeffe (Revenue) and seconded by Niamh Behan (Revenue).

Motion 5

In the context of current political suggestions of tax cuts in the 2015 Budget, this Conference instructs the incoming Executive to engage with the Minister for Public Expenditure and Reform to establish what economic conditions are required for him to determine that the public service pay cuts and pension levy are no longer necessary and that pay scales can be restored in full and the pension levy repealed.

Under the Financial Emergencies Measures in the Public Interest Acts the Minister must, by law, consider the continuing necessity for the provisions of these Acts on an annual basis and report to the Houses of the Oireachtas.

The motion was carried.

Motion 6

Proposed by Kevin Nolan (Finance) and seconded by Ger McNamara (Finance).

Speakers on the motion were Brian Lucas (Arts) and Ciaran Rohan (Assistant Gen Sec).

Motion 6

That Conference instructs the Executive, in conjunction with Branches, to compile a comprehensive report by end 2014 on the effect on AHCPS Grades of the Financial Measures in the Public Interest legislation and Croke Park and Haddington Road agreements in relation to wage reductions, take-home pay reductions, head count reduction, redeployment, outsourcing, performance management, flexible working arrangements, work-sharing arrangements, promotions and workforce restructuring.

The motion was carried.

Motion 21

That Conference condemns the failure by the official side to implement in good faith the Presidency payment agreed under the Haddington Road Agreement. *Conference considers the limited basis on which the payment was made and the failure to make the payment in a manner which recognized the extraordinary burden of additional work on AHCPS members working on the Presidency constitutes a breach of the Haddington Road Agreement.*

Amendment Motion 21

This Conference calls on the Executive Committee to enter into negotiations with D/PER to extend the basis on which payments for EU Presidency work were made so as to recognise the extraordinary burden of additional Presidency work carried out by all AHCPS members.

Proposed by Jackie O'Halloran Bernstein (Foreign Affairs) and seconded by Aine Hearn (Foreign Affairs).

Amendment to the motion by the Environment branch was ruled out of order.

Speakers on the motion were Paul Monks (Revenue) and Brian Cahalane (Foreign Affairs).

The motion was lost.

Motion 7

In recognising the difficulties that have arisen in relation to the PMDS Calibration process, this ADC supports the incoming Executive Committee in its attempts to ensure that: 1 pre-calibration meetings are held with staff 1 the absolute right of a Manager to rate his/her own staff is maintained.

Proposed by John Glennon (Executive/Courts) and seconded by Brendan Coogan (Executive/Finance).

Motion 8

This Conference recognises that the calibration process is incompatible with the current PMDS system & calls on the Executive to ask that the calibration process be withdrawn.

Proposed by Niamh Behan (Revenue) and seconded by Garvan O'Keeffe (Revenue).

Motion 9

That Conference considers that I The concept of calibration of PMDS ratings for AHCPS members is seriously ill-conceived; I It risks infringing the privacy rights of our members; I It is unfair to members to have their ratings reviewed and commented on by individuals who have little knowledge of their work or performance; and calls on the Executive Committee to resist the introduction of calibration into the PMDS process and instead seek to have the current rating system replaced with a system with only 3 ratings which includes a single rating for performance which is conceded satisfactory or better.

Proposed by Conor O'Mahony (Jobs, Enterprise & Innovation) and seconded by Padraig Hennessy (Jobs, Enterprise & Innovation).

Motion 10

This Conference calls on the Executive to seek an analysis of the results of PMDS and in particular a comparison between the E.O.Y ratings for 2013 & 2014 in grades where calibration was piloted.

Proposed by Greg Whelan (Revenue) and seconded by Garvan O'Keeffe (Revenue).

Speakers on motion 7, 8, 9 and 10 were Ciaran Rohan (Assistant Gen Sec), Brigitta O'Doherty (Defence), Brian Lucas (Arts), Garvan O'Keeffe (Revenue), Paula Curran (Revenue) and Clare McNamara (Finance).

Motion 7 was lost. Motions 8, 9 and 10 were carried.

Ballot papers were then collected by the tellers.

Motion 11

This ADC endorses the Executive Committee's decision in seeking an extension of the grace period for retirement beyond the 31st of August 2014.

Proposed by Billy Thompson (Treasurer/Revenue) and seconded by Tom Fanthom (Executive/Revenue).

The motion was carried.

Motions 12. Withdrawn

Motions 13 Withdrawn

Motion 14

Conference instructs the incoming Executive to seek clarification from DPER regarding the pension entitlements of members who are due to retire in the "valley period" between 1 September 2014 and 31 December 2017 and calls on the Executive to ensure that the restoration of pension, for those who retire in the valley period (the period between the 1st September 2014 and the 1st January 2018 when the pay cuts have been restored) is continued to be pursued by the Executive in their deliberations with the Official Side especially in the coming months.

Proposed by Geraldine Keegan-Power (Revenue) and seconded by Mick Kearney (Revenue).

Speaker on the motion was John Kelleher (Deputy General Secretary).

The motion was carried.

Presentation

A presentation was made by Vivian Chambers of Pathfinder, on research they did into the public perception of civil servants. There is a lack of knowledge of the work done, and misconceptions of income and the roles. There is huge envy of the job security. He outlined the priorities for achieving positive recognition.

He replied to questions from the floor from Conor O'Mahony (Jobs) and Don Devaney (DSP).

The full set of slides of the presentation has been distributed to branches.

Parts III and IV of the Annual Report were adopted by Conference.

Motion 15

This Conference calls on the Executive to ensure that the incremental scale used in calculating pension on retirement, is that which would have applied had the incremental progression not been frozen.

Withdrawn

Motion 16

That Conference – instructs the incoming executive to negotiate a reduction in superannuation contributions for AHCPS members who continue to work after their 60th birthday and who have completed 40 years' service.

Proposed by Kieran Dunne (Social Protection) and seconded by Julia Tarrant (Social Protection).

Speakers on the motion were Michael O'Brien (Social Protection) and John Kelleher (Deputy General Secretary).

The motion was carried.

Motion 17

This Conference calls on the Executive to carry out an analysis of the age profile across all Departments so that we can inform Government with a view to planning appropriately for the massive exodus from Departments in the next 5 to 10 years and to ensure recruitment commences now to facilitate effective succession planning.

Proposed by John Maher (Revenue) and seconded by Garvan O'Keeffe (Revenue).

Speakers on the motion were John Kelleher (Deputy General Secretary), Larry Dunne (PER) and Brian Lucas (Arts).

The motion was carried.

Motion 18

That Conference instructs the incoming Executive Committee to carry out a review of all Government Departments with regard to ascertaining the number, skills, functions, cost where relevant, justification and duration of staff seconded at AP level and above from other organisations, including persons on a *pro bono* basis and persons on contracts for service. This review, which should also examine the legal implications arising, to be carried out by 30 September 2014.

Should the findings establish (or, in the case of non-cooperation by any Departments, should there be reasonable grounds to believe) that secondees are being appointed and/or retained beyond the designated periods or in the absence of verifiable justification, or assigned duties beyond the scope for which the secondment was originally facilitated, conference instructs the Executive Committee to take up the matter in the first instance at the relevant Departmental Council. Should it not prove possible to resolve the matter in that forum, within 3 months of being raised there, conference further instructs the Executive Committee to take whatever action it deems appropriate. Such action could include the carrying out of a ballot of the AHCPS members in the relevant Department for limited industrial action.

Proposed by Clare McNamara (Finance) and seconded by Marianne Nolan (Finance).

The motion was carried.

Motion 19

This Conference instructs the incoming Executive Committee to press for the holding of a confined interdepartmental Principal Officer competition as soon as possible. Furthermore, Conference instructs the incoming Executive Committee to agree rules with Management for the ordered filling of posts, taking into account the resultant panel from such a competition, the resultant panel from the rumoured open Principal Officer competition proposed by the Department of

Public Expenditure and Reform, and any internal competitions for Principal Officer posts held by individual Departments.

Proposed by Denise O'Connell (Finance) and seconded by Clare McNamara (Finance).

Speakers on the motion were Mick Kearney (Revenue), Paul O'Farrell (Justice) and Ciaran Rohan (Assistant General Secretary).

The motion was carried.

Motion 20

That Conference directs the Executive Committee to examine and report on the feasibility and implications of allowing seniority in voluntary head to head swaps to be dealt with in the same manner as applies under the decentralisation programme whereby officers bring the seniority they have accrued with them to their new Department/Office.

Proposed by Cian O'Lionain (Environment) and seconded by Lorraine O'Donoghue (Environment).

Speakers on the motion were Garvan O'Keeffe (Revenue) and Ciaran Rohan (Assistant General Secretary).

The motion was carried.

Motion 22

That Conference directs the incoming Executive Committee to undertake a review of the operation of the Working Time legislation as it is operating in all Departments in consultation with Branch Committees. The EC should in the first instance prepare a note on the legislation and issue that to Branches for guidance.

Proposed by Brian Cahalane (Foreign Affairs) and seconded by Jackie O'Halloran (Foreign Affairs).

The motion was carried.

Motion 23

That Conference notes with deep concern the lack of gender equality proofing of proposals in the Haddington Road and previous Agreements and further proposes that mechanisms are put in place to ensure that provision is made in all future negotiations, for professional gender equality proofing which will take into consideration, obligations under national legislation for changes in work practices and that such proofing should be concluded before any agreement being put out to ballot.

Proposed by Jackie O'Halloran (Foreign Affairs) and seconded by Brian Cahalane (Foreign Affairs).

Speaker on the motion was Orla McBreen (Executive/Foreign Affairs).

The motion was carried.

The Deputy General Secretary then announced the results of the election to the Executive. The positions of Chairperson, Vice Chairperson, Treasurer and Standing Orders Committee were unopposed and deemed re-elected

Motion 24

That Conference instructs the Executive Committee to ensure that all future agreements having direct implications for the pay and terms of conditions of Members' employment be the subject of consultation with Members prior to their inclusion in potential National Pay Agreements/Agreements of General Council. *An example of where such consultation would have proved useful was with the agreement on Calibrated PMDS and the introduction of the guidelines decided at General Council under which it is to be operated without sufficient consideration of the divergent impacts on Departments of greatly differing size and complexity of make-up.*

Proposed by Carmel Fields (CENR) and seconded by John King (CENR).

Speaker on the motion was Alan Walker (Executive/Injuries Board), asking that the motion be remitted.

The motion was remitted.

Motion 25

That Conference instructs the Executive to engage with the Official side to agree on a fair and effective accountability framework. *recognizes the importance of an adequate and fair structure for both political and civil service accountability. However, this Conference believes that any policy on civil service accountability should stem from rather than precede the current exercise to define a Vision for the Civil Service. This Conference regrets that the current Consultation Paper on Strengthening Civil Service Accountability and Performance raises concerns in a number of respects including: I an inadequate understanding of current accountability structures, especially as regards political accountability; I confusion between the concepts of responsibility and accountability; I an inadequate appreciation of the difference between the private sector for profit motive and the obligations of public service; I a limited understanding of international best practice;*

Proposed by Brian Cahalane (Foreign Affairs) and seconded by Jackie O'Halloran (Foreign Affairs).

The motion was carried.

Motion 26

Conference notes with concern elements of the Strengthening of Civil Service Accountability & Performance paper by D-PER to impose a range of unworkable concepts, such as changing tenure of employment. This has wide ranging implications on the ability of officials to function independently.

Conference calls on the incoming Executive to address these concerns.

Proposed by Val Jeffrey (Revenue) and seconded by Greg Whelan (Revenue).

Speakers on the motion were Orla McBreen (Executive/Foreign Affairs) and Ciaran Rohan (Assistant General Secretary).

The motion was carried.

Motion 27

Conference supports the commitment shown by Revenue and other departments to the 'Reform Agenda' and calls on the Executive to continue to highlight the considerable achievements and savings realised to date through the various reform programmes.

Proposed by Mick Kearney (Revenue) and seconded by James Keane (Revenue).

The motion was carried.

Motion 28

That Conference, calls on the Executive Committee to promote the formation of a five year programme incorporating a policy of long term strategic representation of its members *bearing in mind the constantly changing working environment facing AHCPS members and the need to protect and promote the mutual interests of the Association and its membership, which may include the formation of strategic alliances with bodies of similar interests and other measures to strengthen and consolidate the negotiating position and standing of the Association and its members into the future.*

Proposed by Patricia Cannon (Agriculture) and seconded by Brid Farrell (Agriculture).

Speaker on the motion was Dave Thomas (General Secretary).

The motion was carried.

Motion 29

That Conference mindful of the ongoing need for the AHCPS to protect the economic and employment conditions of its members calls on the Executive Committee to pursue a multi- pronged approach to a strategic review of how this can best be achieved in a constantly changing environment.

Proposed by Paul McKiernan (Agriculture) and seconded by Pat Keena (Agriculture).

Speaker on the motion was Noel O'Halloran (Executive/Agriculture).

The motion was carried.

All other motions fell on time and were remitted.

Motion 30

That Conference recommends the Association devotes resources to combating the anti-public sector bias in the media e.g. when an inaccuracy in relation to our pay and conditions is mentioned in the broadcast, print or online media.

Motion 31

That Conference instructs the Executive to ensure that members are effectively represented and protected in the future in all negotiations that affect them, including the enhancement of the Union's capacity and expertise in the area of negotiations, and in that of communications, both with the media and members.

Motion 32

That Conference instructs the incoming Executive Committee to engage with the Official side with a view to carrying out a comprehensive review of the current regime regarding civil servant and politics as outlined in the relevant circular. *This review should take account of the realities of the modern civil service and society and the citizens' rights of members in terms of engagement with politicians. This review should be carried out before 31 December 2014.*

Motion 33

That Conference instructs the Executive to prepare, in conjunction with appropriate professional advisors, a comprehensive strategy of engagement and communication with the political groupings and parties in advance of forthcoming Local and European elections to ensure full knowledge and understanding on their part about the concerns of AHCPS members in relation to issues such as pay and working terms/conditions. *In particular such engagement to focus on the restoration of losses in pay and conditions, as promised by the current Government.*

Motion 34

Conference calls on the incoming Executive to request ICTU to put forward members of the trade union movement as candidates in the next General Election (a) notes that there are very few politicians currently serving in Dáil Éireann and representing the

interests of trade union members (b) accepts that this has had a detrimental effect on the living standards of trade union members.

Motion 35

Conference directs the AHCPS Executive Committee to raise the issue with the official side, agree more reasonable timelines for answering PQs, and in the absence of such an agreement, to consider steps that might be taken to alleviate this burden on members and notes that:

1] the following numbers of PQs were answered in Dáil Éireann:

2009 46,750

2010 44,943

2011 37,397

2012 56,027

(2009-2012 taken from the Annual Reports of the Oireachtas)

2013 up to 55,000

(final number not yet available),

2] the number has grown significantly in the lifetime of the current Dáil

3] the timescale for answering them has shortened, and

4] answering these is an extremely time consuming and costly exercise in an era when public service numbers have dropped,

Motion 36

This Conference notes the operational issues that have occurred with the introduction of Peoplepoint and the resultant difficulties this has created for members. This Conference directs the incoming Executive to enter into discussions with Official side for the purposes of deferring any further extension of the Peoplepoint service until the current issues are fully resolved.

Conference was then declared closed.

STANDING ORDERS REPORTS

NUMBERS 1, 2, 3 & 4

STANDING ORDERS REPORT No. 1

The Standing Orders Committee has received nominations for Officerships, Executive Committee and Standing Orders Committee as set out in the Draft Agenda.

There is one nomination for the post of Chairperson; it will therefore not be necessary to have an election for this post.

There is one nomination for the post of Vice Chairperson; it will therefore not be necessary to have an election for this post.

There is one nomination for the post of Treasurer; it will therefore not be necessary to have an election for this post.

There are 16 nominations for the 12 elective places on the Executive Committee.

As two nominees for the Executive are also nominees for officership positions. When the election for Chairperson and Treasurer are completed two nominations for Executive Committee will lapse leaving 14 for election.

6 nominations were received for the six positions on the Standing Orders Committee.

It will not be necessary to have an election.

In all 54 motions have been received.

The Committee recommends as follows in relation to Motions which have been submitted.

If Motion 5 or 6 are carried Motion 7 falls.

Motion 9 is out of order because it calls on the union to carry out actions not within its competence.

If Motion 15 is carried Motion 16 falls.

If Motion 20 is carried Motions 21, 22, 23 & 24 falls.

Motion 21 stands for itself and Motion 22 and if carried Motions 23 and 24 falls.

If Motion 23 is carried then Motion 24 falls.

Motion 30 stands for itself and Motion 31.

If Motion 30 or 31 are carried Motions 32 and 33 fall.

Amendments to motions by branches should be submitted to the General Secretary not later than **5.30pm Thurs. 18th April 2013.**

The Committee recommends as follows in relation to the motions which have been submitted.

Rule Change

Delegates are reminded that changes to rules require a two-thirds majority of delegates present and voting in order to be passed.

David Denny (Chair)
Sheila Hanley, Larry Cashman,
Michael Greene, Ronan Lenihan.
25 March 2013

STANDING ORDERS REPORT No. 2

1. The Standing Orders Committee recommends that the motions be taken in the order as set out in the timetable at 6 below.

Motions

2. The Committee reminds delegates of the contents of Report No. 1 as they relate to motions standing for others.

Following the rejection of the LRC Proposals by the ICTU Public Services Committee the following motions cannot be moved because the motions cannot be implemented if passed.

Motions 2, 3, 5, 7, 11, 21, 22, 23 & 40.

If delegates wish to comment on the LRC proposals they may do so under the Part 2 of the Annual Report which will be taken at the same time as motions on pay proposals.

Motion 12 will be taken before Motion 37 on the order paper.

Motion 16 will now stand for itself.

If motion 20 is carried Motion 24 falls.

Amendment to Motion 24 will be taken if Motion 24 still stands.

Annual Report

3. It is recommended that Part I of the Annual Report will be presented following the General Secretary's address. Part II will be presented after Motion 1. Part III & IV will be presented following presentation by Civil Service Employee Assistance Service.

The Annual Report will be open for debate during which the reference back of individual items on the basis of factual accuracy only may be moved and voted upon.

Following such general debate, the Report shall be put forward for adoption.

Amendments to Motions

4. Amendments have been submitted to motions Nos. 24, 35, 36, 43 as indicated in the list of motions. The amendments are in order.

Delegates are reminded that a simple majority is required for amendments to motions, a two thirds majority is required for rule change motions themselves.

Catering arrangements

5. Light lunch available to delegates from 12.30pm at the venue. Coffee will be available on a continuous basis immediately outside the conference room.

STANDING ORDERS REPORT No. 3

Appointment of Honorary Vice-President

The Standing Orders Committee takes this opportunity to inform delegates that the Executive Committee nominates for appointment as Honorary Vice-President Dave Thomas outgoing General Secretary.

Standing Orders Committee
April 2014

STANDING ORDERS REPORT No. 4

The following Emergency Motion from the Executive Committee was received by Standing Orders.

Emergency Motion

This ADC supports the Executive Committee in its strategy of vigorously opposing the outsourcing of core work.

Executive Committee

The Standing Orders Committee have considered the Emergency Motion, in line with

Rule 9(e) which states "Additions to the final agenda may be accepted by the Standing Orders Committee only when it receives a motion deemed by it to be of such importance to the interest of the members that the matter warrants inclusion on the agenda for conference. Any such motion of urgency shall be submitted to the Standing Orders Committee who shall decide on its acceptability and its place on the agenda."

Standing Orders have decided that it did not meet the criteria for admission on the agenda. The motion seeks a continuation of existing policy and could have been submitted in time with other motions.

The motion will NOT be allowed onto the Agenda.

The following motions have been withdrawn by proposing Branches.

Motion 4 on the basis Motion 2 stands for Motion 4 (Revenue)

Motion 12 (Justice)

Motion 13 (Revenue)

Standing Orders Committee

David Denny (Chair)
Larry Cashman
Ben Dunne
Michael Greene
Sheila Hanley
Ronan Lenihan

6 May 2014

Timetable

6. Conference will commence **13.30pm sharp**, and conclude at 17.00pm. Motions not reached by that time will be remitted to the Executive Committee.

The following timetable is recommended.

AGENDA		TIME
No. 1	Opening of Conference and Introduction of Guests	13.30
No. 2	Adoption of the Minutes	
No. 3	Appointment of Tellers	
No. 4	Adoption of Standing Orders Reports Nos.1 & 2	
No. 5	Chairperson's Address	
No. 6	Financial Statement	
No. 7	Appointment of Hon. President	
No. 8	General Secretary's Address and Part I and II of Annual Report	
No. 9	Motions Rule Change Motions 1 Requires two-thirds of accredited delegates	14.30
No. 10	Annual Report – Part II continued	
No. 11	Motions 2-54	
No. 12	Election of officers, Executive Committee & Standing Orders Committee	
No. 13	Presentation by Civil Service Employee Assistance Service	15.30
No. 14	Annual Report – Part III – IV Adoption of Annual Report	15.35
No. 15	Motions resumed	15.40
No. 16	Close of Conference	16.55 – 17.00

David Denny (Chair)
Ben Dunne, Michael Greene, Ronan Lenihan
Standing Orders Committee
19 April 2013

ADDRESS OF THE AHCPs CHAIRPERSON TOM ALLEN ANNUAL DELEGATE CONFERENCE – 9th MAY 2014

President, Vice Presidents, Delegates and guests on behalf of the Executive Committee I welcome you to this year's Annual Delegate Conference. I hope you have an enjoyable day and that we get through the challenging agenda before us. Our conference provides, you the delegates, with the chance to shape the future direction of the affairs of the Association for the coming year and beyond. I encourage you to seize this opportunity, and in that regard, I look forward to some interesting and entertaining contributions. I would especially like to extend a warm welcome to our fraternal guests from the FDA from London and Belfast who are joining us today.



I need hardly remind you that past 12 months has been very difficult for our members with the infamous Haddington Road deal being foisted on us immediately following the conclusion of last year's conference. The union side was forced to negotiate with both hands firmly tied behind their backs. In the circumstances they faced, I would like to acknowledge the efforts of our full time officials in ameliorating the worst effects of the failed Croke Park II proposals. Let us be in no doubt, they got the best of what was on offer, Never again, and I mean never, can a Government hide behind emergency legislation to inflict immense pain and suffering on ordinary workers going about their business and trying to survive like all other citizens. It behoves Government to treat all its citizens equally, and that includes public servants.

Every economic indicator over the past 12 months has shown that our economy is on the up and that the long awaited recovery is certainly well underway. Indeed, each day brings further good news on this front. Further evidence of this is the increase in pay that many of our colleagues in the private sector have been experiencing over the past 18 months. Good luck to them and I don't begrudge them a cent of any increase garnered. However, it's now high time for the public service unions to join the queues for fair play to be meted out to members. In this regard I welcome comments concerning restoration by Tom Geraghty at the PSEU conference last month.

Much of the spadework for our economic recovery is directly attributed to our members working across the public service, from the development of policies in our

major economic Departments, to fostering business relationships, down to maximising tax revenues and detecting fraud in our social welfare system. These are but examples of the vital roles played by our members. This hard graft has been done in the face of a 30% reduction in our take home pay and with little or no recognition, except some abuse.

As we oversee and manage the restoration of order to the public finances it reminds us of the agreed timeline for a return to pre Haddington Road pay levels for our members. We are almost one year into this agreement and we have to wait A further three and a half to see our pay restored to the levels they were at last June. This is far too long of a waiting period in the light of the rapid improvement in the states finances. As the economy continues to improve there is no reason why this particular cut should not be restored in full much earlier than 2018.

In March 2009, that's more than five years ago, the Government introduced a public service tax, which they christened Pension Levy. This was the first of three savage cuts in our pay using the state of the economy as the basis for imposing this measure. Worse still, they used draconian emergency legislation to force the issue through. We obviously have had the Universal Social Charges, Property, Water and other taxes applied on the same basis as our co workers in the private sector. What makes this tax so objectionable is that it is the blatant pinpointing of a class of worker and is a crude measure aimed at an easy target. Our soft side is hardening fast and we demand to be treated fairly. Unfortunately, our political masters did not listen to the sound economic advice given by our members in their official capacities, during the boom years, which if heeded, would have left us all in a better position when the downturn occurred.

Let's be clear, the money taken from our members' pockets was, as we all know, used to plug a hole created by greedy people, doing reckless deals, in dodgy circumstances. Other sources of revenue have since being found and the evident buoyancy in our public finances enables the Government to row back in this area. We have more than done our bit over the past 6 years of austerity and it is way past time for the Government to commence dismantling this unfair and partisan tax. Budget 2015 is an ideal opportunity for the Government to commence its phasing out.

There has been much speculation around amalgamations of trade unions and ICTU are leading the charge on this. We are engaged in exploratory discussions with the other unions but our focus has been on seeking closer cooperation and establishing if there are benefits using the shared power of combined membership. It will take some time for trust to be restored in other unions as many of our member's feel that some of the larger unions sold us out on Croke Park II. Luckily, as an independent organisation we were able to reject the proposals. If we were part of a larger entity our voice would have been drowned out and no doubt we would have been stuck with the earlier more damaging proposals. This is an issue that we will bear in mind in any further talks on this sensitive subject.

The Government's vision of reform in the Civil Service was outlined in the document Strengthening the Civil Service Accountability and Performance. While the Association welcomes reform there are areas of serious concern around the manner in which this document foresees accountability working. Basically, the politicians want the glory when it's good news and when it's bad we are to blame. The executive has examined the document in great detail and has made a submission. We await developments.

The past year marked a significant milestone for our members in the National Lottery, with the award of the operating licence to Premier Lotteries Ireland Ltd, an international consortium of which An Post is an active member. Thanks to some hard work by John Kelleher and Eamon Hughes, visits to the LRC and two ballots, the Association has managed to protect the existing workers present employment terms going forward. We look forward to representing our members there for many years to come as they make the transition from public to private employment.

This conference marks the final time that Dave Thomas will attend as an official. After 17 years with the Association he has decided to step down and I wish

himself and Deirdre a long and happy retirement. I have known Dave personally for more than 20 years, having served together on the executive of the PSEU. I could tell many a story about him but today it's his role in the AHCPS that I will concentrate on. In my eleven years on the executive I witnessed at first hand his professional and unassuming approach but above all his integrity and work ethic. Quite apart from his overall role, there are hundreds of individuals who should be forever in his debt for the way he handled their particular cases.

Last week after an extensive recruitment process the executive appointed Ciaran Rohan AGS as General Secretary Designate to take up duty on Dave's formal retirement in June. Congratulations, Ciaran and I look forward to working closely with you over the coming year.

In conclusion I would like to thank a very committed Executive for their patience and support in what has been a very tough year for us. Just a couple weeks ago we were deeply saddened when Grainne Bolger, a stalwart on our executive over a number of years passed away. She will be greatly missed by all who knew her not least by her colleagues in Justice and on the executive where she made numerous telling contributions. To her family, friends and work colleagues I would like to extend the Association's deepest sympathies.

I would also like to once again acknowledge the efforts of Dave Denny and the Standing Orders Committee and to wish Ben Dunne of that committee all the best in retirement having given great service to the Association over a long number of years. I would especially like to express my sincere appreciation to our Head Office staff for all their work and for their continued dedication and professionalism. Many thanks Dave, John, Ciaran, Jackie and Dorothy. To my colleagues in Revenue particularly in Navan I would like to thank you for your support, understanding and assistance over the past year.

Now let the real business of conference begin.

ADDRESS OF THE AHCPs GENERAL SECRETARY DAVE THOMAS

Chairman, Delegates and guests

This time last year we were in the position of having rejected the Croke Park II proposals and were in the middle of discussions with the Labour Relations Commission which culminated in the Haddington Road Agreement. And while this is no consolation to members the Association is now in a better position than we were this time last year. While the Association did not succeed in our primary aim to reverse the pay cuts, we did succeed in tying into the agreement dates for the restoration of the pay cut. Other important elements of the Haddington Road Agreement were the reversal of the permanent pay cut for people whose salary straddled one hundred thousand and the reversal of the proposal to freeze increments entirely for the duration of the Agreement. Commitments were also received that the former FAS grade 7 who were transferred into Social Protection would have their pay anomaly rectified and I am glad to report that we succeeded very recently in having this resolved. We will continue to address the other commitments contained in the Haddington Road Agreement including the situation regarding former community superintendent welfare officers and their salary anomaly.

The economy continues to recover, unemployment is falling and as the Chairman indicated in his address the private sector is awarding pay rises to its employees. This will mean that pressure will grow for an end to wage restraint in the public service. Given that the Financial Emergency in the Public Interest Acts (1, 2 and 3) are predicated on there being an ECONOMIC EMERGENCY can such an emergency continue to be justified? These are matters that must be prioritised by the incoming Executive Committee. I note that there are a number of motions today in this respect and I look forward to this debate.

The Government moratorium on fillings posts needs to end. The numbers in most departments and offices have been cut to the bone and they are having difficulty meeting their employment control figures. In some places work cannot be done and staff who remain are working under great duress. Some departments and offices are making ECF returns that are in line with their targets but



Dave Thomas,
General Secretary
AHCPs

many of their jobs are outsourced. We are aware of one office in which around 15% of core jobs are outsourced. It is ludicrous that departments outsource work because they can't fill posts. This must stop.

Last year the ICTU biennial conference passed a motion supporting the Report of the Commission on the future of the Irish Trade Union movement. This report has recommended closer co-operation between unions. The Association has been involved in discussions with our colleague unions on foot of this report. These discussions have focused initially on members' schemes and services, organisational structures, subscription rates and financial positions.

It is not clear, at this point, where the discussions will end up. However, if there is to be a new structure recommended for the Civil Service Unions it is vital that an element of such a structure focuses specifically on senior managers such as APs and POs and equivalents. This is because we do not want to end up in a situation where senior managers are overruled by a majority of other members. The Association has learned from contacts with our sister union in the UK (the FDA) that such a system works and works well. The FDA and Prospect unions have set up a joint venture specifically to represent managers called Managers in Partnership. We will of course be coming back to the membership if there are any proposals put on the table and we will consult widely in this respect.

The Government published a paper on Strengthening Civil Service Accountability and Performance. The Executive Committee have produced a response to the paper which was submitted to the Independent Panel tasked with producing a report for the Government. A copy of our submission is on your tables today. The response was finalised following consultation with Branches over the period of AGMs. In addition we met with this panel on Wednesday of this week. At this meeting outlined that the objective for every civil servant should be to provide the best possible service and that this should be the core message in everything we do. We also highlighted a number of our concerns including:

That there seems to be a suggestion running through document that the Civil Service is currently not performing.

That there is a lack of parallel political accountability in the document.

That there is a lack of international comparisons beyond the "Westminster Model"

AND.....That an answer to a perceived lack of accountability is to introduce fixed term contracts for senior managers. We put down a clear marker that the strategy of fixed-term contracts for senior managers was a non-runner.

If you look at the changes that have taken place in the civil service over the last number of years we have proven time and time again that we are open to change and that we have nothing to hide in relation to the accountability process however, it is something we are conscious in today's age, people want somebody to be guilty of wrong doing and they want somebody to be hung. This is not always the case and we have to be careful about how we proceed with the changes.

Turing to Semi-State sector and in An Post last year we mentioned that were problems with the An Post Superannuation Scheme. Recently the An Post membership voted to accept changes to the scheme. These changes include extending the maximum retirement age in line with the increase of SW retirement age. While these changes are undoubtedly unpalatable, they will have the effect of making the superannuation scheme viable into the future.

In relation to the National Lottery we have recently seen the sale of the lottery licence to a consortium called Premier Lotteries. The terms and conditions of employment of the An Post members were protected on transfer and the members were balloted in this regard.

In FAS we saw a name change to SOLAS and discussions on the transfer of members to the new Education and Training Boards. Again the Associations aim of protecting the grading equivalence of the Grade 7 was achieved in discussions.

During the year the Executive decided to employ PathFinder which is a company that undertakes attitudinal surveys. The reason for engaging Pathfinder was to find out about the public perception of AHCPs members. This was undertaken because we have experienced outright hostility to senior public servants in

the press and in society in general. The media agenda has been almost totally antagonistic towards the public service. The report of PathFinder is quite revealing and they will be making a presentation to this Conference later today and I would urge people to listen carefully to what Vivian from Pathfinder has to say. We have started the process of engaging with Secretary General to see if there is common ground with them on how to address these attitudes.

In conclusion this is my final conference as General Secretary. I have really enjoyed my time working for the Association over the last seventeen years.

My period of time as General Secretary only served to reinforce my belief in public service and the value of the work carried out by the men and women in this room. I am proud to have worked with you, proud of the what we give to this country. I could not have done it without the support of some key people whom I would like to thank.

I want to thank the Officers, Tom, John and Billy and the Executive Committee for their help and support over the past year and I want to echo that thanks in respect of previous officers and executives since 1997.

I want to thank David Denny and Standing Orders Committee for their customary care and attention to organising conference business. I want to thank Mark Crowther for being available to do the minutes and to help along with Joe Brennan in the organisation of Conference.

I want especially to thank the people with whom I work in the Association, Dorothy, Jackie, Ciaran and John.

I want to congratulate Ciaran on his appointment as General Secretary Designate and to wish him well.

Finally, I want to thank branch officers and you, the members, for your help this year and over many years. It has been an honour and privilege to have worked with all of you as General Secretary and I wish you and the Association well in the years ahead.

I wish to formally put the Annual Report to the conference.

Thank you.

RULES AND CONSTITUTION

1. NAME

The Association shall be known as The Association of Higher Civil and Public Servants (Comhlachas na Sheirbhíseach Uachtarach Stáit agus Poiblí), hereinafter referred to as the Association.

2. OFFICE

The Association's office shall be at Fleming's Hall, 12 Fleming's Place, Dublin 4 or such other place as may from time to time be determined by the Executive Committee. Any change shall be notified to the Registrar of Friendly Societies.

3. OBJECTS

The Objects of the Association are:

- (a) to protect and promote the interests of its members,
- (b) to maintain and improve the remuneration and other terms and conditions of employment of members,
- (c) to regulate the relations between members and their employers and between members and fellow members and other workers,
- (d) to provide and maintain services, including legal assistance, for the benefit of members,
- (e) to provide relief to members involved in, or affected by, disputes,
- (f) to promote excellence and effectiveness in the public sector having regard to the interests of members,
- (g) to promote equality of opportunity and the development of work-life balance in the workplace,
- (h) to promote the development of partnership in the workplace.

4. POWERS

- (a) The Association, in furtherance of its objects, may:
 - (i) acquire, hold and dispose of property;
 - (ii) affiliate, amalgamate, assist, cooperate or enter agreement with any association, union, or other organisation; and
 - (iii) do all things necessary or incidental or conducive to the attainment of the objects of the Association.

- (b) The funds of the Association shall be applied in carrying out the objects of the Association and in defraying the expenses of management and administration.

5. MEMBERSHIP

- (a) (i) Membership of the Association comprises those accepted into membership by the Executive Committee and entered on the Register of Members.
- (ii) Membership shall be open to employees in managerial and professional positions in the civil service, public sector and such other employment as deemed appropriate by the Executive Committee. Membership shall be subject to acceptance by the intending member of the Rules and Constitution and approval by the Executive Committee and shall commence on the date of this approval whereupon the member's name shall be entered on the Register of Members.
- (b) An application for membership shall be made to the intending member's local branch in writing in a form approved by the Executive Committee and shall be transmitted by the local branch to the General Secretary. The application shall be accompanied by a completed form of authorisation for deduction from salary of the appropriate subscription.
- (c) Every new member shall be issued with a copy of the Rules and Constitution on acceptance into membership.

6. CESSATION OF MEMBERSHIP

- (a) A person shall cease to be a member of the Association (and the member's name shall accordingly be removed from the Register of Members) in the following instances:
 - (i) written resignation to the Executive Committee;
 - (ii) retirement or resignation from the Civil Service or other employment where the Association represents members;
 - (iii) expulsion under paragraph (b) below;
 - (iv) cancellation of authorisation for deduction of subscription from salary;
 - (v) on leaving the grades catered for by the Association.

- (b) Notwithstanding anything elsewhere in these Rules and Constitution the Executive Committee shall have power to expel from membership of the Association (and to remove from the register of members) or suspend from membership for a specified period or fine or censure any member whose actions or conduct the Executive Committee, after consultation with the Branch Committee of the member concerned, believes to be prejudicial to the interests of the Association or its members. The member concerned shall be informed in writing of the intention of the Executive Committee to consider his or her position and the reasons therefor, and the member concerned shall have the right to appear before the Executive Committee and give an oral or written statement or call others to give evidence on his or her behalf.
- (c) A member expelled, suspended, fined or censured under the provisions of this rule shall have the right of appeal to the next Annual Delegate Conference of the Association following the decision of the Executive Committee. Notice of intention to appeal shall be given to the General Secretary not later than one month after notification of the decision of the Executive Committee.
- (d) A person who has ceased to be a member may be re-admitted to membership on such terms and conditions as the Executive Committee, following consultation with the relevant Branch Committee, may determine.
- (e) Notwithstanding any other provisions of these Rules, the Executive Committee may exclude from membership of the Association any person whose continued membership conflicts with a finding of the Irish Congress of Trade Unions concerning disputes between Unions on the organisation of members.

7. ASSOCIATE MEMBERSHIP

- (a) (i) A person who ceased to be a member in accordance with rule 6(a)(ii) or 6(a)(v) and such other as the Executive Committee may decide from time to time, may apply to become an associate member, such application to be dealt with in a form and a manner approved by the Executive Committee.
- (ii) An associate member shall be entitled to participate in membership services, as appropriate, organised for members of the Association and shall be entitled to receive Newsletters and the Annual Report.
- (iii) Associate members shall not be entitled to attend branch meetings or Delegate Conferences of the Association other than by invitation and shall not be entitled to participate in ballots of members held in accordance with

these Rules.

- (b) Members of the Veterinary Officers Association may be admitted en bloc to associate membership on such financial terms as may be determined by the Executive Committee following consultation with the Executive Committee of the Veterinary Officers Association. The Association may in this context provide a negotiation service to the Veterinary Officers Association.

8. MANAGEMENT

The management of the Association is vested in

- (i) Delegate Conferences and
- (ii) The Executive Committee

in accordance with the provisions of the Rules and Constitution.

9. DELEGATE CONFERENCE

- (a) (i) The delegate conference shall be the supreme policy making instrument of the Association. The policy of the Association shall be determined by the delegate conference, which shall have the power to rescind or vary any decision taken previously by the Association.
- (ii) For the purpose of these Rules the term "delegate conference" includes both annual and special delegate conferences.
- (b) (i) The delegate conference shall consist of the Executive Committee, the Standing Orders Committee and accredited delegates elected by and from Branches in the numbers indicated below, and notified to the General Secretary:
- (A) Branches with 30 members or less – two delegates;
 - (B) Branches with more than 30 members – two delegates for the first 30 members, and thereafter, one delegate per 30 members or part thereof.
- (ii) For the purpose of this rule, branch membership shall be the number of members at the end of the last complete financial year. In exceptional circumstances the Executive Committee may specify some other date for the purpose of assessing branch membership.
- (iii) Delegates to a delegate conference shall be elected at a branch meeting to be held in accordance with Rule 22(f) or (h). In the case of an Annual Delegate Conference the names and addresses of delegates shall be notified in writing by branch secretaries to the General Secretary not less than 21 days before the date of the Conference. The General Secretary shall then issue each delegate with a credentials card, stating the name and branch. It shall

however, be in order for a Branch to nominate a replacement for any delegate originally nominated by that Branch, in the event of such delegate being unable to attend conference for any reason.

- (iv) Any member of the Association not being a delegate shall be entitled to attend a delegate conference but shall not speak or vote thereat.
- (v) Such other persons as the Executive Committee invite may attend conference but may not vote thereat.
- (c) The Annual Delegate Conference shall be held not later than 31 May in each calendar year on a date and at a venue to be determined by the Executive Committee.
- (d) (i) The General Secretary, not later than fifteen weeks prior to the date of the Annual Delegate Conference, shall advise Branch secretaries of the date, time and venue of the Annual Delegate Conference and invite Branches to submit nominations and motions to form part of the agenda for the delegate conference. A Branch may make nominations for the offices of Chairperson, Vice-Chairperson and Treasurer and for membership of the Executive Committee and Standing Orders Committee to be filled at the conference and every nomination shall be accompanied by the written agreement of the person nominated. Subject to (iii) below, nominations and motions shall be submitted to and received by the General Secretary not later than seven weeks prior to conference. Motions sent to the Association Headquarters by electronic mail will be deemed to be received by the General Secretary on the same day as the mail was sent provided that evidence of sending is provided by the sender.
- (ii) The Executive Committee shall not have power to make nominations but shall have power to put down motions.
- (iii) The General Secretary shall issue, not later than five weeks prior to the Annual Delegate Conference, a draft agenda of business including motions to be discussed at conference and shall invite Branches and the Executive Committee to submit amendments to the motions. At the same time the General Secretary shall set out the nominations received for the offices and places on the Executive Committee and Standing Orders committee to be filled. If on the due date there are insufficient nominations for any or all of the offices or places, then notwithstanding anything contained in subparagraph (i) it shall be open to a Branch to submit a nomination for such offices or places in respect of which no nomination has

been made. Such nominations and amendments to motions must be submitted to and received by the General Secretary not later than three weeks prior to the conference.

- (iv) A final agenda, together with the recommendations of the Standing Orders Committee and a copy of the annual report, shall be issued by the General Secretary to all Branch secretaries and to all delegates not later than two weeks prior to conference.
- (e) Additions to the final agenda may be accepted by the Standing Orders Committee only when it receives a motion deemed by it to be of such extreme urgency and importance to the interest of the members that the matter warrants inclusion on the agenda for conference. Any such motion of urgency shall be submitted to the Standing Orders Committee who shall decide on its acceptability and its place on the agenda.
- (f) The business of the annual delegate conference shall include:
 - (i) Adoption of Standing Orders and Standing Orders Committee Report;
 - (ii) Consideration of the annual report and accounts of the Association;
 - (iii) Election of officers, namely Chairperson, Vice-Chairperson and Treasurer;
 - (iv) Election of twelve ordinary members of the Executive Committee;
 - (v) Election of Standing Orders Committee;
 - (vi) Consideration of motions and amendments thereto;
 - (vii) The appointment on the nomination of the Executive Committee of an Honorary President and Honorary Vice Presidents on such terms as may be recommended by the Executive Committee;
 - (viii) Consideration of any other business as may be submitted by the Executive Committee and allowed by the Standing Orders Committee.
- (g) (i) Ballot papers for elections shall be issued to each delegate on presentation of his or her credentials card, and to each of the members of the Executive Committee.
- (ii) A candidate for any elective office at a delegate conference may not be appointed a teller at that conference.
- (h) (i) Accredited delegates and members of the Executive Committee shall have the right to vote.
- (ii) Save as may otherwise be provided for in these rules voting at conference shall be decided by a simple majority of accredited delegates

showing credentials cards and the members of the Executive Committee.

- (iii) The quorum for a delegate conference shall be one third of the total number of accredited delegates nominated by Branches and notified to the General Secretary in accordance with Rule 9(b)(i).
- (i) The order of business at the Annual Delegate Conference shall be determined by the Standing Orders Committee.
- (j) A Special Delegate Conference shall be held:
 - (i) on the direction of the Executive Committee.
 - (ii) on the direction of a previous Delegate Conference, or
 - (iii) within 28 days of the receipt by the General Secretary of a requisition for, and stating the purpose of, such a conference from at least 5 branches representing at least 15% of the total membership of the Association. Each such Branch requisition must have been approved by general meetings of the members in the Branches concerned.
- (k) The business of the Special Delegate Conference shall be stated in the notice convening the conference which shall be sent to all Branches not later than 7 clear days before the conference. No other business shall be transacted by the Conference.
- (l) Names of delegates nominated by Branches for the purpose of the Special Delegate Conference shall be notified to the General Secretary not later than one day before the conference.
- (m) If a quorum is not present after one hour of the stated time for a delegate conference, the conference shall stand adjourned for not less than 7 days and not more than 28 days. Rule 9(h)(iii) shall not apply to an adjourned conference. At least 5 days notice shall be given to Branches of the time date and venue for the resumption of the adjourned conference.

10. CONSULTATIVE COUNCIL

- (a) There shall be a Consultative Council which shall consist of the Chairperson and Secretary of each Branch or their deputies together with the Executive Committee. The Chairperson of the Association shall act as Chairperson of the Consultative Council.
- (b) The Consultative Council shall meet not less than twice yearly on dates to be determined by the Executive Committee.
- (c) The functions of the Consultative Council shall be:
 - (i) To act as a forum where the members may, through their council representative, make their

views known to the Executive Committee and where the Executive Committee may obtain the membership opinion;

- (ii) To promote understanding between Branch Secretaries and between Branch Secretaries and the Executive Committee.

11. THE EXECUTIVE COMMITTEE

- (a) The Executive Committee shall comprise:
 - (i) The Chairperson, Vice-Chairperson and Treasurer;
 - (ii) Twelve other members elected by simple majority by the Annual Delegate Conference from nominations made by branches; and
 - (iii) not more than two members co-opted by the Executive Committee. The Executive Committee, in making the co-options, shall have regard to candidates nominated for but not elected to the Executive Committee, to the desirability of representations being accorded to smaller branches of the Association and as between the various employments where the Association has representation and of a balanced representation as between gender and grade on the Executive Committee.
- (b) The Executive Committee shall hold office until the end of the delegate conference at which their successors are elected. Any vacancy shall be filled by co-option by the Executive Committee.
- (c) A Special Delegate Conference convened for the purpose may remove any one or more of the Executive Committee by resolution. Such resolution shall be adopted by a vote of not less than two-thirds of those present at the conference and voting. Upon any Executive member or members being removed under this rule, the conference at which the removal takes place shall elect another person or persons to fill the vacancy or vacancies, who shall hold office for the unexpired term of the Executive Committee member or members so removed.
- (d) The Executive Committee shall exercise the powers of the Association in furtherance of the objects of the Association.
- (e) The functions of the Executive Committee shall include:
 - (i) management, direction and control of the affairs of the Association in accordance with and subject to the direction of delegate conference;
 - (ii) The development of policies and strategies for the achievement of Association objectives within the guidelines and directives laid down by delegate conference;

- (iii) Determining strategy for, and participating in, negotiations;
 - (iv) Controlling the pace and direction of the Association's development between Delegate Conferences;
 - (v) Considering and accepting of applications for membership;
 - (vi) Appointing trustees as provided for in these rules;
 - (vii) nominating the Honorary President and Vice Presidents for appointment by annual delegate conference.
- (f) The Executive Committee shall interpret the Rules and Constitution and the Standing Orders of the Association where doubt or dispute may arise and shall decide on any matter not covered by the Rules and Constitution. Such interpretation will stand unless the annual delegate conference or special delegate conference following the decision decides otherwise.
 - (g) The Executive Committee shall have power to appoint sub-committees and other committees as necessary and to define their terms of reference.
 - (h) The Executive Committee shall have power to appoint and dismiss the General Secretary and to appoint and dismiss any other staff as may be required for the efficient conduct of the Association's business. It shall also settle the terms of employment of the General Secretary and other staff.
 - (i) The Executive Committee shall ensure that the affairs of the Association are being properly conducted by the General Secretary and other staff of the Association.
 - (j) The Executive Committee shall have power to negotiate and to spend money in giving effect to Association policy.
 - (k) A quorum for meetings of the Executive Committee shall be seven members.
 - (l) The Executive Committee shall meet not less than ten times in a year and, so far as practicable, at least once a month.
 - (m) The agenda for ordinary meetings of the Executive Committee shall be circulated at least 3 days in advance. Special meetings may be called at shorter notice by the General Secretary in consultation with the Chairperson or, in the latter's absence, with the other elected officers.
 - (n) The Executive Committee shall prepare and circulate to all members an Annual Report and Statement of Accounts of the Association.

- (o) The Executive Committee may invite other members to participate in an advisory capacity and without voting powers in any of its deliberations.

12. STANDING ORDERS COMMITTEE

- (a) A Standing Orders Committee which shall consist of not more than six members shall be elected at the Annual Delegate Conference.
- (b) Members of the Standing Orders Committee shall hold office until the end of the delegate conference at which their successors are elected. Any vacancy arising between conferences shall be filled by a member of the Association appointed by the Executive Committee.
- (c) A member of the Executive Committee may not at the same time be a member of the Standing Orders Committee.
- (d) The Standing Orders Committee shall elect a Chairperson from among its members and shall regulate its own procedures. Three shall constitute a quorum at meetings of the Standing Orders Committee.
- (e) The Standing Orders Committee shall meet with the General Secretary prior to each delegate conference on a day to be decided by its Chairperson and the General Secretary to consider the business proposed for the delegate conference.
- (f) The Standing Orders Committee shall make recommendations as it deems necessary in accordance with the Rules and Constitution and Standing Orders of the Association as to the order in which the business of each conference should be taken for the purpose of the efficient conduct of the conference.
- (g) The Standing Orders Committee may also meet during each delegate conference and make such recommendations as it deems necessary from time to time to facilitate the business of the conference.
- (h) The Standing Orders Committee may also recommend procedures for the better conduct of delegate conferences generally. Its recommendation shall be considered by the Executive Committee and decided on by a simple majority of the delegates voting at conference. If adopted they shall become part of the Standing Orders of the Association.

13. ELECTED OFFICERS

- (a) The Chairperson, Vice-Chairperson and Treasurer shall be elected by simple majority at the Annual Delegate Conference.
- (b) If a vacancy in the office of Chairperson arises between Annual Delegate Conferences it shall be filled by the Vice-Chairperson. All other vacancies in these officerships arising between annual

conferences shall be filled by the Executive Committee.

(c) The respective functions and duties of the elected officers shall be as follows:

- (i) The Chairperson shall uphold the objects, aims, policy and constitution of the Association. The Chairperson's principal functions shall be:
 - (A) to preside at meetings of the Consultative Council and Executive Committee;
 - (B) to preside at delegate Conferences;
 - (C) to preside at such other Association meetings as are appropriate;
 - (D) to deliver an address at the Annual Delegate Conference;
 - (E) such other duties as delegate conferences or the Executive Committee may assign to the Chairperson.
- (ii) The Chairperson shall have a second or casting vote in the event of a tie in voting on any matter other than a motion to change the Rules and Constitution of the Association.
- (iii) The Vice-Chairperson shall carry out the duties of the Chairperson in the absence of the latter and shall be regarded as the Chairperson for this purpose. The Vice-Chairperson shall discharge such additional duties as are assigned to the Vice-Chairperson by delegate conference or the Executive Committee.
- (iv) The Treasurer shall report to the Executive Committee and to the Annual Delegate Conference on the financial affairs of the Association and shall ensure that proper accounts and receipts of payment of the Association are kept. The Treasurer shall inspect all financial books and records of the Association.

(d) The Officers of the Association shall ensure that the decisions of the Executive Committee are carried out.

14. HONORARY PRESIDENT AND HONORARY VICE PRESIDENTS

The Executive Committee may nominate an Honorary President and a number of Honorary Vice-Presidents for appointment by annual delegate conference. These offices shall be purely honorary and shall be for such term as the annual delegate conference on the recommendation of the Executive Committee may decide.

15. TRUSTEES

(a) The Executive Committee shall appoint three trustees to carry out the functions assigned to them under these rules.

(b) The trustees shall be members of the Association in good standing and shall not be members of the Executive Committee.

(c) The trustees shall be appointed for a term of five years, but may be individually or otherwise suspended or removed by the Executive Committee before the end of such term. Any vacancies arising shall be filled on the nomination of the Executive Committee.

(d) Any real or leasehold property acquired by the Association in accordance with Rule 4(a)(i) shall be vested in the trustees.

(e) The trustees shall appoint the Association's Auditor.

16. GENERAL SECRETARY AND OTHER EMPLOYEES

(a) The Association shall have a full time General Secretary and such number of other staff as may be determined by the Executive Committee to be necessary for carrying out the business of the Association.

(b) The General Secretary shall be the Chief Executive Officer of the Association and shall be responsible to the Executive Committee for negotiation and representation of members' and Association interests, for recruitment of new members and for the proper management and development of the Association, including the maintenance of minutes, records and accounts and the management and operation of systems and procedures in accordance with the Rules and Constitution, decisions of delegate conferences and directions of the Executive Committee. The General Secretary may, with the consent of the Executive Committee, delegate any of these functions.

(c) The General Secretary shall report to meetings of the Executive Committee and the Consultative Council on the business and affairs of the Association and has the right to speak at Annual or Special Delegate Conferences.

(d) Except where otherwise decided by the Executive Committee, the General Secretary shall not be entitled in any negotiations conducted by him or her to enter into any final or binding agreement on behalf of the Association. The General Secretary shall otherwise be free to speak and shall have the same authority and status as would any accredited deputation or negotiating team.

(e) The General Secretary and any Deputy General Secretary or Assistant General Secretaries or other staff shall be appointed by the Executive Committee. The remuneration and other conditions of appointment of the General Secretary, Deputy General Secretary, Assistant General Secretaries and other staff shall be determined by the Executive Committee.

17. INDEMNITY

The Executive Committee shall make suitable provision to indemnify members of the Executive Committee, the General Secretary and other staff of the Association against any damages or financial loss suffered by them arising from the due execution of their duties on behalf of the Association.

18. STRIKES AND INDUSTRIAL ACTION

- (a) The provision of this Rule shall apply notwithstanding any other provision contained in these Rules.
- (b) In this Rule the terms "strike" and "industrial action" shall have the same meaning as in the Industrial Relations Act 1990.
- (c) In this Rule the term "member" shall have the same meaning as in Rule 5.
- (d) The provisions of this Rule shall apply to the Republic of Ireland only.
- (e) The Association shall not organise, participate in, sanction or support a strike or other industrial action without a secret ballot, entitlement to vote in which shall be accorded equally to all members whom it is reasonable at the time of the ballot to believe will be called upon to engage in the strike or other industrial action.
- (f) The Association shall take reasonable steps to ensure that every member entitled to vote in the ballot votes without interference from, or constraint imposed by, the Association or any of its members, officials or employees and, so far as is reasonably possible, that such members shall be given a fair opportunity of voting.
- (g) The Executive Committee shall have full discretion in relation to organising, participating in, sanctioning or supporting a strike or other industrial action notwithstanding that the majority of those voting in the ballot, including an aggregate ballot referred to in Paragraph (h) of this Rule, favours such strike or other industrial action.
- (h) The Executive Committee shall not organise, participate in, sanction or support a strike or other industrial action against the wishes of a majority of the Association's members voting in a secret ballot, except where, in the case of a ballot by more than one trade union, an aggregate majority of all the votes cast favours such strike or other industrial action.
- (i) Where the outcome of a secret ballot conducted by the Association or in the case of ballots conducted by the Association and any number of other trade unions which are affiliated to the Irish Congress of Trade Unions an aggregate majority of all the votes cast is in favour of supporting a strike organised by

another trade union, a decision to take such supportive action shall not be implemented by the union without the sanction of the Irish Congress of Trade Unions.

- (j) As soon as practicable after the conduct of a secret ballot the Association shall take reasonable steps to make known to the members of the Association entitled to vote in the ballot—
 - (i) the number of ballot papers issued,
 - (ii) the number of votes cast,
 - (iii) the number of votes in favour of the proposal,
 - (iv) the number of votes against the proposal, and
 - (v) the number of spoiled votes.
- (k) Nothing in this Rule shall constitute an obstacle to negotiations for the settlement of a trade dispute nor the return to work by members of the Association party to the trade dispute, and any decision taken in accordance with this rule to organise, participate in, sanction or support a strike or industrial action may be rescinded or amended without the necessity of a further ballot of the members concerned.

19. GENERAL BALLOT

- (a) A General Ballot of the members may be held to determine the policy of the Association on any matter. Such ballot shall be held:
 - (i) On the direction of a delegate conference or the Executive Committee;
 - (ii) Within 28 days of the receipt by the General Secretary of a requisition for such a ballot from at least 5 Branches, representing at least 15% of the total membership of the Association, provided each such requisition has been approved by a general meeting of the members in the Branches concerned; or
 - (iii) Within 28 days of the receipt by the General Secretary of a requisition from one-fifth of the entire membership.
- (b) The Executive Committee may decide to hold a Special Delegate Conference instead of a general ballot within 28 days of receiving a request under Rule 19 (a)(ii) or (iii).
- (c) When it is determined that a general ballot of members is to be held, the ballot paper, together with a brief memorandum setting out the principal considerations for and against the proposals to be balloted on, shall be sent to each member at the members' normal official location. The ballot paper shall be accompanied by a stamped addressed envelope for the return of the completed paper. Ballot papers shall be returned within 21 days of the

date of issue, or such shorter time as may be determined by the Executive Committee and advised to each member with the ballot paper. The Association's Auditor shall be responsible for the opening, counting and certification of the result of any general ballot of members.

- (d) Policy determined by a ballot on a simple majority of votes cast will be binding on the Association as if it were a motion passed at an Annual Delegate Conference.

20. FINANCE

- (a) The Executive Committee shall have overall responsibility for the financial affairs of the Association.
- (b) The Executive Committee shall have the power to raise funds by borrowing money on any real or personal property of the Association.
- (c)
 - (i) The Executive Committee shall have power to levy members to augment the funds of the Association in order to provide assistance to members in dispute or for such other purposes in accordance with these rules as the Executive Committee may decide.
 - (ii) Members of the Association shall be entitled to claim financial assistance from the Association, at a rate to be determined by the Executive Committee, where disputes result in members withdrawing their services on the instructions of the Executive Committee or where the Executive Committee deems members to be locked-out or victimised by their employer as a direct consequence of action taken by members of the Association where such action has the approval of the Executive Committee.
 - (iii) Legal advice for members may be financed from Association funds at the discretion of the Executive Committee where the matter on which advice is sought arises from or is related to the member's employment.
- (d) The financial year of the Association shall end on 31st December of each year.
- (e) The accounts of the Association shall be audited annually by the auditor appointed by the trustees.
- (f) All monies received as subscriptions or otherwise by the Association shall be lodged to a Banking Account or to Banking Accounts opened in the name of the Association as approved by the Executive Committee.
- (g) All disbursements on account of the Association shall be drawn on such bank or banks and authorised by any three of the following, i.e. Chairperson, Vice Chairperson, Treasurer, General Secretary or Executive Assistant.

- (h) The surplus funds of the Association shall be invested in the joint names of the Trustees in such trusts or securities including real property as the Executive Committee may from time to time decide.
- (i) Every person having an interest in the funds of the Association may at any reasonable time, and on giving notice, inspect the books of the Association and the register of members of the Association.

21. MEMBERSHIP SUBSCRIPTIONS

- (a) The membership subscriptions of ordinary and associate members shall be determined from time to time by delegate conference.
- (b) The subscription of an ordinary member shall be deducted from salary by authorisation of the member or in a manner determined by the Executive Committee.

22. BRANCH ORGANISATION

- (a) The members of the Association shall be organised into branches as determined from time to time by the Executive Committee.
- (b) Each Branch shall be responsible for representing and safeguarding the interests of its members at local level in accordance with Association policy, for the recruitment of members within its Department or Office or grade, body, company or corporation, for the representation of its members' views concerning their Department or Office or grade, body, company or corporation and transmitting its members' views on these and other matters to the Executive Committee and/or Delegate Conference.
- (c) The administration of each Branch shall be vested in a Branch Committee. The Branch Committee shall consist of a chairperson, secretary and not less than one and not more than fifteen other members.
- (d) The duties of the Branch Chairperson shall be to assist in the conduct of the business of the Branch generally, to sign all minutes and through the Branch Secretary to call any meeting of the Branch or Branch Committee as required, to represent the Branch at meetings of the Consultative Council and to ensure that in the event of him or her being unable to attend that a deputy is appointed in his or her place.
- (e) The duties of the Branch Secretary shall include:
 - (i) Keeping branch members informed of the business and affairs of the Association.
 - (ii) Transmitting communications between the Branch and the Executive Committee.
 - (iii) Advising members of the dates of Annual Delegate Conference and arranging meetings as required for the purpose of nominations for

- elections, motions for discussion at conference and election of delegates;
- (iv) Keeping a record of all Branch meetings and Branch Committee meetings;
 - (v) Notifying the General Secretary in proper time of nominations, motions and amendments and names of delegates;
 - (vi) Representing the Branch at meetings of the Consultative Council and ensuring that in the event of his or her being unable to attend that a deputy is appointed in his or her place;
 - (vii) Providing the Executive Committee with such information as it may require from time to time.
- (f) An annual general meeting of the members of each Branch shall be held not later than seven weeks prior to the date of the Annual Delegate Conference.
- In the case of a Branch authorised under Rule 22 (j) to substitute a Branch Delegate Meeting for an Annual General Meeting, having regard to the geographic spread of members, the Branch Delegate Meeting will take place no later than four weeks prior to the Annual Delegate Conference or the closing date for amendments to Motions on the final agenda of the Annual Delegate Conference, whichever is the earlier provided that
- (i) A previous Delegate Meeting of the Branch has mandated the Branch Executive to propose motions and make nominations on behalf of the Branch for the Annual Delegate Conference.
 - (ii) And that the Branch Executive puts all such motions and nominations on the Agenda of the Branch Delegate Meeting, taking place in accordance with the provisions of rule 22(f), for approval by the delegation.
- (g) Each member shall be given due notice of the holding of this meeting and the meeting shall deal with the following matters:
- (i) receive a report of the Branch Committee on the activities of the Branch for the year;
 - (ii) Elect Branch Officers, Branch Committee and delegates for the Annual Delegate Conference;
 - (iii) Make nominations for the Officerships, Standing Orders Committee and Executive Committee;
 - (iv) Consider motions for the Annual Delegate Conference;
 - (v) Arrange further meetings as required to consider the draft agenda of the delegate conference and amendments to motions in the Agenda;
 - (vi) Transact such other business as required.
- (h) Special general meetings of a Branch shall be held

whenever the Branch Committee deems it necessary, or in accordance with the directions embodied in a resolution passed by a majority of the members present at a previous Branch general meeting, or on a request signed by not less than one fifth of the members of the Branch or on the instruction of the Executive Committee.

- (i) Expenditure reasonably incurred by a Branch in the exercise of its functions including the expenses of delegates at the Annual or Special General Meeting of the Branch or Delegate Conference shall be paid out of the funds of the Association. The Executive Committee shall have discretion to decide what is reasonable for this purpose.
- (j) Where the Committee of a Branch considers that Branch general meetings should be replaced by Branch delegate meetings for that Branch, it shall so notify the Executive Committee in writing. A group of members in a branch who constitute not less than one-fifth of the entire membership of the Branch may also notify the Executive Committee in writing that they consider that it would be desirable to replace Branch General Meetings by Branch Delegate Meetings. On receipt of such notification the Executive Committee shall, if it is satisfied that delegate meetings are preferable to general meetings in that Branch, having regard to the geographical spread of the members of the Branch, conduct a ballot of the members of the Branch to determine the views of the members of the Branch. The Executive Committee may agree to the substitution of delegate meeting for general meetings only if a majority of those members voting in the ballot vote in favour of the substitution of delegate meetings for general meetings. Where General Meetings have been replaced by delegate meetings, the delegate meetings shall consist of the Branch Committee together with delegates appointed by sub-branches of the Branch. The composition of sub-branches and the number of delegates to be appointed by each sub-branch to the branch delegate meetings and any other procedural matters involved in the holding of delegate meetings shall be a matter for the Branch Committee of the Branch subject to the approval of the Executive Committee.

Branch delegate meetings, shall, where they are substituted for Branch general meetings, have the same powers and responsibilities of Annual and Special General Meetings of branches as are specified under these Rules and the general provisions of Rule 22 shall apply as if references to annual or special branch meetings constitute reference to annual or special delegate meetings of branches. Where Branch delegate meetings have been substituted for Branch General Meetings, a proposal to return to Branch General Meetings must be initiated and processed in the same way as a

proposal to change from Branch General Meetings to Branch delegate meetings as set out in this Rule.

23. REVISION

The Rules and Constitution may be amended only by a motion tabled in accordance with the rules for motions at delegate conferences, and passed by not less than a two-thirds vote of the accredited delegates nominated by branches and of members of the Executive Committee present and voting at a delegate conference. Any such amendments shall be notified to the Registrar of Friendly Societies.

24. DISSOLUTION

The Association may be dissolved at any time by means of a general ballot of the members provided that such dissolution is approved by five-sixths of the membership. In the event of dissolution any net assets remaining after discharging all debts and liabilities shall be divided equally between those who were members at the time of dissolution. Any such dissolution shall be notified to the Registrar of Friendly Societies.

STANDING ORDERS FOR ALL DELEGATE CONFERENCES OF THE ASSOCIATION

The following Standing Orders shall apply to all Delegate Conferences of the Association.

1. Motions

1. No motion or amendment may be discussed until it has been formally proposed.
2. No motion or amendment may be withdrawn except by the consent of Conference.
3. The proposer of a motion or amendment shall be allowed not more than five minutes for his/her speech and all subsequent speakers not more than three minutes each.
4. The proposers of a motion or amendment shall be a delegate of the Branch which has submitted the motion or amendment or in respect of an Executive motion or amendment a member of the Executive Committee. If there is no delegate representing a Branch present when a motion or amendment is due to be moved by that Branch the motion shall fall.
5. The proposer of a motion shall be the only person permitted to speak more than once on the same motion. The proposer in exercising his/her right of reply may speak a second time for not more than three minutes. Where a motion has been amended only the proposer of the original motion shall have the right of reply.
6. Only one motion may be before the Conference at any time.
7. An amendment to a motion may not be moved while another amendment to that motion is before Conference.
8. An amendment may not be moved where Standing Orders Committee have indicated that in their opinion, it is a direct negative to a motion.

2. PROCEDURES MOTIONS

1. Next Business

If a proposal to proceed to next business has been moved and seconded the proposer of the motion under discussion shall have the right to speak in opposition and the proposal shall then be put without further discussion. If the proposal is carried, the discussion on the motion originally under discussion shall be abandoned and the meeting shall proceed to the next

business on the Agenda. If the proposal is lost, the discussion on the original motion shall be resumed.

2. Discussion to Close

A proposal that the discussion be brought to a close shall be moved, seconded and decided without discussion. If this proposal is carried, the motion or amendment under discussion shall be put and decided without further discussion other than a reply by the proposer of the motion. If the proposal is lost, the discussion, on the motion or amendment shall be resumed.

3. Question Now Put

A proposal that the question be now put shall be moved, seconded and decided without discussion provided the Chairperson is satisfied that both sides of the question have been adequately discussed. If the proposal is carried, the motion or amendment under discussion shall be put and decided forthwith without further discussion. If the proposal is lost, the discussion on the original motion shall be resumed.

4. Referral to Executive Committee

A proposal to refer a motion to the Executive Committee may be moved and seconded but the proposer of the motion may have the right to speak in opposition.

5. The acceptance of a procedure motion shall be at the discretion of the Chairperson.

3. PROCEDURE

1. A delegate may not address the meeting unless proposing, seconding or speaking to a motion except when raising a point of order.

A point of order may be raised on the following issues:

- (i) Incorrect procedures – implies that some member is contravening the rules of Conference e.g. speaking longer than allowed.
- (ii) Irrelevancy – wandering from subject.
- (iii) Unparliamentary language – swearing, personal abuse etc. or anything derogatory.
- (iv) Transgression of Rules – Use of procedure contrary to that laid down by Standing Orders.

2. The General Secretary and appropriate honorary officers may present, or reply to queries, on formal reports as appropriate.

3. The Chairperson of the Standing Orders Committee may make recommendations to the Conference which shall be decided upon immediately.
4. If two or more delegates offer to speak, the Chairperson will call on the delegate first observed offering; however the Chairperson of the Standing Orders Committee shall, if offering, be accorded priority.

4. ROLE OF CHAIRPERSON

1. The Chairperson at his/her discretion may declare a motion carried by agreement unless a proposal that a vote be taken be proposed and seconded.
2. The decision of the Chairperson shall be final upon any point as to the interpretation to be placed upon any Standing Order, upon the point as to whether a motion had been carried or rejected, and on all points of order.
3. Any member wilfully disobeying the ruling of the Chairperson may be suspended during the remainder of the time the motion in question is under discussion or for the whole Conference.
4. If in the opinion of the Chairperson grave disorder has arisen he/she may at his/her absolute discretion adjourn the Conference for a specified time.
5. The Chairperson shall have a second or casting vote should the votes on any proposal be equally divided.

5. STANDING ORDERS COMMITTEE

1. Where more than one motion deals with the same topic the Standing Orders Committee will draw up a composite motion covering the points made in the overlapping motions. The composite motions be put to Conference in place of the original motion. Standing Orders Committee shall indicate which Branch should move the motion.

Where the proposing Branch cannot agree to a composite motion then the original motion shall be put to the Conference in the order determined by the Standing Orders Committee.

The composite motion will be indicated to members in accordance with Rule 6(d)(ii) for the purpose of amendments.

2. The Standing Orders Committee may indicate the Motions under specified sections of the Agenda, get priority in discussion and shall so indicate those motions.

If in the time allotted for discussion of those sections of the Agenda, all the motions therein are not reached they may be deferred to a later stage of Conference.

3. Any motion appearing in the Agenda which has not been moved before the closing of the Conference shall be deemed to be referred to the Executive Committee for consideration.

6. ELECTION

Election of officers, Executive and Standing Orders Committees shall be held by way of secret written ballot on the basis of a single non-transferable vote.

7. SUSPENSION OF STANDING ORDERS

1. Any of the Standing Orders for Delegate Conferences may be suspended for a stated purpose provided a motion to that effect is adopted by a majority of those present and entitled to vote. Such suspension of Standing Orders may not exceed 30 minutes unless a proposal is adopted by the Conference whereby the suspension maybe extended for a period not exceeding 15 minutes.
2. The Standing Orders Committee may at any time during the meeting when it deems it necessary, make recommendations to the Chairperson that time limits be imposed on speakers or that the order of business be changed to facilitate the more effective progress of the meeting.
3. The Standing Orders Committee will be in session and available to delegates during the period of Conference.

EXECUTIVE MEETINGS: ATTENDANCES RECORD

There were 10 Executive Committee meetings between May 2014 and 11 March 2015.
Attendances were as follows:

Name	Possible Attendances	Attendances
Allen Tom	10	10
Glennon John	10	8
Thompson Billy	8	8
Burke Denis *	10	9
Coogan Brendan	10	4
Dowling Edna	10	10
Dunne Larry	10	10
Fanthom Tom	10	9
Hickey Eddie ***	4	3
Holleran Noel	10	9
Hughes Eamon	6	5
Jeffrey Val	10	10
Lavery Colm ***	3	3
Mahoney Deirdre	7	5
McBreen Orla	10	8
McIntosh Willie	10	8
Noonan Angie *	10	4
Noonan Trevor	10	7
O'Connor Mark **/**	2	2
Walker Alan	10	9

* Members co-opted following ADC.

** Member invited as observer.

** Members co-opted during the year

HADDINGTON ROAD AGREEMENT

LRC PROPOSALS

PUBLIC SERVICE STABILITY AGREEMENT 2013 – 2016



THE HADDINGTON ROAD AGREEMENT

May 2013

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Foreword

The Labour Relations Commission issued earlier proposals to the parties in February 2013 and those proposals were not accepted by the Trade Union side. At the behest of Government the Chief Executive of the Commission and the Director and Deputy Director of the Commission's Conciliation Service then met with all of the Trade Unions and Associations representing staff in the Public Service in order to assess the potential that might exist for further engagement in an effort to find an agreed way forward. The Commission was made aware that Government's intention to secure the identified level of payroll and pension savings remained and that if necessary the Government would legislate to achieve those savings. The Government also emphasised to the Commission its preference for a collective agreement as the means to secure the identified level of savings and its commitment to engage fully in any process the Commission would put in place to attempt to achieve an agreement.

The Commission, following its process of assessment, took the view that it should facilitate dialogue and engagement between the parties to explore to the fullest the potential for agreement. The Commission has therefore chaired extensive and intensive conciliation and mediation between Government and all Trade Unions and representative bodies across every sector of the Public Service. All aspects of the challenge of finding agreement were explored in great detail in a process which focused on each sector of the Public Service separately. That process concluded on the morning of 21st May 2013.

This document captures all of the positions reached in that process of engagement and sets out the detail of potential collective agreements for consideration by the Trade Unions and representative associations. The Commission understands that the Government will conclude a collective agreement on these terms with any Trade Union or association confirming its acceptance of the position reached and set out in this document. The Commission is also clear that where a collective agreement is reached the terms of that agreement will apply to the staff covered by that agreement as opposed to any other terms which may be set out in legislation, circular or regulation designed to achieve the payroll and pension savings identified by Government.

The Labour Relations Commission confirms to all parties that the positions set out in this document represent the limit of what can be achieved by negotiation between the parties in all of the circumstances applying at this time. On that basis the Commission puts the positions set out as its proposals for collective agreement between the parties. Any anomalies or matters of practical application that arise should be addressed using the procedures contained in this agreement.

Kieran Mulvey

Chief Executive

Kevin Foley

Director of Conciliation

Anna Perry

Deputy Director of Conciliation



Labour Relations Commission Proposals, May 2013

EXECUTIVE SUMMARY

Ireland is committed to reducing its general government deficit – the gap between Government revenues and spending, which must be financed by borrowing – to less than 3% by 2015.

As the Pay and Pensions Bill accounts for 35% of spending, the Government have decided that a proportionate contribution to the necessary overall additional expenditure reduction required must come from this area.

The Parties are agreed on the following series of pay and productivity measures to be implemented in order to achieve the necessary €1 billion savings in the cost of the pay and pensions bill over the 3 years from 2013 to 2015.

The Parties acknowledge the significant level of reform that has taken place across the public service under the *Public Service Agreement 2010-2014*. However, they also agree that further measures are required to underpin the delivery of a more integrated, efficient and effective public service. Under this Agreement further sustainable reform measures will be implemented in the following areas:

- Redeployment
- Performance management
- Flexible working arrangements
- Work-sharing arrangements
- Workforce restructuring.

The Government reaffirms the commitment given under Paragraphs 1.6 and 1.15 of the Public Service Agreement in relation to pay rates of public servants and compulsory redundancy, subject to the provisions set out in this Agreement.

This Collective Agreement, subject to ratification by the Parties, will apply for a period of 3 years from 1st July 2013. The pay and productivity provisions set out in this Agreement will be implemented with effect from 1st July 2013.

1 INTRODUCTION

Context

- 1.1 Since 2008, expenditure reducing and revenue raising measures designed to save approximately €25 billion (around 16% of 2011 GDP) have been implemented. These measures have been wide-ranging and have had a significant impact on the living standards of all the citizens of the State, including public servants.
- 1.2 Ireland is committed to reducing its general government deficit – the gap between Government revenues and spending, which must be financed by borrowing – to less than 3% by 2015. Given the volume of borrowing required, the State's debt-to-GDP ratio is set to rise further to over 120% of GDP and the proportion of revenue that goes towards servicing that debt will also increase.
- 1.3 The deficit for 2012 is estimated to be just under 8% of GDP, or over €15 billion in Exchequer terms. The Parties recognise the very large challenge remaining, both in terms of revenue streams and reducing public expenditure, to reduce that deficit to the necessary sustainable level over the years ahead.
- 1.4 The Government's Medium Term Fiscal Statement indicates that, in addition to the overall fiscal consolidation of €3.5 billion required for 2013, an additional €3.1 billion in savings and revenue-raising measures must be identified for 2014 and €2 billion in 2015.
- 1.5 The scale of consolidation required can only be achieved with a contribution from all the main components of public expenditure. As the pay and pensions bill accounts for 35% of spending, a proportionate contribution to the necessary overall additional expenditure reduction required must come from this area. This will involve a further reduction of some €1 billion in the cost of the pay and pensions bill over the 3 years from 2013 to 2015. These savings must be over and above savings already identified for the pay bill through to 2015 and a substantial portion, some €300 million, must be delivered in 2013.

Contribution of public servants to date

- 1.6 The Parties acknowledge the substantial contribution made by public servants to the fiscal consolidation process to date. This contribution has involved:
 - Non-payment of general round increases under the terms of the *Towards 2016 Review and Transitional Agreement* and certain other 3rd party recommendations;
 - Pay reductions averaging 14% arising from the introduction of the Pension Related Deduction in 2009 and the pay reductions introduced in January 2010;
 - An ongoing pay freeze; and
 - Deductions from public service pensioners.
- 1.7 Furthermore, the ongoing efforts of workers across the Public Service to maintain and enhance services to the public, as staff numbers have reduced by more than 30,000, is also acknowledged.
- 1.8 The Parties also recognise that €1.5 billion in pay and non-pay savings were delivered with the co-operation of staff under the *Public Service Agreement 2010-2014* in its first two years, as outlined in the annual progress reports published by the Implementation Body. Significant reform of the way public services are delivered has also been achieved and is detailed in these reports.

This Agreement

- 1.9 This Agreement sets out measures on productivity, cost extraction and reform which together will achieve the targeted pay bill reduction. The Agreement builds on the measures set out in the *Public Service Agreement 2010–2014* which began the process of delivering an increasingly integrated and more productive Public Service, with greater standardisation of employment conditions within and across sectors of the Public Service.
- 1.10 The Parties agree to continue to work within the framework of the Public Service Agreement and reaffirm the overall commitments provided within it, subject to the matters set out in this Agreement. The Parties will also continue to co-operate fully with change and reform measures advanced under the framework of the Public Service Agreement.
- 1.11 The Parties are agreed that the public service should continue to support employment and activation measures for the unemployed, including apprenticeship/traineeship opportunities. The parties agree to work together to support the development and implementation of well-designed employment initiatives within the public service.
- 1.12 This Agreement, subject to ratification by the Parties, will apply for a period of 3 years from 1st July 2013.

Review of this Agreement

- 1.13 The Government reaffirms, subject to Paragraph 1.14 below, that public service pay and any related issues will not be revisited over the lifetime of this Agreement.
- 1.14 However, in the event that the commitments or assumptions reaffirmed under this Agreement must be revisited, the Parties will meet to discuss the circumstances that had arisen and the implications for the Agreement. The Government confirms, in this regard, that it will not act without prior engagement with the parties on what may be required.

2 PAY AND PRODUCTIVITY MEASURES

- 2.1 The Parties agree that the following measures will be implemented in order to generate the required saving of €1 billion in the Exchequer pay and pensions bill by 2015.
- 2.2 Unless otherwise specified, the measures set out in this section and any sectoral appendix to this part will be implemented from 1st July 2013. The Parties note that a number of these measures will require legislative change. The measures set out in this section will be applied save as may be varied in relevant sectoral appendices.
- 2.3 When economic circumstances allow and the public finances are restored to a sustainable position, the pay measures that have applied to public servants, including those under this Agreement, will be reviewed. As was stated in Paragraph 1.16 of the *Public Service Agreement 2010 – 2014*, it is reaffirmed that priority will be given to public servants with pay rates at €35,000 or less in that review.

Additional working hours

- 2.4 The standard working hours of public servants will increase as follows:
 - Those with a working week of **35 hours or less** (net of rest breaks) will increase to a minimum of a 37 hour week. The implementation of these additional hours for specific groups is subject to the arrangements set out in Appendix 9.
 - Those with a working week that is **greater than 35 hours but less than 39 hours** (net of rest breaks) will increase to a 39 hour week.
 - Working hours of those currently with a net working week of **39 hours or greater** will remain the same. However, an hour of overtime worked each week for these grades will be unpaid until 31st March 2014.
- 2.5 The actual implementation of these proposals will require detailed consultation at workplace level in order to maximise the capacity to accommodate issues for affected individuals.
- 2.6 Extra hours worked will be deployed and may be aggregated on a daily, weekly or annual basis as best meets service demands, following local consultation, based on the principles agreed in each sector.
- 2.7 The gross working week, inclusive of breaks, will increase as appropriate to reflect the increased net hours worked and divisors for the calculation of overtime will be adjusted accordingly.
- 2.8 Staff will co-operate with the revisions to rosters necessary for the full deployment of the additional hours and with any consequential revisions.
- 2.9 No cost increasing claim will be made consequential on the increase in working time, including of leave.
- 2.10 Nothing in this Agreement shall serve to restrict working arrangements involving greater flexibility in those sectors where they currently exist.

Overtime

2.11 Overtime arrangements are revised as follows:

- a) For those on salaries of up to €35,000 (inclusive of allowances in the nature of pay), overtime will be paid at time and a half at the first point of the appropriate scale. This formula will not apply to any scale where this provision would result in overtime being paid at less than time at any point on the scale. In the case of such scales, the formula set out in (b) below will apply.
- b) For those on salaries (inclusive of allowances in the nature of pay) of €35,000 or greater, overtime will be paid at the rate of time and a quarter at the individual's scale point.

2.12 Divisors for the calculation of overtime will be adjusted to take account of any additional hours provided for above.

2.13 For those grades currently with a working week of 39 hours or more (net of rest breaks), an hour of overtime worked each week will be unpaid until 31st March 2014.

Premia

2.14 Sunday staffing and other reforms: Management will actively seek to reduce the overall numbers of staff rostered for duty on Sundays. At the same time, all staff will co-operate with measures to achieve the most cost-effective skill-mix and staffing ratios to meet service needs. An intensive engagement process will begin immediately to review existing skill mix and staffing ratios to ensure that these identified needs are met. Co-operation will be forthcoming for other measures to improve efficiency and effectiveness of hospital services, in particular concentrating as much care provision as possible into the Monday to Saturday period. Staff co-operation will be forthcoming for the establishment of hospital groups and for the re-organisation of services within and between those groups.

2.15 Twilight payments and any equivalent payments across sectors, will no longer be payable.

Increments and related balancing measures

2.16 For those on salaries below €35,000 (inclusive of allowances in the nature of pay), a three month increment freeze will apply during the Agreement. This freeze will take effect after the next increment is paid with the following increment being awarded in fifteen months rather than twelve, or equivalent if the increment interval is longer.

2.17 For those on salaries between €35,000 and €65,000, inclusive of allowances in the nature of pay, two three-month increment freezes will apply (total of a six month freeze) during the Agreement. As above, this would take effect after the next increment is paid but for two consecutive years there would be a fifteen month period between increment dates. If the increment interval is longer than 12 months, the freeze will be for a single 6 month period.

2.18 For those on salaries above €65,000 (inclusive of allowances in the nature of pay) to the max of the Principal (higher) scale or equivalent in the civil service or similar across the public service, two six month increment freezes will apply. These freezes will take effect after the payment of the next due increment with the following two increments being awarded in 18 months rather than 12 months, or equivalent if the increment date is longer.

2.19 Incremental progression will be suspended for three years for those on salaries scales starting over €100,000 (inclusive of allowances in the nature of pay).

- 2.20 Where an employee's salary (inclusive of allowances in the nature of pay) surpasses €35,000 during the Agreement, a second incremental freeze of three months will apply, in accordance with the arrangements for those on salaries between €35,000 and €65,000, inclusive of allowances in the nature of pay outlined above.
- 2.21 If a person's salary increases above €65,000 (inclusive of allowances in the nature of pay) during the Agreement, the pay reduction provisions outlined below will apply.
- 2.22 For those currently on the final point on the incremental scale and with salaries between €35,000 and €65,000 (inclusive of allowances in the nature of pay), the following arrangements will apply, apart from those grades with an annual leave entitlement of 23 days or less, in the interests of equity:
- A total reduction of annual leave entitlement over the period of the Agreement of 6 days:
- Or**
- A cash deduction from salary of an equivalent amount to the value of the 6 annual leave days or a half of the most recent increment, whichever is the lesser.
- 2.23 For those on salaries between €35,000 and €65,000 (inclusive of allowances in the nature of pay) and who reach the maximum of the scale following a single 15 month incremental period, a reduction of annual leave entitlement of 3 days will apply, or an equivalent amount to the value of the 3 annual leave days or a quarter of the most recent increment, whichever is the lesser.

Higher remuneration

- 2.24 In addition to the measures on increments above, and as a means to ensuring broad equity of contribution, the Parties note that the Government intends to apply a reduction in pay for those on salaries of €65,000 and greater (inclusive of allowances in the nature of pay) as follows:

Annualised amount of Remuneration	Reduction
Any amount up to €80,000	5.5%
Any amount over €80,000 but not over €150,000	8%
Any amount over €150,000 but not over €185,000	9%
Any amount over €185,000	10%

- For those on salaries (inclusive of allowances in the nature of pay) above €65,000 to the max of the Principal (higher) scale or equivalent in the civil service or similar across the public service, the reduction in pay above will be restored to the pay rate that they would have had, but for the pay reduction, within a maximum of 18 months of the end of this 3 year Agreement between the parties which is intended to commence with effect from 1st July 2013. The restoration will be in two equal phases – the first after 9 months and the second 9 months later.
- In relation to impacts at the margin, salaries will not fall below €65,000 as a result of the application of this reduction.

- Salary scales above €100,000 will be reduced by the appropriate percentage based on the application of the reductions above.
- Detailed guidance and circulars in relation to the application of the above measures will be prepared.
- The Government has also indicated that it intends to provide in the legislation for a grace period during which both the reduction in pay and any deferral of increment progression will be disregarded.

Other pay related measures

- 2.25 **Allowances:** There will be full co-operation by the Parties with the follow up to the Government's Allowances Review, taking account of the recommendations contained in Labour Court Recommendation 20448. In accordance with that Recommendation, the Parties agree to enter into central negotiations with a view to reaching a generally applicable agreement on measures by which loss arising from the elimination of pensionable allowances can be ameliorated. Where a dispute arises during the course of this process, the Parties agree to use the agreed industrial relations machinery appropriate to each sector and to be bound by its outcome (See Section 5.1).
- 2.26 **Travel and Subsistence:** The Parties note that the Government intends to review Travel and Subsistence arrangements. There will be full co-operation by the Parties with the review and the implementation of a standardised system of Travel and Subsistence across the Public Service.
- 2.27 **Public Service Pensions:** Separately, to this Agreement, the Parties note that the Government intends to align the reductions in public service pensions in payment with the reductions applied to serving staff. The Parties note that this measure will apply to pensions in payment greater than €32,500 only.
- 2.28 **Use of external consultants by public bodies:** The Staff side have expressed considerable concern at what they believe to be excessive use of external consultants in the Public Service. The Government, for its part, shares these concerns regarding the costs to the Exchequer of the use of outside consultancy and re-affirms its commitment to maximising the potential of in-house expertise to deliver further savings in this area. The recent procurement reform programme to achieve between €250m to €600m of savings is welcomed. It is expected that savings in consultancy contracts will be a key element of this Programme.
- 2.29 **New Entrant Salary Scales:** In order to address the imbalance between those who entered the Public Service since 2011 and those who entered before that date, revised incremental salary scales shall be prepared for same grade entrants to each public service sector as necessary to incorporate the revision of salary scales introduced by Government Decision in January 2011.
- 2.30 **Pension-related Deduction – Rate Adjustment:** The present rates and bands of the Pension Related Deduction are set out in the Table hereunder:

Bands and Rates	
€15,000	Exempt
€15,000 - €20,000	5.0%
€20,000 - €60,000	10.0%
Above €60,000	10.5%

As part of the Agreement, it is agreed to reduce the €15,000-€20,000 band rate to 2.5% from 5% to produce the following Table:

Bands and Rates	
€15,000	Exempt
€15,000 - €20,000	2.5%
€20,000 - €60,000	10.0%
Above €60,000	10.5%

3 WORKPLACE REFORM

- 3.1 The Parties re-affirm Paragraph 1.4 of the *Public Service Agreement 2010-2014* which states that:

"In order to sustain the delivery of excellent public services alongside the targeted reduction in public service numbers over the coming years, the Parties accept that efficiencies will need to be maximised and productivity in the use of resources greatly increased through revised work practices and other initiatives. The Parties will work together to implement this Agreement to deliver an ongoing reduction in the cost of delivery of public services along with excellent services to the public."

- 3.2 Accordingly, the Parties have agreed that the following measures will be implemented as a priority over the lifetime of this Agreement.

Further headcount reduction

- 3.3 The Parties recognise that the provision of additional working hours and related productivity measures in this Agreement have the potential to facilitate further reductions in staff numbers over the course of the Agreement, subject to decisions by Government in relation to such issues. The Parties accept that it is appropriate to make provision for annual pay bill savings in respect of such reductions.
- 3.4 Redeployment in the Public Service is critical to supporting the maintenance of front line public services as staff numbers are reduced. The current redeployment arrangements are being revised to make them more efficient and effective to ensure more flexible and faster redeployment both within and across all sectors. It is necessary to improve the flow of staff across the Public Service, and to ensure that suitably skilled staff are available to meet the identified organisational, operational and business needs of public service organisations.
- 3.5 To assist this process, Workforce Planning will become the norm across public service bodies. Workforce Action Plans will match resources with business/sectoral policy needs within the Employment Control Framework (ECF) disciplines. The process will support management in identifying the skills deficits as well as staff surpluses within organisations as part of a consistent and structured resourcing policy.

Redeployment

- 3.6 The Parties reaffirm the commitments given in paragraph 1.5-1.12 of the *Public Service Agreement 2010-2014*, including those relating to service reconfiguration.
- 3.7 Across all sectors the guideline redeployment distance will continue to be 45km from the current work location or of the home address, whichever is the shorter commute. Regard will also be had to reasonable daily commute time (i.e. as per the *Public Service Agreement 2010-2014*). In line with the *Public Service Agreement 2010-2014*, redeployment options may of necessity be beyond this guideline distance and in such circumstances, consultation will take place in relation to the assignment on offer.
- 3.8 Where redeployment is not an option and taking account of the business needs of the organisation there may be circumstances where voluntary departure would be appropriate. In such situations there will be discussions with the relevant unions on the terms of any arrangement (which will be in line with any centrally agreed arrangements).

3.9 The existing provisions in the *Public Service Agreement 2010-2014* are reaffirmed but to enhance management flexibility and optimise the redeployment arrangements the following changes will be introduced for the Civil Service and NCSSBs and for cross-sectoral redeployment:

- Departments should identify staff for redeployment as follows:
 - Where an activity or programme is no longer being carried out, the posts associated with that activity or programme should be deemed to be surplus and available for redeployment. Surplus posts may also arise as a result of rationalisation, reconfiguration, reorganisation or restructuring of services or functions or as a result of the ECF or in line with business needs.
 - The Department should identify the number of posts at each relevant grade which are surplus and the location of the surplus. Once a surplus has been established on this basis the identification of staff to be redeployed will proceed as follows: (i) volunteers will be sought for the Redeployment Panel and (ii) if the number of volunteers falls short of the surplus, LIFO will be applied, as appropriate.
- Redeployment must occur seamlessly across the public service, particularly at regional level. This will continue to be facilitated by the Public Appointments Service (PAS) which will strengthen the systems in place to match surplus staff with vacancies on a geographic basis within the guideline distance. Specifically:
 - The operation of the redeployment arrangements will be based on the "best fit" for the vacancy in the location. In this context, every opportunity should continue to be taken for re-skilling and re-assignment as the key method to seek to retain and secure employment in comparable roles in the Public Service.
 - The appropriate match will be determined by the PAS in conjunction with the organisation's sectoral liaison officer/contact point and its respective management within a period not exceeding one month of notification of the vacancy.
 - To assist the assignment process and to ensure the selection of the "best fit" for the vacancy, each individual assigned to the Resource Panel must submit a CV with a profile of skills, competencies, knowledge and career experience. The PAS in conjunction with the receiving organisation will conduct a selection process to establish the suitability of individuals for the vacancy concerned.
 - Where a staff member wishes to appeal a redeployment assignment, whether cross-sectoral or within the civil service, such an appeal will be considered by an agreed adjudicator who will issue a decision within the terms of the scheme within 21 days and whose decision will be binding on all parties and will be final. In all instances the individual will be required to take up the position offered in advance of the adjudication process.

Workforce restructuring

3.10 Significant progress has been made on restructuring the Public Service since 2008 and, in particular, since 2010, under the framework of the Public Service Agreement.

3.11 However, it is necessary to look at further ways to streamline the Public Service given the ongoing challenges it faces. Specifically, each sector will:

- Bring forward proposals for grade rationalisation with a view to restructuring grades in each sector by 2014;

- Develop and implement proposals to further reduce management numbers by increasing the span of control (ratio of staff to management) across all management and supervisory grades where appropriate. This ratio will vary to reflect the business of the organisation concerned.

3.12 In recognition of on-going resource constraints, there will be flexibility around traditional grade demarcations.

Strengthening performance management

3.13 The Parties are agreed on the need to nurture a high performing public service. While progress has been made in this area, it is accepted that further steps need to be taken urgently to strengthen performance management systems and procedures in place across the Public Service.

3.14 Specifically:

- During the lifetime of this Agreement, the introduction of performance management systems will be accelerated at the level of the individual in all areas of the Public Service where they do not currently exist.
- Where necessary, existing arrangements will be revised to ensure that:
 - Managers are held to account for managing the performance and development of their staff. This must be a key goal for all managers and taken account of in their own performance reviews.
 - Procedures to deal with underperformance will be streamlined to be more effective.
 - The performance of individual public servants is managed and assessed against agreed objectives.
- Performance improvement action plans will be developed for individuals identified as having performance issues clearly setting out the performance issues that need to be addressed over a defined timeframe. There will be active management of the performance improvement action plans. In instances where performance has not been satisfactorily addressed within the timeframe set down, procedures to deal with underperformance will be invoked.
- Where performance does not improve to a satisfactory level within an agreed timeframe, disciplinary procedures may apply.
- The performance of senior managers is critical to supporting the effective delivery of quality public services and never more so than in a climate of significantly reduced resources. Measures will be introduced to further develop and enhance a culture of performance across the management cohort of the Public Service. These measures will include the introduction of management performance agreements.

Work-sharing

3.15 It is acknowledged that flexibility in attendance arrangements can, where they can be accommodated, contribute to efficient and effective business performance while enabling staff to balance work and personal life requirements. Accordingly the public service has been to the fore in pioneering flexible attendance patterns. Nevertheless, the multitude and variety of work sharing patterns in place, in some sectors, has created a significant management challenge and overhead and is impacting on the capacity of organisations to deliver their services. Therefore, in order to support the effective management of increasingly scarce staff resources into the future and the protection of services to the public, the following principles will apply:

- The implementation and operation of the work-sharing arrangements is at the discretion of management, who retain the discretion to alter, reduce and/or standardise the range of work sharing patterns available to staff having regard to the specific business needs of their organisation.
- No work-sharing pattern approved in the future should be less than 50% of full time working hours. Staff currently on patterns of less than 50% can retain the work pattern on a personal to holder basis.
- In line with previous agreed arrangements, each individual's work-sharing arrangements will be formally reviewed on an annual basis (or earlier if required). Where such a review has not yet taken place a review must be completed by the end of 2013.
- Management's discretion to alter or change an individual's work-sharing arrangements, on the giving of due notice (3 months), is confirmed. Management reserves the right, on reasonable business grounds and with reasonable notice, to refuse access to the scheme, to require a person to vary their work-sharing arrangements, or to require a person to resume full time work.

Flexible Working Arrangements (Flexitime)

- 3.16 The parties agree that management has the responsibility and the right to actively manage flexible working arrangements in their organisations. This will help to build on the work done to date in reviewing and revising work practices to ensure that, in a context of reduced resources and numbers, as well as additional working hours, the Public Service will continue to provide the required level of service to the public and to contribute to economic recovery.
- 3.17 While the rationale for this flexibility is acknowledged, it is now necessary to update the arrangements to better reflect the current needs of organisations, in the context of falling numbers in the public service, changing demands in terms of services to the public and the additional working hours under this agreement. In this context, it may be necessary to amend the core time bands to reflect the extended hours of working and to meet business needs following local consultations. Flexible Working Arrangements (FWA) are only possible so long as they support and enhance the efficient operation of Departments/Offices. In particular, all areas must always be appropriately staffed during the working day, including lunch breaks; all arrangements must ensure that this is consistently the case.
- 3.18 The current FWA arrangements will continue to apply subject to the following amendments:
- FWA will continue to be available for staff up to Higher Executive Officer (HEO) grade and its equivalents in the Civil Service and other sectors, as appropriate.
 - FWA will not apply to staff at the Assistant Principal Officer (APO) grade and its equivalents in the Civil Service and other sectors, except for those staff who already have this arrangement.
 - With effect from 1st July 2014, the maximum amount of flexi leave allowed in any flexi period is one day.
 - No change is proposed to the existing terms of the Flexitime Agreements with regard to the amount or the use of hours to be carried over.

Outsourcing

- 3.19 The Parties reaffirm that the principles and procedures set out in the Appendix: Service Delivery Options to the *Public Service Agreement 2010-2014* will continue to apply, and in that context the relevant Trade Unions will be consulted on all aspects of the public procurement process, including

the tendering process, at key stages before decisions are made, consistent with the requirements of EU and national procurement law and commercial sensitivity. The Parties also note in this regard the mechanism established under paragraph 13 of the Agreement.

- 3.20 Management will put in place engagement between the Union side and the National Procurement Office to review mechanisms in place to ensure compliance with the terms of the Agreement and to achieve a joint understanding on arrangements to deliver on the commitments of the Parties. The Official side also agree to ongoing engagement over the lifetime of the extended agreement.
- 3.21 The Chairman of the Construction National Joint Industrial Council and the Chairman of the Electrical Industry National Joint Industrial Council will convene an engagement between the two Councils and the relevant senior officials on the official contract management side to engage in relation to the effective compliance in public contracts with the terms of employment law, including with the terms of relevant Registered Employment Agreements (REAs). This engagement will take place within 6 weeks of the adoption of the extended agreement.
- 3.22 Should it be required, the Parties commit to a joint review of the operation of the Appendix, under the auspices of the Labour Relations Commission. That review will be completed within a period of 3 months of its initiation. The Commission undertakes to make proposals to support the operation of the appendix, should the Parties' joint review not have found consensus on the matter.

4 EXIT MECHANISMS

- 4.1 To facilitate the necessary reduction in numbers of public servants, the moratorium on recruitment to and promotion in the Public Service and other employment numbers control mechanisms will continue to apply until numbers in each sector have fallen to the appropriate level specified in the Employment Control Framework (ECF) for that sector. In addition, where the circumstances require it, the Government may offer voluntary mechanisms to exit the Public Service, whether generally or in specific sectors, bodies, locations or services.
- 4.2 The Government reaffirms the commitment given under Paragraph 1.6 of the *Public Service Agreement* that compulsory redundancy will not apply within the Public Service. However, this commitment is subject to the following exceptions:
 - Where existing exit mechanisms have applied, such arrangements will continue.
 - The commitment on compulsory redundancy continues to be subject to the agreed flexibility on redeployment being delivered. Where redeployment is not an option and taking account of the business needs of the organisation there may be circumstances where voluntary departure would be appropriate. In such situations there will be discussions with the relevant unions on the terms of any arrangement (which will be in line with any centrally agreed arrangements).
 - Agreed procedures for managing instances of consistent performance issues will be actively pursued.
- 4.3 Where voluntary redundancy is offered in the Public Service, the terms of the collective agreement reached between the Government and the Public Services Committee of ICTU on redundancy payments to public servants will apply.

5 IMPLEMENTATION

Dispute resolution

- 5.1 The Parties reaffirm their commitments under paragraphs 1.23 to paragraphs 1.27 in the *Public Service Agreement*, in particular the commitments given to resolving industrial relations disagreements within the Public Service promptly, using all available dispute resolution mechanisms (both statutory and non-statutory) with the outcome of the process final and binding on all Parties.
- 5.2 The Parties note that the legislative constraints imposed on the employer in the context of the financial emergency will continue to be the context for any claims made for improvement in pay or conditions of employment, and reaffirm the commitments given under paragraph 1.27 in that regard.

Anomalies

- 5.3 The parties recognise that the complexity of the measures contained in this Agreement are such that unforeseen anomalies can arise. The Parties undertake to interpret this Agreement in good faith and to approach the resolution of any such anomalies in a positive fashion commensurate with the commitments contained within the Agreement. In the event that any anomaly cannot be resolved by agreement, the binding dispute resolution mechanisms provided for under this Agreement should be utilised.

Oversight and governance arrangements

- 5.4 **Implementation Body:** A group comprising representatives of public service management and the Public Services Committee of the ICTU will meet as required to address any matters of implementation and interpretation that may arise under this Agreement.

APPENDIX 1: IRISH PRISON SERVICE COLLECTIVE AGREEMENT

The Irish Prison Service must secure savings of €12.42 million attributable to measures agreed as an extension to the *Public Service Agreement 2010-2014*. These measures must ensure the maintenance of the Prison Service on a safe and secure basis within the constraints outlined in Chapter 4.1 of that Agreement.

To build on the progress already made, both in the Proposal for Organisational Change (PFOC) and the *Public Service Agreement*, and to achieve greater efficiencies and modernisation it will be necessary to examine the organisational, structural and operational arrangements of the IPS, and implement such changes as are necessary so that prisons can operate in the most effective (including cost-effective) and efficient manner.

The changes to be implemented may include:

- Changes to the proportion of staff to be assigned to each of the current bands of Additional Hours so that ten per cent of prison staff who use additional hours be assigned to the zero hours band (Band 0); ten per cent be assigned to the 112 hours band (Band 1); ten per cent be assigned to the 240 hours band (Band 2); and seventy per cent be assigned to the 360 hours band (Band 3). The reduction in hours usage will be removed from the AH budget.
- The rationalisation and consolidation of grades such that the grade of Chief Trades Officer 1 (Regional Manager) is terminated and the duties attached are subsumed within the existing management structure of the Building Services Division.
- The rationalisation and consolidation of grades such that the grade of Industrial Supervisor is terminated and the duties attached are subsumed within the revised supervisory structure of the prison work training regime.
- The introduction of a centralised detailing model such that the rostering and detailing of staff in all parts of the IPS is done remotely, and the requirement for specialist detailing staff in each prison and ancillary service of the IPS is reduced as far as possible.
- The alignment of Annual Leave of all grades in the Prison Service with the provisions of the relevant Circulars.
- A reduction in the expenditure on agency and locum healthcare staff, consequent on the staffing of this area in accordance with the agreed report on the task review.
- A reduction in the expenditure on trades contract staff and other maintenance contract services, consequent on the staffing of this area in accordance with the agreed report on the task review.
- The introduction of an automatic key and radio disbursement facility.
- The removal of all acting-up allowances, with all vacancies arising to be filled through use of existing resources, including relief panels in line with the IPS internal competition procedure. Details of these arrangements are to be agreed between the parties.
- The pursuance of efficiencies across the Justice sector, including specifically video-linking for court appearances, the introduction of electronic warrants, the closure of prison main gates after certain times, resolution of issues regarding Production Orders and Special Criminal Court warrants, and issues around the escorting of prisoners.
- The progression of Prison Administration and Support Officer (PASO) grade staff to other grades within the Prison Service as part of their career path options, details of which to be arranged between the parties.

- Develop/explore potential for one committal prison for Dublin.
- Review operation of St. Patrick's Institution to sex offender/protection.
- Review senior management attendance at weekends.
- Review of the grade structures of the Irish Prison Service with a view to achieving a reduction in supervisory grades.
- Extending PASO grades, for example, Medical Filing/Booked visits/Central Detail/Healthcare - target of 50 over period of Agreement.
- Pursuance of reform measures – eliminate grace periods/full implementation of campus structures to include unitary staffing.

The savings generated by the implementation of these measures will be aggregated and included towards the achievement of the savings target set for the IPS.

In the event that the necessary level of savings outlined above cannot be clearly identified by the end of this process it may be necessary to introduce changes to ensure the required level of savings is delivered. In the event that such proposals are tabled by either side any issues arising will be considered by the Parties for early resolution. Where agreement cannot be reached at this level the dispute resolution mechanism set out in the main civil service document will apply.

Nothing in this Agreement will be taken to imply anything beyond the terms of the Agreement.

APPENDIX 2: DEFENCE SECTOR COLLECTIVE AGREEMENT

This Agreement is an extension to the *Public Service Agreement 2010-2014* and the Defence Sectoral Agreement concluded as part of that Agreement. The Parties to this Agreement are the Department of Defence and the representative associations of the Permanent Defence Force, namely, RACO and PDFORRA. This Agreement shall enter into force on 1st July, 2013.

The Parties accept the principles, objectives and obligations set out in the extension to the *Public Service Agreement 2010-2014*, while also accepting that any additional flexibilities that exist currently within the Permanent Defence Force will not be constrained in any way by the provisions of the Public Service Agreement or the extension thereto. In addition to the provisions of the extension to the Public Service Agreement, the Parties have agreed that the following provisions will apply to the Defence Forces from the entry into force of this agreement:

1. The rate of all allowances payable to members of the Defence Forces will be permanently reduced by 10 % (a schedule of these allowances is attached at Annex 1). This provision is without prejudice to the outcome of the review of SDA currently ongoing under the provisions of the current Public Service Agreement.
2. The Saturday and Sunday rates for Security Duty and related allowances as per items (a), (b) and (c) in Annex 1 to this agreement, will be flat rated - i.e. the standard Monday to Friday daily rate for the allowance will be payable for such duties carried out on a Saturday or Sunday. In the case of a member of the Permanent Defence Force performing a 24 hour duty on a Sunday only, a day in lieu will be provided, excluding the following rest off day. This day may be taken within a fixed period subject to local arrangements and the approval of local management.
3. Payment of Special Instructors Allowance to Officers of the Permanent Defence Force will cease from the entry into force of the agreement.
4. Payment of Border Duty Allowance to Officers of the Permanent Defence Force will cease from the entry into force of the agreement.
5. A voluntary scheme to buyout Border Duty Allowance from those enlisted personnel currently in receipt of the Allowance will be implemented. Any enlisted member of the Defence Forces may apply to have the allowance bought out in accordance with the provisions for buyout of allowances provided for under the Public Service Agreement. This provision imposes no obligation whatsoever on management to offer to buy out an allowance where an individual has offered voluntarily to have the allowance bought out and it will be a matter for management to determine on a case by case basis whether and when it will buy out any such allowance.
6. New pay scales will be introduced for Recruits and Privates in the Permanent Defence Force. The new payscales are set out in Annex 2 to this agreement.
7. Driver and Clerk/Clerical Duties, which currently attract Tech 1 Pay, will be incorporated into the standard duties for all members of the Defence Forces where this is not currently the case and, as such, those duties will no longer be the subject of payment of Tech 1 Pay for any new person undertaking such duties not currently in receipt of Tech 1 Pay from the date of entry into force of the agreement. This provision is without prejudice to the outcome of the review of Technical Pay already provided for under the Public Service Agreement.
8. The rate for paid training for members of the RDF will be reduced by 10% subject to consultation with the Reserve Defence Force Representative Association (RDFRA).

9. The Official side will examine in consultation with the Representative Associations the potential for the introduction of a limited and targeted incentivised career break system and early retirement scheme in the Defence Forces for certain limited cadres of personnel. The application of any such scheme, should one be agreed, will be at the sole prerogative of management.
10. In relation to items 3, 4 and 5 above, where there is a requirement to buy out an allowance, the provisions of the Public Service Agreement set out in the clarification letter issued by the Chairman of the LRC relating to the buyout of allowances will apply.

The Parties also accept that savings of approximately €10m per annum by 2015 are to be saved consequent on the measures provided for in this sectoral agreement. The estimated savings from the above measures amounts to €9.79 million and are accepted by the Management side as satisfying the saving requirement from this Agreement.

ANNEX 1 – Schedule of Allowances to which Para 1 above refers

- a) Border Duty Allowance (Subhead A4.3)
- b) Security Duty Allowances (Subhead A4.4)
- c) Patrol Duty Allowance (Subhead A4.5)
- d) Overseas Allowance (Subhead A4.6)
- e) Other Allowances (Subhead A4.7)

ANNEX 2 – New Payscale for Privates and Recruits

Non Commissioned Personnel	Point	RATE 01/01/11	MSA	ANNUAL PAY RATE	New Points	Proposed New Rates	MSA	ANNUAL PAY RATE	Annual Increment	Reduction on 2011 Rate	Monthly saving per person
Rank											
Private G1/NS 3rd Class		€334.04		€17,370.08		€334.04		€17,370.08		€0.00	€0.00
Private 2 */NS 2nd Class		€410.00	€37.41	€23,265.32		€360.00		€18,720.00		€4,545.32	€378.78
Private 3 */NS 1st Class											
1st year of service	1	€427.37	€37.41	€24,168.56	1	€360.00	€37.41	€20,665.32	€1,945.32	€3,503.24	€291.94
2nd year of service	1	€427.37	€37.41	€24,168.56	2	€385.00	€37.41	€21,965.32	€1,300.00	€2,203.24	€183.60
3rd year of service	1	€427.37	€103.89	€27,625.52	3	€385.00	€65.00	€23,400.00	€1,434.68	€4,225.52	€352.13
4th year of service	2	€442.64	€103.89	€28,419.56	4	€410.00	€65.00	€24,700.00	€1,300.00	€3,719.56	€309.96
5th year of service	5	€465.94	€103.89	€29,631.16	5	€410.00	€103.89	€26,722.28	€2,022.28	€2,908.88	€242.41
6th year of service	6	€498.42	€103.89	€31,320.12	6	€440.00	€103.89	€28,282.28	€1,560.00	€3,037.84	€253.15
7th year of service	6	€498.42	€103.89	€31,320.12	7	€470.00	€103.89	€29,842.28	€1,560.00	€1,477.84	€123.15
8th year of service	6	€498.42	€103.89	€31,320.12	8	€498.42	€103.89	€31,320.12	€1,477.84	€0.00	€0.00
9th year of service	6	€498.42	€103.89	€31,320.12	9	€498.42	€103.89	€31,320.12	€0.00	€0.00	€0.00

APPENDIX 3: COLLECTIVE AGREEMENT FOR AN GARDA SÍOCHÁNA

Arising from the discussions encompassing a downward adjustment to the overall expenditure of the Garda Exchequer Vote, the Parties have agreed to accept the following measures in order to obtain sufficient cost reductions as an extension to the *Public Service Agreement 2010-2014*. The changes to be implemented include the following items:

The working time agreement and the pilot roster will continue until June 2014 in order to facilitate a review of the roster.

The current annual leave arrangements will pertain for the lifetime of the agreement.

Working Hours

- All Gardaí, Sergeants and Inspectors will work 3 extra days per annum in the calendar years 2013, 2014 and 2015. The resultant hours arising from these days will be utilized as follows:
 - 10 x 1 hours to be worked at the start/end of the shift duty
 - 1 day will be worked to a maximum 10 hour day tour (excluding Sundays and Bank Holidays)
 - 1 days overtime (x 1.5) which will be taken as compulsory time-off in lieu.

In addition agreement has been reached to formalise the element in the pilot roster by using 1 days leave to facilitate attendance at Court Trials.

Overtime

- Voluntary overtime to be worked at a rate of time and a quarter rather than a rate of time and a half.

In addition to the central measures as decided in the context of the overall savings in relation to increments and related balancing measures as outlined in the relevant Labour Relations Commission proposals (paras 2.16-2.21) and from higher remuneration (€65k plus), pension costs, the use of short-term, career breaks incentivised career breaks, unpaid leave and family friendly schemes will also be made available.

Review of An Garda Síochána

To build upon the progress already made in the *Public Service Agreement 2010-2014*, a Review of An Garda Síochána will be undertaken. The following terms of reference will apply.

To review and make recommendations on the use by An Garda Síochána of the resources available to it with the objective of achieving and maintaining the highest levels of efficiency and effectiveness in its operation and administration.

The review shall encompass all aspects of the operation and administration of An Garda Síochána including:

- the structure, organization and staffing of An Garda Síochána;
- the deployment of members and civilian staff to relevant and appropriate roles;
- the remuneration and conditions of service of members of An Garda Síochána, including an evaluation of annualised hours/shift pay arrangements;

- the appropriate structures and mechanism for the future resolution of matters relating to pay, industrial relations and attendance matters.

The review to commence no later than 1st September, 2013 and to conclude no later than 1st June, 2014.

The terms of this Agreement will be lodged at the Labour Relations Commission.

APPENDIX 4: COLLECTIVE AGREEMENT FOR CIVIL SERVICE AND NCSSBs

Additional working hours

1. The standard working hours of civil servants will increase as follows:
 - Those with a working week of **35 hours or less** (net of rest breaks) will increase to a minimum of a 37 hour week.
 - Those with a working week that is **greater than 35 hours but less than 39 hours** (net of rest breaks) will increase to a 39 hour week.
 - Working hours of those currently with a net working week **of 39 hours or greater** will remain the same. However, an hour of overtime worked each week for these grades will be unpaid.
2. The implementation of additional hours will be on the basis of the following phased arrangement:
 - The first 2 hours and 15 minutes will be implemented from 1st July 2013.
 - Any remaining liability will be implemented from 1st July 2015.
3. The normal attendance period will be from 9.00am to 5.45pm Monday to Thursday, and 9.00am to 5.15pm on Friday.
4. In order to cope with work requirements, some flexibility in the use of the extra hours provided for in this agreement will be required in the form of attendance outside these hours in some areas. An option, in some instances where required for business needs, may be to accumulate additional hours so that staff in a particular area may work a reduced per week pattern over a period but owe the additional hours to be utilised to cope with peak work requirements in another period, including outside of normal attendance periods/days.
5. In this regard:
 - Saturday will not be a normal working day, but it could, in certain circumstances, be utilised to cope with cases of peak work requirements, subject to the consultation process outlined.
 - There are no circumstances in which a requirement to attend on Sunday will arise, other than in accordance with existing overtime or other arrangements.
 - It is envisaged that it will be possible to identify the attendance patterns at the start of the calendar year.
 - Agreement shall be reached in these consultations on the maximum hours to be accumulated and the period(s) over which they will be worked.
 - The introduction of these more flexible patterns of attendance will be the subject of detailed consultation at workplace level.
 - Such consultations will commence at least 8 weeks before any accumulated hours are utilised.
 - If agreement on the use of the accumulated hours cannot be reached in any particular case, the binding dispute resolution provisions of this agreement will be utilised.
 - Any such arrangements will be introduced on a pilot basis initially and reviewed after a period of six months in operation.
 - This review will encompass the impact of the arrangements in the work/life balance issues for the staff involved. This consultation will include discussion on the number of flexi periods

designated for the use of accumulated hours and the maximum additional hourly requirement in any flexi period. A norm of 2 consecutive designated flexi periods and of 8 additional hours in a flexi period (where the standard week is 37 hours) will apply unless otherwise agreed.

6. Management will allow persons to opt to remain on their current hours with appropriate pay adjustments for a period, after which the provisions of Paragraph 19 below will apply.
7. The actual implementation of the additional hours proposals will require detailed consultation at workplace level in order to maximise the capacity to accommodate issues for affected individuals.
8. The gross working week, inclusive of breaks, will increase as appropriate to reflect the increased net hours worked and divisors for the calculation of overtime will be adjusted accordingly.
9. Staff will co-operate with the revisions to rosters necessary for the full deployment of the additional hours and with any consequential revisions.
10. No cost increasing claim will be made consequential on the increase in working time, including of leave.

Overtime

11. Overtime rates of pay will continue to apply, in accordance with agreed overtime regulations, for attendance in excess of the 37 net hours minimum requirement where such attendance is not encompassed as part of an agreed flexible pattern, such as accumulated hours.
12. Overtime arrangements are revised as follows:
 - c) For those on salaries of up to €35,000 (inclusive of allowances in the nature of pay), overtime will be paid at time and a half at the first point of the appropriate scale. This formula will not apply to any scale where this provision would result in overtime being paid at less than time at any point on the scale. In the case of such scales, the formula set out in (b) below will apply.
 - d) For those on salaries (inclusive of allowances in the nature of pay) of €35,000 or greater, overtime will be paid at the rate of time and a quarter at the individual's scale point.
13. Divisors for the calculation of overtime will be adjusted to take account of any additional hours provided for above.

Redeployment

14. The existing provisions in the Public Service Agreement are reaffirmed but to enhance management flexibility and optimise the redeployment arrangements the following changes will be introduced for the Civil Service and NCSSBs and for cross-sectoral redeployment:
 - Departments should identify staff for redeployment as follows:
 - Where an activity or programme is no longer being carried out, the posts associated with that activity or programme should be deemed to be surplus and available for redeployment. Surplus posts may also arise as a result of rationalisation, reconfiguration, reorganisation or restructuring of services or functions or as a result of the ECF or in line with business needs.
 - The Department should identify the number of posts at each relevant grade which are surplus and the location of the surplus. Once a surplus has been established on this basis the identification of staff to be redeployed will proceed as follows: (i) volunteers will be sought for the Redeployment Panel and (ii) if the number of volunteers falls short of the surplus, LIFO will be applied, as appropriate.

- Redeployment must occur seamlessly across the Public Service, particularly at regional level. This will continue to be facilitated by the Public Appointments Service (PAS) which will strengthen the systems in place to match surplus staff with vacancies on a geographic basis within the guideline distance. Specifically:
 - The operation of the redeployment arrangements will be based on the “best fit” for the vacancy in the location. In this context, every opportunity should continue to be taken for re-skilling and re-assignment as the key method to seek to retain and secure employment in comparable roles in the Public Service.
 - The appropriate match will be determined by the PAS in conjunction with the organisation’s sectoral liaison officer/contact point and its respective management within a period not exceeding one month of notification of the vacancy.
 - To assist the assignment process and to ensure the selection of the “best fit” for the vacancy, each individual assigned to the Resource Panel must submit a CV with a profile of skills, competencies, knowledge and career experience. The PAS in conjunction with the receiving organisation will conduct a selection process to establish the suitability of individuals for the vacancy concerned.
 - Where a staff member wishes to appeal a redeployment assignment, whether cross-sectoral or within the civil service, such an appeal will be considered by an agreed adjudicator who will issue a decision within the terms of the scheme within 21 days and whose decision will be binding on all parties and will be final. In all instances the individual will be required to take up the position offered in advance of the adjudication process.
- 15. Across all sectors the guideline redeployment distance will continue to be 45km from the current work location or of the home address, whichever is the shorter commute. Regard will also be had to reasonable daily commute time (i.e. as per the existing Public Service Agreement). In line with the Public Service Agreement, redeployment options may of necessity be beyond this guideline distance and in such circumstances, consultation will take place in relation to the assignment on offer.
- 16. Where redeployment is not an option and taking account of the business needs of the organisation there may be circumstances where voluntary departure would be appropriate. In such situations there will be discussions with the relevant unions on the terms of any arrangement (which will be in line with any centrally agreed arrangements).
- 17. The Parties reaffirm the commitments given in paragraph 1.5-1.12 of the Public Service Agreement, including those relating to service reconfiguration.

Work-sharing

- 18. It is acknowledged that flexibility in attendance arrangements can, where they can be accommodated, contribute to efficient and effective business performance while enabling staff to balance work and personal life requirements. Accordingly the civil service has been to the fore in pioneering flexible attendance patterns. Nevertheless, the multitude and variety of work sharing patterns in place has created a significant management challenge and overhead and is impacting on the capacity of organisations to deliver their services. Therefore, in order to support the effective management of increasingly scarce staff resources into the future and the protection of services to the public, the following principles will apply:
 - The implementation and operation of the work-sharing arrangements is at the discretion of management, who retain the discretion to alter, reduce and/or standardise the range of work sharing patterns available to staff having regard to the specific business needs of their organisation.

- No work-sharing pattern approved in the future should be less than 50% of full time working hours. Staff currently on patterns of less than 50% can retain the work pattern on a personal to holder basis.
- In line with previous agreed arrangements, each individual's work-sharing arrangements will be formally reviewed on an annual basis (or earlier if required). Where such a review has not yet taken place a review must be completed by the end of 2013.
- Management's discretion to alter or change an individual's work-sharing arrangements, on the giving of due notice (3 months), is confirmed. Management reserves the right, on reasonable business grounds and with reasonable notice, to refuse access to the scheme, to require a person to vary their work-sharing arrangements, or to require a person to resume full time work.

Flexible Working Arrangements (Flexitime)

19. The parties agree that management has the responsibility and the right to actively manage flexible working arrangements in their organisations. This will help to build on the work done to date in reviewing and revising work practices to ensure that, in a context of reduced resources and numbers, as well as additional working hours, the civil service will continue to provide the required level of service to the public and to contribute to economic recovery.
20. While the rationale for this flexibility is acknowledged, it is now necessary to update the arrangements to better reflect the current needs of organisations, in the context of falling numbers in the public service, changing demands in terms of services to the public and the additional working hours under this agreement. In this context, it may be necessary to amend the core time bands to reflect the extended hours of working and to meet business needs following local consultations. Flexible Working Arrangements (FWA) are only possible so long as they support and enhance the efficient operation of Departments/Offices. In particular, all areas must always be appropriately staffed during the working day, including lunch breaks; all arrangements must ensure that this is consistently the case.
21. The current FWA arrangements will continue to apply subject to the following amendments:
 - FWA will continue to be available for staff up to Higher Executive Officer (HEO) grade and its equivalents in the Civil Service, as appropriate.
 - FWA will not apply to staff at the Assistant Principal Officer (APO) grade and its equivalents in the Civil Service, except for those staff who already have this arrangement.
 - With effect from 1st July 2014, the maximum amount of flexi leave allowed in any flexi period is one day.
 - No change is proposed to the existing terms of the Flexitime Agreed Reports with regard to the amount or the use of hours to be carried over.

Non-Commercial State Sponsored Bodies (NCSSBs)

22. The civil service unions agree that these measures will apply as appropriate to their members in the NCSSB sector who are covered by the *Public Service Agreement 2010-2014*. Where application of the above terms gives rise to anomalies for a particular organization, those anomalies can be resolved in accordance with the agreed dispute resolution procedures.
23. For non-civil service trade unions in NCSSBs the measures in this Appendix will apply as appropriate. Where the terms gives rise to anomalies for a particular organization, those anomalies can be resolved in accordance with the agreed dispute resolution procedures.

APPENDIX 5: COLLECTIVE AGREEMENTS IN THE EDUCATION SECTOR

(1) COLLECTIVE AGREEMENT FOR TEACHERS (PRIMARY/ POST-PRIMARY)

SUPERVISION AND SUBSTITUTION SCHEME

The existing S&S scheme will be amended as follows:

- With effect from the commencement of the school year 2013/14, the time currently assigned to supervision and substitution will be increased from one and a half hours in any given week to three hours. In this context, the additional time may only be used for substitution.
- The requirement that a teacher be available for three timetabled class periods per week will be increased to five class periods per week.
- Participation in the scheme will be compulsory for all teachers and the position in relation to the allowance is set out below.
- The requirement to provide 37 hours per annum will be increased to 43 with effect from the commencement of the 2013/14 school year.
- Hours provided under the revised S&S scheme will, in addition to usage under the existing scheme, be used as follows:
 - With effect from commencement of 2013/14 school year – to cover all uncertified sick leave absences, subject to appropriate alleviation measures in relation to multiple absences particularly in small schools.
 - With effect from commencement of 2014/15 school year – to cover the first day of force majeure leave and illness in family leave.
- The payments under the Scheme shall be discontinued with effect from the commencement of the 2013/14 school year.
- As the above annualised payments are in the nature of a pensionable allowance (and are not amenable to current "buy-out" arrangements) the following arrangements shall apply:
 - A gross additional payment equivalent to the 2011 lower payment rate paid for supervision and substitution will be included in the common basic scale for teachers. This will be included in two moieties with half included in the school year 2016/17 and the second half included in the school year 2017/18.

Such payments to be considered in any future pay negotiation arrangements in respect of teachers. The duties continue to be performed indefinitely.

POSTS OF RESPONSIBILITY IN SCHOOLS

In the context of the ongoing moratorium on filling posts of responsibility in schools, the alleviation arrangements which previously applied will be operated on an annual basis for the duration of this agreement.

FIXED –TERM/ PART-TIME EMPLOYMENT IN TEACHING

An Expert Group will be established to consider and report on the level of fixed-term and part-time employment in teaching, having regard to the importance for teachers of employment stability and security and taking account of system and school needs and Teaching Council registration requirements.

This group will as a first task report on reducing the qualification period for the granting of a CID from 4 years to 3 years to take effect for the 2014/15 school year. Arrangements will be made in relation to those entering their fourth year in September 2013 with a view to the early application to them of this provision.

SUPPLEMENTARY PANEL ARRANGEMENTS FOR REDEPLOYMENT OF POST-PRIMARY TEACHERS

In the context of the implementation of the agreement, a supplementary panel will be established for teachers who have had sustained periods of employment with more than one school/VEC over an extended period of time. Inclusion on this panel will attract no remuneration entitlements. The general principles to underpin this new scheme will include the designation of certain permanent vacancies to be filled from this panel having taken account of, *inter alia*, those permanent vacancies requiring to be filled by pre-existing panel arrangements, the awarding of CIDs, and the allocation of additional hours to existing CID holders. On the commencement of this agreement, discussions will be held between the parties in relation to the detailed implementation of these arrangements, with a view to their introduction for the school year 2014/15. Provision will also be made for a review of these arrangements following their operation for a period to be agreed between the parties.

NEW ENTRANT SALARY SCALES

In order to address the imbalance between those who entered the public service since 2011 and those who entered before that date, revised incremental salary scales shall be prepared for same grade entrants to each public service sector as necessary to incorporate the revision of salary scales introduced by Government Decision in January 2011.

The proposed revised scales for teachers are:

Point	1/1/2011* Existing Scale	1/1/2011* Proposed Revised scale	1/2/2012 Existing Scale	1/2/2012 Proposed Revised scale
1	27,814	27,814	30,702	30,702
2	28,775	28,775	32,198	33,168
3	29,737	30,702	33,168	33,950
4	30,702	31,924	34,136	36,576
5	32,198	33,168	36,576	37,795
6	33,168	34,136	37,795	39,251
7	34,136	36,576	39,251	40,700

8	36,576	37,795	40,700	42,160
9	37,795	39,251	42,160	43,380
10	39,251	40,700	43,380	44,996
11	40,700	42,160	44,996	44,996
12	42,160	43,380	44,996	44,996
13	43,380	44,996	44,996	47,225
14	44,996	44,996	47,225	47,225
15	44,996	44,996	47,225	47,225
16	44,996	47,225	47,225	47,225
17	47,225	47,225	47,225	50,170
18	47,225	47,225	50,170	50,170
19	47,225	47,225	50,170	50,170
20	47,225	50,170	50,170	50,170
21	50,170	50,170	50,170	53,423
22	50,170	50,170	53,423	53,423
23	50,170	53,423		53,423
24	50,170	54,339		58,765
25	53,423	55,514		59,940

* Qualification allowances would continue to be paid to this cohort of teachers as appropriate.

(2) COLLECTIVE AGREEMENT FOR ACADEMIC STAFF IN INSTITUTES OF TECHNOLOGY

HIGHER REMUNERATION AND INCREMENTS

The revised arrangements shall apply.

FIXED –TERM/ PART-TIME EMPLOYMENT IN LECTURING

An Expert Group will be established to consider and report on the level of fixed-term and part-time employment in lecturing, having regard to the importance for lecturers of employment stability and security and taking account of system and Institute needs.

This group will as a first task report on reducing the qualification period for the granting of a CID from 4 years to 3 years to take effect for the 2014/15 academic year. Arrangements will be made in relation to those entering their fourth year in September 2013 with a view to the early application to them of this provision.

HOURLY PAID ASSISTANT/ ASSOCIATE LECTURERS

The parties will put in place a process for the phased conversion of Hourly Paid Assistant/Associate Lecturers to pro-rata Assistant Lecturers. This process will in the first instance establish and agree those

posts which are appropriate to be converted and thereafter, such posts will be converted over a period of 3 years commencing in or before the academic year 2014/15. A person converted will be assimilated to the Assistant Lecturer payscale on the point nearest to and not below his/her current rate from the date of conversion.

In the context of the above process the provisions of Circular 93/2007 will apply to Hourly Paid Assistant/Associate Lecturers.

ACADEMIC STAFF – ADDITIONAL HOURS

Academic staff will work an additional 78 hours per annum. This will be applied towards evening weighting (which will be reduced from 1.5 to 1.25) and church holidays.

EXAM PAYMENTS - ALL ACADEMIC STAFF

Effective from 1st July 2013, the examination marking fee will be reduced to 75% of current rates.

NEW ENTRANT SALARY SCALES

In order to address the imbalance between those who entered the public service since 2011 and those who entered before that date, revised incremental salary scales shall be prepared for same grade entrants to each public service sector as necessary to incorporate the revision of salary scales introduced by Government Decision in January 2011.

(3) COLLECTIVE AGREEMENT FOR ACADEMIC STAFF IN UNIVERSITIES AND OTHER THIRD LEVEL COLLEGES

HIGHER REMUNERATION AND INCREMENTS

The revised arrangements shall apply.

FIXED –TERM/ PART-TIME EMPLOYMENT IN LECTURING

An Expert Group will be established to consider and report on the level of fixed-term and part-time employment in lecturing, having regard to the importance for lecturers of employment stability and security and taking account of system and institution needs.

This group will as a first task report on reducing the qualification period for the granting of a CID from 4 years to 3 years to take effect for the 2014/15 academic year. Arrangements will be made in relation to those entering their fourth year in September 2013 with a view to the early application to them of this provision.

ACADEMIC STAFF – ADDITIONAL HOURS

Academic staff will work an additional 78 hours per annum. This additional time will be deployed through Workload Allocation Models to maximise savings and productivity.

EXAM PAYMENTS - ALL ACADEMIC STAFF

Effective from 1st July 2013, the examination marking fee will be reduced to 75% of current rates.

NEW ENTRANT SALARY SCALES

In order to address the imbalance between those who entered the public service since 2011 and those who entered before that date, revised incremental salary scales shall be prepared for same grade entrants to each public service sector as necessary to incorporate the revision of salary scales introduced by Government Decision in January 2011.

FLEXIBILITY (LIBRARY/ADMINISTRATIVE STAFF)

The agreement in relation to flexible working arrangements will apply to those Librarians and Administrative Staff who currently have access to these arrangements.

(4) ADULT EDUCATION TUTORS

Issues in relation to contracts for Adult Education Tutors have been raised. On the commencement of this agreement, the parties will meet under the auspices of the LRC with the objective of examining these issues.

(5) SPECIAL NEEDS ASSISTANTS

Hours

Under the terms of the *Public Service Agreement 2010-2014*, discussions took place that led to agreement on changed attendance arrangements for Special Needs Assistants (SNAs) that give schools the option of an additional two hours working time per week from each Special Needs Assistant. Under the terms of the new proposals from the Labour Relations Commission on increased working hours in the public service, the available requirements in schools for additional hours for SNAs is quite limited. Given issues such as the duration of the school day and operation hours, and the specific availability of individual SNAs the details of the utilisation of any additional requirements should be the subject of further discussions.

These new attendance arrangements, allied to the provisions outlined in the above paragraph should be the subject of a review by the LRC in advance of the 2013/2014 school year, involving the Department of Education and Skills and IMPACT/SIPTU, in order to assess if the additional hours are being utilised in the most effective and appropriate manner and in order to achieve agreement on any changes deemed necessary in terms of the arrangement agreed for teachers.

This will constitute the liability on Special Needs Assistants in respect of working hours for the purposes of this extension to the Public Service Agreement.

Labour Court Recommendation 20308

SUPPLEMENTARY ASSIGNMENT ARRANGEMENTS FOR SNAs

- Having regard to the terms of Labour Court Recommendation 20308, the following terms shall apply to current SNAs who are notified that they are to be made redundant.
- The purpose of this scheme is to absorb surplus SNAs by means of reassignment within the School/VEC in the first instance, then to facilitate surplus SNAs in filling similar alternative posts that may become available in other schools/VECs.
- An SNA who is notified that they are to be made redundant shall be placed on a supplementary assignment panel. Likewise an SNA who remains on the panel for a full school year without being placed in employment should have the option of claiming a redundancy payment in line with the present arrangement.
- SNAs on the supplementary assignment panel will not be remunerated after the date on which they become surplus.
- Where a vacancy arises or where a new post is created it will first be offered to those on the panel in order of seniority, subject to suitability.
- The appropriate redeployment distance in the Education sector will apply to reassignments made under these arrangements. The parties shall engage on the application of these arrangements.
- SNAs assigned under these arrangements will carry forward their prior service, and this service will be reckonable in their new employment for seniority-based selection for surplus declaration and for the purposes of calculating redundancy payments.
- A Supplementary Assignment Manager will be appointed to oversee implementation of the arrangements.
- Any permanent vacancies must be notified by the schools to the Supplementary Assignment Manager before they can be filled.
- As an alternative to being reassigned under these arrangements, an SNA who is displaced or who is unable to accept the offer of an alternative placement may opt to be made redundant in line with prevailing redundancy arrangements.
- In the context of these arrangements being put in place, the redundancy scheme for SNAs set out in CL 58/2006 shall apply.

APPENDIX 6: COLLECTIVE AGREEMENTS IN THE LOCAL AUTHORITY SECTOR

1. Outdoor Staff

The Parties engaged in intensive discussions at the LRC in order to identify alternative means to achieve savings required by Government. The parties are satisfied that agreement to develop and implement revised workplace structures for outdoor staff in local authorities together with the other measures set out below will achieve those savings. The Parties recognised however that achieving the full effect of those savings will take some time. The Parties have therefore agreed the following pathway which will address the challenges in 2013 and lead to full achievement of required savings in early 2014. The means to achieve the saving in local authorities contained in this agreement facilitate the following arrangements in respect of overtime and Sunday premium.

- From 1st July 2013 an hour of overtime worked each week will be unpaid. This measure will apply until 31st March 2014 only.
- The Sunday premium will be unaffected.

The Commission is satisfied that the measures outlined above when combined with a range of other measures discussed during the period of negotiations such as;

- Co-operation with the Irish Water Programme,
- The implementation of innovative labour activation measures, and,
- The development and implementation of revised workplace structures for outdoor staff in local authorities designed to deliver the most efficient and effective service (detailed consultation will take place at workplace level in order to maximise the potential of this initiative);

will result in the required savings being achieved in the sector.

2. IMPACT Grades

Regularisation of long-term actors

Preliminary discussions have commenced between the parties to examine the regularisation of long term acting positions in the context of work-force planning. The Parties re-iterate their commitment to bring this issue to conclusion as part of the work-force planning process.

Pay Measures

The following pay measures will apply, in addition to central measures in relation to higher pay and increments

- Sunday Premium: maintain at double time.

Overtime

Overtime arrangements are revised as follows:

- a) For those on salaries of up to €35,000 (inclusive of allowances in the nature of pay), overtime will be paid at time and a half at the first point of the appropriate scale. This formula will not apply to any scale where this provision would result in overtime being paid at less than time at any point on the scale. In the case of such scales, the formula set out in (b) below will apply.
- b) For those on salaries (inclusive of allowances in the nature of pay) of €35,000 or greater, overtime will be paid at the rate of time and a quarter at the individual's scale point.
- c) Divisors for the calculation of overtime will be adjusted to take account of any additional hours provided for above.

Flexible Working Arrangements (Flexitime)

The parties agree that management has the responsibility and the right to actively manage flexible working arrangements. This will help to build on the work done to date in reviewing and revising work practices to ensure that, in a context of reduced resources and numbers, as well as additional working hours, the Public Service will continue to provide the required level of service to the public and to contribute to economic recovery.

While the rationale for this flexibility is acknowledged, it is now necessary to update the arrangements to better reflect the current needs of organisations, in the context of falling numbers in the public service, changing demands in terms of services to the public and the additional working hours under this agreement. In this context, it may be necessary to amend the core time bands to reflect the extended hours of working and to meet business needs following local consultations. Flexible Working Arrangements (FWA) are only possible so long as they support and enhance efficient operation. In particular, all areas must always be appropriately staffed during the working-day, including lunch breaks; all arrangements must ensure that this is consistently the case.

The current FWA arrangements will continue to apply subject to the following amendments:

- FWA will continue to be available for staff up to Grade 7 and equivalent.
- FWA will not apply to staff at SEO and equivalent except for those who already have this arrangement.
- With effect from 1st July 2014, the maximum amount of flexi leave allowed in any flexi period is one day.
- No change is proposed to the existing terms with regard to the amount or the use of hours to be carried over.

Implementation of additional hours

Management confirms that implementation will take place in accordance with the terms of paragraph 2.5 of these proposals.

Flexible attendance patterns

The current work sharing arrangements as set out in various Departmental Circulars will continue to apply.

CORU

Management reaffirms its commitment to pay the CORU registration fee of €100. Staff that are required by local authorities to register with CORU must do so. The registration fee is confirmed at €100 to end 2016.

The above arrangements will also apply to engineering and cognate grades represented by **SIPTU/LAPO**.

APPENDIX 7: PROPOSALS FOR COLLECTIVE AGREEMENTS IN THE HEALTH SECTOR

(1) Developments following engagement at LRC regarding Medical Grades

The background to this outline includes understanding of the shape of planned legislation and specifically the provision that such legislation will not apply where a collective agreement exists.

Based on a collective agreement being finalised with the Irish Medical Organisation representing medical doctors in the public health system, the following is the position on all matters which have been dealt with as part of the current LRC process. The provisions that follow, if accepted, will form an amendment to the *Public Service Agreement 2010-2014* which will now be extended until June 2016. The developments on pay and related matters which arose during engagements at the Commission in recent weeks now form part of this Agreement.

Pay Measures

The following pay measures will apply, in addition to any central measures in relation to higher pay and increments:

- **Overtime (Monday-Saturday)**

For those on salaries of up to €35,000 (inclusive of allowances in the nature of pay), overtime will be paid at time and a half at the first point of the appropriate scale;

For those on salaries (inclusive of allowances in the nature of pay) of €35,000 or greater, overtime will be paid at the rate of time and a quarter at the individual's scale point.

- **Sundays & Public Holiday Payment**

All hours worked on Sundays and public holidays will continue to attract payment at double time.

- **New entrant consultants**

Regard will be had by the Minister for Public Expenditure and Reform, in the application of the further reduction under the legislation to be enacted by the Oireachtas in respect of remuneration over €65,000 p.a., to the exceptional circumstances that relate to the 30% reduction in salary applied to new entrant consultants from October 2012, and the substantial inequity that would thereby arise.

Working Week

The contracted weekly hours of NCHDs will continue 39 hours gross (37 net). The divisor for the calculation of overtime will be 39.

Achievement of compliance with EWTB

A range of savings have been identified arising from EWTB implementation for NCHDs in 2013. These will support the transition to full EWTB compliance by the target date of end-2014 as identified by management. The savings rely on changes to NCHD rosters and work patterns, implementation of the National Standards for reducing NCHD hours, in line with the interim deadlines for the staged

implementation of EWTD submitted to the European Commission, greater use of Consultant teams, introduction of electronic rostering and time-recording systems and task reallocation while ensuring protected training time.

Management is committed to the introduction as soon as possible on all hospital sites of electronic systems for the recording of NCHD hours and will ensure that NCHDs are paid for all approved overtime hours worked in line with NCHD Contract 2010.

Noting the above, the IMO confirms its full co-operation with the ongoing EWTD implementation process.

Medical/Nursing interface

A joint site-based review is currently taking place to assess the potential for task transfer of four specified tasks from NCHDs to nurses/Midwives. Management have agreed to revert to the LRC on or about 29th May 2013 for further discussions with the IMO and nursing unions in relation to how savings can be applied. For clarity – any savings agreed as accruing from this initiative will be applied to the terms and conditions of the members of the relevant Unions. The IMO, INMO and SIPTU nursing have agreed that the transfer of any further identified and agreed duties will be measured separately for savings. As above any resulting savings will be applied to the terms and conditions of the members of the relevant unions through negotiations.

Retention of graduates of Irish Medical Schools

The parties have committed to review the current Public Health & Community Medicine, NCHD and Consultant career structure with the aim of further developing the career and training pathways from Intern to Consultant / Specialist level. This will take account of service needs, training and service posts, the health reform programme, the urgent requirement to reduce NCHD working hours and developments in relation to EU legislation. The overall objective is the retention of graduates of Irish Medical Schools within the public health system and the attraction back to Ireland of such graduates - where they have left previously. The Management side and the IMO will begin the process by June 2013.

Education Allowance

There will be immediate engagement between the parties in relation to administration of the education allowance for NCHDs, to include in particular a focus on an appropriate level of choice for the doctor in relation to the educational activities pursued and HSE funded.

Redeployment

The guideline redeployment distance will continue to be 45 km from the current work location or the home address, whichever is the shorter commute. Regard will also be had to reasonable commute time (i.e. as per the Public Service Agreement 2010-2014).

(2) LRC Outline of potential for agreement in Nursing

The background to this outline includes understandings of the shape of planned legislation and specifically the provision that such legislation will not apply where a collective agreement exists.

Based on a collective agreement being finalised with the unions representing nurses and midwives in the public health system, the following is the available position on all matters which have been dealt with as part of the current LRC process. The provisions that follow if accepted will form an amendment to the PSA 2010-2014 which will now be extended until June 2016. The developments on pay and related matters

which arose during engagements at the Commission in recent weeks now form part of this agreement.

General and Nursing specific provisions are set out below:

The guideline redeployment distance will continue to be 45km from the current work location or of the home address, whichever is the shorter commute. Regard will also be had to reasonable daily commute time (i.e. as per the PSA).

Flexibility in attendance arrangements is a feature of nursing and midwifery service delivery and contributes to efficient and effective business performance while enabling staff to balance work and personal life requirements. Management do not propose to review these arrangements at the current time for nursing and midwifery personnel. However, as is currently the case, management reserves the right, on reasonable business grounds and with reasonable notice, to require a person to vary their work-sharing arrangements, or to (require) a person to resume full time work. No change from current practice in these regards is being sought as part of a collective agreement at this time.

In the follow up to the Government's allowances review, management will follow the agreed industrial relations procedures (i.e. LRC and Labour Court) should any issue arise in the nursing/midwifery area.

The HSE will observe all legal provisions relating to part time workers.

1. Additional Hours

1.1 The standard working week for nurses and midwives will be 39 hours per week with effect from 1st July 2013. Discussions will commence immediately on how to measure all time worked by nurses and Midwives to ensure all attendance hours are captured.

1.2 The entirety of this agreement and the Public Service Agreements generally will be the subject of joint review at the end of this agreement.

1.3 The actual implementation of these proposals will require detailed consultation at workplace level in order to maximise the capacity to accommodate issues for affected individuals.

1.4 The relevant service manager/s can seek to have maximum flexibility to deploy and assign staff resources to meet service needs, in accordance with measures set out in Chapter 2 :2.9 (12,13,14) and 2.13 – 2.21 of the Public Service Agreement.

1.5 Management will allow persons to opt to remain on their current hours with appropriate pay adjustments.

At a general level, the following are among the ways in which additional hours may be used:

- To compensate for reductions in staff numbers
- To replace agency staffing
- To replace overtime working
- To extend the working week to 8.00am to 8.00pm Monday to Saturday, as appropriate to a particular service
- To increase productivity
- To allow lunchtime opening where this would enhance service to the public
- To enable extended opening hours, e.g. for clinics
- "Banking" of additional hours for application in different ways

- To enable redeployment in line with the health service reform programme including establishment of hospital group structures, expansion of primary care and other service reform measures.

For an individual nurse or midwife the following are expected to be the main effects:

- Revision of rosters.
- Longer shifts where necessary/appropriate.
- Longer working day.
- Focused working of additional hours at peak periods or to provide additional cover

Normal consultation procedures will apply, as set out in 1:3 and 1:4 above.

2. Pay Measures

The following pay measures will apply, in addition to any central measures in relation to higher pay and increments:

- Sunday Premium and public holiday: maintain at double time, including when overtime is worked on Sunday or Public Holiday and Saturday as currently applicable.

3. Overtime

For those on salaries of up to €35,000 (inclusive of allowances in the nature of pay), overtime will be paid at time and a half at the first point of the appropriate scale.

For those on salaries (inclusive of allowances in the nature of pay) of €35,000 or greater, overtime will be paid at the rate of time and a quarter at the individual's scale point.

Divisors for the calculation of overtime will be adjusted to take account of any additional hours provided for above.

4. Nursing Medical interface

A joint site based review is currently taking place to assess the potential for task transfer of four specified tasks from NCHDs to nurses/Midwives.

Management have agreed to revert to the LRC on or about 29th May 2013 for further discussions with the nursing unions and the IMO in relation to how (any such) savings can be applied. For clarity – any savings agreed as accruing from this initiative will be applied to the terms and conditions of the members of the relevant Unions. The INMO and SIPTU Nursing have highlighted the restoration of twilight payments as a priority in this regard. INMO and SIPTU nursing and IMO have agreed, that the transfer of any further identified and agreed duties will be measured separately for savings. As above any resulting savings will be applied to the terms and conditions of the members of the relevant unions.

5. Other Health Sector issues

- The management agree to restore the Senior Staff Nurse grade in the manner it originally operated with effect from the operative date of this agreement, i.e. on that date all currently eligible nurses will be appointed – appointments will thereafter be made on 5th November annually.

- That the original LRC document dealing with the regularisation of acting should be amended to include all staff who meet the relevant criteria, i.e. the salary cap set out in the original document does not now apply and effective date for calculating service is 31.12.12, all the other aspects of the original document do apply. The amended document should then be implemented as an agreement between the parties to this agreement. This proposal is made in the context of the conclusion of this Public Service agreement on the basis that the agreement facilitates its implementation in a cost neutral manner.
 - That the draft circular in relation to standardisation of annual leave for new entrants and promotees should not issue at this time and any such issues should be dealt with in the course of engagements planned around the structure of the Health Service generally.
 - That the HSE will issue a new circular setting out that concession days should be re-structured in a standard way across the system, i.e. that the arrangements applying to clerical/admin grades will be extended to individuals in other grades who have been in receipt of this heretofore and who had it removed by the issuance of the recent circular.
 - The arrangements with regard to immunisation days in lieu for PHN grades will continue to apply as heretofore.
 - That the HSE should prioritise resources to maximise non-medical and nursing training with particular regard to statutory requirements, Health and Safety and the academic study scheme.
 - Nursing Management structures: the parties reaffirm their commitment and immediate focus on the LRC process relating to national nursing /midwifery management structures.
6. The parties agree the implementation of a **Graduate Nurse Programme** to take effect from the operative date of this agreement. That programme to have the following characteristics:
- A two year programme.
 - Rate of pay to be 85% of the first point of the January 2011 staff nurse scale, progressing to 90% of same in year two of participation.
 - Educational component to be to Certificate level.
 - Any appointment to the programme will not affect the ECF in the Health Service.
 - Any subsequent appointment following completion of the graduate programme will be to the third point of the staff nurse scale.
 - Hours of work will be the same as standard working hours in place at the time for nurses.
 - In the event that parties agree a review of any final agreement reached the operation of this programme will be reviewed at that time also.
 - At the point of agreement the current scheme will cease and all incumbents of the current scheme will migrate at that time to this programme.

(3) SIPTU Principles of Collective Agreement

Intern Scheme for Health Support Staff

- The parties have agreed that an Intern Scheme for Health Support Staff will be established.
- Under the scheme 1,000 Intern places will be provided for Health Care Assistants, Multi-Task Attendants and Support Grades.

- Intern places under the scheme will be of two years duration.
- Interns under the scheme will be recruited at 85% of the first point of Band 3 salary in year 1 and progressing to 90% of that point in year 2.
- Interns recruited under the scheme will be utilised towards reducing the expenditure on overtime and agency costs in the health sector.
- Interns will be supported in attaining an appropriate qualification to FETAC Level V.
- Interns if appointed to the Health Service following completion of the internship will be appointed to point 3 of the appropriate salary scale.
- Hours of work will be the same as standard hours of work for Health Support staff.
- The scheme will be reviewed as part of any review agreed of the overall agreement.
- Any appointment made under the scheme will not affect the ECF in the Health Service.

Double Time Payments

- The double time payment where currently applied will remain unchanged.

Roster

- For existing SIPTU grades who have a liability to be rostered for duty from 8pm to 12am the current arrangements will continue.

Overtime

- For those grades currently with a working week of 39 hours per week, an hour of overtime worked each week will be unpaid. This arrangement will cease on 31st March 2014.

National Ambulance Service

- It is noted that discussions between the HSE and SIPTU with regard to National Ambulance Service reforms are ongoing. The parties are committed to the continuance of this process which will include an exploration of the possibilities for the introduction of an annualised hours system of attendance for National Ambulance Service grades.

(4) Additional agreement for IMPACT Grades

Regularisation of long-term actors

Management commits to the implementation as a priority, but no later than 1st October 2013, of the LRC proposals as amended by agreement in February 2013.

Sleepovers

The parties commit to completing the process currently under way under the auspices of the LRC no later than 31st December 2013.

Pay Measures

The following pay measures will apply, in addition to central measures in relation to higher pay and increments:

- Sunday Premium: maintain at double time.
- Twilight: Cessation with effect from 1st July 2013 in respect of hours worked between 6pm and 8pm
- For existing Impact grades who have a liability to be rostered for duty from 8pm to 12am, the current arrangements will continue.

Overtime

Overtime arrangements are revised as follows:

- a) For those on salaries of up to €35,000 (inclusive of allowances in the nature of pay), overtime will be paid at time and a half at the first point of the appropriate scale. This formula will not apply to any scale where this provision would result in overtime being paid at less than time at any point on the scale. In the case of such scales, the formula set out in (b) below will apply.
- b) For those on salaries (inclusive of allowances in the nature of pay) of €35,000 or greater, overtime will be paid at the rate of time and a quarter at the individual's scale point.
- c) For those grades currently with a working week of 39 hours per week, an hour of overtime worked each week will be unpaid. This arrangement will cease on 31st March 2014.
- d) Divisors for the calculation of overtime will be adjusted to take account of any additional hours provided for above.

Flexible Working Arrangements (Flexitime)

The parties agree that management has the responsibility and the right to actively manage flexible working arrangements. This will help to build on the work done to date in reviewing and revising work practices to ensure that, in a context of reduced resources and numbers, as well as additional working hours, the Public Service will continue to provide the required level of service to the public and to contribute to economic recovery.

While the rationale for this flexibility is acknowledged, it is now necessary to update the arrangements to better reflect the current needs of organisations, in the context of falling numbers in the public service, changing demands in terms of services to the public and the additional working hours under this agreement. In this context, it may be necessary to amend the core time bands to reflect the extended hours of working and to meet business needs following local consultations. Flexible Working Arrangements (FWA) are only possible so long as they support and enhance efficient operation. In particular, all areas must always be appropriately staffed during the working-day, including lunch breaks; all arrangements must ensure that this is consistently the case.

The current FWA arrangements will continue to apply subject to the following amendments:

- FWA will continue to be available for staff up to Grade 7.
- FWA will not apply to staff at Grade 8 except for those who already have this arrangement.
- With effect from 1st July 2014, the maximum amount of flexi leave allowed in any flexi period is one day.
- No change is proposed to the existing terms of the Flexitime Agreements with regard to the amount or the use of hours to be carried over.

- Intern places under the scheme will be of two years duration.
- Interns under the scheme will be recruited at 85% of the first point of Band 3 salary in year 1 and progressing to 90% of that point in year 2.
- Interns recruited under the scheme will be utilised towards reducing the expenditure on overtime and agency costs in the health sector.
- Interns will be supported in attaining an appropriate qualification to FETAC Level V.
- Interns if appointed to the Health Service following completion of the internship will be appointed to point 3 of the appropriate salary scale.
- Hours of work will be the same as standard hours of work for Health Support staff.
- The scheme will be reviewed as part of any review agreed of the overall agreement.
- Any appointment made under the scheme will not affect the ECF in the Health Service.

Double Time Payments

- The double time payment where currently applied will remain unchanged.

Roster

- For existing SIPTU grades who have a liability to be rostered for duty from 8pm to 12am the current arrangements will continue.

Overtime

- For those grades currently with a working week of 39 hours per week, an hour of overtime worked each week will be unpaid. This arrangement will cease on 31st March 2014.

National Ambulance Service

- It is noted that discussions between the HSE and SIPTU with regard to National Ambulance Service reforms are ongoing. The parties are committed to the continuance of this process which will include an exploration of the possibilities for the introduction of an annualised hours system of attendance for National Ambulance Service grades.

(4) Additional agreement for IMPACT Grades

Regularisation of long-term actors

Management commits to the implementation as a priority, but no later than 1st October 2013, of the LRC proposals as amended by agreement in February 2013.

Sleepovers

The parties commit to completing the process currently under way under the auspices of the LRC no later than 31st December 2013.

Five over Six Day Working

During the currency of the agreement the MLSA and the HSE will discuss and agree 5 over 6 day working in the context of the developments of medical laboratory services, in particular the development of core automated laboratories. Discussions will include loss of earnings in line with LCR 19995.

On-call/call-out rates for new entrants

The reduced rates that have applied to new entrants since early 2011 will be addressed in the context of the revised incremental scales to be prepared under clause 2.29 of the LRC's proposals of 25th February 2013.

APPENDIX 8: CRAFT GROUP AGREEMENT

1. A forum will be established to articulate a workplace planning initiative between the parties. The forum will identify ways to address manpower requirements by reference to up-skilling and apprenticeship potential in addressing successive appointments in the sectors.
2. From 1st July, 2013 an hour of overtime worked each week will be unpaid. This measure will apply until 31st March, 2014 only.
3. The double time premium pay for on-call will be maintained as currently applicable
4. Effective from 1st July 2013 and for the duration of this agreement, the tool allowance will be reduced to 80% of the current rate.
5. Annual leave for Craftworkers will be standardised at 25 days per annum, inclusive of Good Friday. If, however, required by management, Good Friday will be worked as a normal day and no premium pay will apply for working the day. Another annual leave day will be allowed instead as part of the 25 day allowance.

APPENDIX 9: IMPLEMENTATION OF ADDITIONAL HOURS FOR CERTAIN GRADES

On a personal to holder basis, increases in working hours will be limited to two hours and fifteen minutes per week subject to the following:

- This arrangement will only apply in the cases of these specific grades/workers referred to below above that grade, or on recruitment or promotion, a standard working week of 37 hours will apply.
- A minimum working week of 35 hours will apply. Pro-rata arrangements will apply for job sharer and part time staff.
- In the case of public servants covered by LCR 20366 the additional hours to be given will be inclusive of any additional time given as from 1st March in accordance with LCR 20366.
- The divisor for overtime calculations will be based on 37 hours effective from 1st July 2013
- Overtime will not be payable until 37 hours are worked and exceeded effective from 1st July 2013.

This arrangement will be reviewed before the end of the Agreement.

Where any mergers or restructuring of organisations arise, the issue of working hours should be addressed in direct discussions between the parties and failing agreement be referred for a final determination in accordance with the procedures of the Public Service Agreement and LCR 20366 and in good time to allow them to commence operation on standard terms and conditions of employment.

This phased arrangement will apply to the following grades/workers:

- IMPACT grades up to and including Grade VII and equivalents.
- SIPTU Library and Admin staff in the University sector
- Staff transferred in the civil service in 2010 from the health sector.

DRAFT AMENDED CONCILIATION AND ARBITRATION SCHEME FOR THE CIVIL SERVICE

PART I: GENERAL

PRELIMINARY

1. The purpose of this scheme of conciliation and arbitration is to provide means acceptable both to the State and to its employees for dealing with claims and proposals relating to the conditions of service of civil servants and to secure the fullest co-operation between the State, as employer, and civil servants, as employees, for the better discharge of public business.
2. The existence of this scheme does not imply that the Government have surrendered or can surrender their liberty of action in the exercise of their constitutional authority and the discharge of their responsibilities in the public interest.
3. The conditions governing the operation of the General Council, the Departmental Councils, facilitation, arbitration and the procedure for dealing with claims are set out in the succeeding Parts of this scheme.
4. Except as otherwise indicated "Minister" where it appears in this scheme means "Minister for Finance".

SCOPE OF SCHEME

5. (1) The scheme comprehends all civil servants (other than industrial civil servants) serving in grades the normal maximum pay of which is less than the normal maximum of the salary scale of the general service grade of Assistant Secretary.
- (2) (a) Civil servants who are not comprehended by the scheme will not be eligible to take any part on behalf of the staff in operating it.

- (b) All grades comprehended by the scheme at the level of Principal Officer (Standard Scale) or above will not take any part on behalf of the Staff Side in operating it except in relation to claims or other matters solely affecting their own grade.
 - (c) A professional, scientific or technical officer who is the highest such officer of a Department or Office, or of a Section of a Department or Office, will not, even if comprehended by the scheme, take any part on behalf of the Staff Side in operating it except in relation to claims or other matters solely affecting his/her own grade.
 - (d) Civil servants serving from time to time in the posts or categories of posts specified in Part I of Appendix 1 to this scheme will not take any part on behalf of the staff side in operating the scheme at central or departmental level. Civil servants serving in grades referred to in Part II of Appendix 1 will not take any part on behalf of the staff side in operating the scheme at departmental level.
 - (e) The foregoing will not preclude any officer who is granted special leave from a Department to act as a whole-time official of a recognised union or staff association from participating fully in the scheme on behalf of the staff side.
- (3) The Chairperson of the General Council may, from time to time, in agreement with the staff side, amend Appendix 1 by specifying additional grades/posts or by deleting grades/posts already specified therein.

RECOGNITION OF UNIONS OR ASSOCIATIONS

6. (1) Only civil service unions and staff associations recognised by the Minister for the purpose of the scheme will be eligible to take part in the operation of the scheme. Recognition already granted before 1 November, 1993 to any union or staff association, in respect of grades comprehended by this scheme, shall, subject to the provisions of this scheme, and the conditions governing the grant of such recognition, continue in operation for purposes of this scheme. Before any other union or staff association can be recognised for the purpose of the scheme it must make application for recognition by the Minister.
- (2) Application for recognition must, in the case of a union or association representing a departmental grade serving in one Department only, be made through the Department in which the grade is serving. Application for recognition by unions or associations representing grades other than those mentioned should be made to the Department of Finance. The staff side of the General Council will be consulted before recognition is granted to any union or staff association.
- (3) Every application for recognition must be accompanied by a statement signed by the Chairperson and the executive officers of the union or association concerned that the union or association is not affiliated to or associated in any way with any political organisation.
- (4) Recognition will not be accorded to any union or staff association which is affiliated to, or associated in any way with, any political organisation. Recognition will immediately be withdrawn from a union or staff association which associates officially in any way with any such organisation, e.g. utilises the machinery of the association to collect subscriptions for such

political organisation. Before such withdrawal of recognition becomes effective the staff side of the General Council will be consulted.

- (5) Recognition will not be accorded to any union or staff association which does not hold a negotiation licence under the Trade Union Act, 1941. A union or staff association which has been granted recognition before 1 November 1993 and which does not hold a negotiation licence under the Act shall be expected to conform with the provisions of Section 14 of the Industrial Relations Act 1990.
- (6) When a union or association makes application for recognition it must submit copies of its rules, particulars of its membership and any other relevant information. If a union or staff association which has been recognised for the purposes of the scheme subsequently amends its constitution or rules, it shall immediately notify the Minister accordingly. If the Minister regards the amendment as substantial, the recognition granted will lapse and the Minister will inform the union or staff association to this effect. It will then be necessary for the union or staff association to make application for fresh recognition on the basis of its new constitution and rules.

LEAVE FOR STAFF REPRESENTATIVES

7. Staff representatives, if serving civil servants, will be allowed special leave with pay (a) to attend meetings of the General Council, of a Departmental Council or of any sub-committee set up by any such council including meetings under the Facilitator, provided that they are members of or secretaries to such councils or sub-committees, or (b) to appear as witnesses, as advocates or otherwise to give evidence before the Arbitration Board or Adjudicator.

EXPENSES

8. The official and staff sides, i.e. panels or unions or associations, as may be appropriate, will each be responsible for their own expenses and will bear half any common expenses.

DIRECT ACCESS TO DEPARTMENTS

9. Where reference of a subject to a Council would clearly be inappropriate, recognised unions and staff associations will not be precluded by the existence of the scheme from approaching Departments on the subject matter in question.

OUTSIDE ORGANISATIONS

10. Where civil service unions or staff associations are affiliated to an outside organisation, representations from that outside organisation on behalf of civil servants in respect of matters which could be dealt with through the scheme will not be entertained. This will not preclude discussions between the official side and the Irish Congress of Trade Unions with the agreement of the unions or associations concerned.

INDIVIDUAL OFFICERS

11. (1) An individual officer will continue to have the right to submit in writing through the normal channels any statement s/he may wish to make to the Head of his/her Department on any matter affecting his/her official position or, if appropriate, to pursue the matter through the Grievance Procedure or Disciplinary Code. Accordingly, claims affecting individual officers are excluded from the scope of the scheme, except in so far as such claims are specifically provided for.

(2) A claim affecting an individual officer (a) who constitutes a grade in himself/herself or (b) who, though s/he is the only officer serving in his/her grade, can be identified as belonging to a homogeneous group, will not be regarded as being excluded from the scheme by reason of being a claim affecting an individual officer.

APPROPRIATE COUNCILS FOR DISCUSSIONS

12. General service matters appropriate for discussion at the General Council may not be discussed at a Departmental Council nor may departmental matters appropriate for discussion at a Departmental Council be discussed at the General Council.

TERMINATION AND AMENDMENT OF SCHEME

13. (1) The agreement to operate the scheme shall continue in force unless and until it is terminated by six months notice given by the Minister or by the panel of staff representatives of the General Council.
- (2) Amendments to the scheme, or a review of the terms and operation of the scheme, may be proposed from time to time by either the Minister or the panel of staff representatives of the General Council.
- (3) If and when agreement is reached between the Minister and the said panel of staff representatives on an amendment to the scheme, such amendment shall be formally incorporated in the scheme by means of an addendum, the original of which shall bear the signatures of the Chairperson and the principal staff representative, for the time being, of the General Council.

PART II: GENERAL COUNCILCONSTITUTION

14. The Council will consist of:-

- (a) a Chairperson, nominated by the Minister, and not more than 7 other official representatives;
- (b) a principal staff representative and not more than 7 other staff representatives.

15. (1) A panel of staff representatives will be formed to which representatives of each recognised association

or union, or each group of such associations and/or unions, will be appointed on the following basis:

1 representative for each complete 500 members up to 1,000;

1 representative thereafter for each further complete 500 members or part thereof up to 2,000 members;

1 representative thereafter for each further 1,000 members or part thereof.

Exceptionally, the Veterinary Officers' Association will be entitled to one representative.

- (2) The staff representatives to attend meetings of the Council will be selected by the members of the panel and may be varied at such times and in such manner as the members may determine, including the selection of different representatives to attend different parts of a meeting.

16. The Council will have two secretaries, both to be serving civil servants, one of whom will be nominated by the official representatives and one by the staff representatives.

17. All members of the Council must be serving civil servants or whole-time officials of unions or staff associations recognised for purposes of the scheme.

18. The number of official representatives and of staff representatives to be appointed under sub-paragraph (2) of paragraph 15 preceding may exceptionally be increased by agreement between both sides.

PROCEDURE

19. Meetings will be held not less frequently than once every two months unless in any such period there is no subject for discussion when, by agreement between the official and staff side secretaries, it will be recorded that no meeting was

required. Not more than one meeting will be held in any month except by agreement between the Chairperson and the staff representatives.

20. Subject to the provision of paragraph 19 preceding all meetings will be summoned on the direction of the Chairperson jointly by the official and staff side secretaries, at the request of either official or staff representatives.

21. It will be open to the panel of staff representatives to request the placing of any matter which they believe to be within the province of the Council on the agenda for the next meeting of the Council. The question whether items so put forward come within the province of the Council will be a matter for the Chairperson to decide. Before any item is excluded, the Council will be given an opportunity of expressing its views as to whether it should be included or excluded.

22. The Minister may cause to be placed on the agenda of the General Council any matter on which s/he desires to obtain the views of the staff representatives provided the matter is among the subjects listed in paragraph 23 as appropriate for discussion by the Council, or, if it is not among the subjects so listed, that the Minister considers that it may appropriately be discussed by the Council.

SUBJECTS FOR DISCUSSION

23. The subjects appropriate for discussion by the General Council will be:-

- (a) Principles governing recruitment to general service grades and to professional, scientific and technical grades common to two or more Departments;
- (b) Claims for increase or decrease of pay of the civil service as a whole;
- (c) Claims relating to general service grades and to professional, scientific and technical grades common

- to two or more Departments in relation to
 - (i) pay and allowances whether in the nature of pay or otherwise, (ii) overtime rates, (iii) subsistence allowances, (iv) travelling, lodging and disturbance allowances, (v) removal expenses;
- (d) Principles governing remuneration and form of payment of additional remuneration, viz, whether by way of continuing allowance or periodic gratuity;
- (e) Hours of weekly attendance of general service grades;
- (f) Principles of promotion in the general service grades and in professional, scientific and technical grades which are common to two or more Departments;
- (g) Principles governing discipline;
- (h) Suggestions by the staff of general application for promoting efficiency in the civil service;
- (i) General considerations in regard to the grading of general service grades and of professional, scientific and technical grades common to two or more Departments; claims for grading of posts and blocks of work involving general service grades where the changes in grading involved would have service-wide implications;
- (j) Principles governing superannuation;
- (k) Principles governing the grant of annual, sick and special leave;
- (l) Claims relating to establishment of a proportion of unestablished general service civil servants and of professional, scientific and technical civil servants serving in two or more Departments;

- (m) Questions of doubt or difficulty in relation to the subjects appropriate for discussion at Departmental Councils;
- (n) Claims relating to compensation for loss of earnings where the claim refers to civil servants in more than one Department;
- (o) All matters listed above and in paragraph 42 in so far as they relate to the grades comprehended by Part II of Appendix 1.

24. The staff side may bring forward for discussion subjects not listed in paragraph 23 if the Minister agrees that they are appropriate for discussion by the Council.

25. Where any doubt has arisen as to the interpretation of a recommendation of the Council the matter may be re-submitted to the Council for clarification.

26. The Minister will cause to be brought before the Council prior to decision any proposals for changes in the remuneration of civil servants generally or of general service grades or of professional, scientific and technical grades common to two or more Departments.

27. The Minister will ascertain and give due weight to the views of the Council on proposals for legislation which, in the Minister's view, peculiarly affects the position of civil servants or any category of civil servants as distinct from the general public.

COUNCIL REPORTS

28. It will not be within the competence of the Council to make agreements binding on the Minister but the Council may make agreed recommendations or may, at the request of either side, record disagreement.

29. (1) At the request of either side, reports of discussions which take place at meetings of the General Council will be prepared and, on approval by the official and staff sides, signed by the secretaries of the Council. On signature the reports will be deemed to be agreed reports of the Council.

(2) Agreed reports of discussions which take place at meetings of the General Council will be submitted to the Minister and copies of each such report will be forwarded to the secretary of the staff side of the Council.

30. Decisions of the Minister on matters discussed at the General Council will be conveyed to the staff side secretary of the Council within three months of the adoption of Agreed Reports of the Council which contain agreed recommendations or within such longer period as the two sides may agree.

SUB-COMMITTEES

31. The Council may, if it considers such a course desirable, set up a sub-committee of official and staff representatives to consider and report to it on any subject which is appropriate for discussion by the Council.

CONFIDENTIALITY

32. The proceedings of the Council will be confidential and no statements concerning them will be issued except with the authority of the Council. Where an agreed report of the General Council contains an agreed recommendation, the Council will not authorise any publication of the relevant proceedings until the decision of the Minister has been conveyed on such agreed recommendation.

PART III: DEPARTMENTAL COUNCILSCONSTITUTION

33. A Departmental Council will be set up in each Department and will consist of:-

- (a) a Chairperson, nominated by the Minister having charge of the Department, and not more than three other official representatives who may include an officer of the Department of Finance.
- (b) a principal staff representative and not more than three other staff representatives.

34. (1) The number of representatives of each recognised union or association (i.e. each union or association recognised for the purpose of departmental representation and representing staff employed in the Department) to be appointed to a panel of staff representatives will be settled by agreement among such unions or associations or, failing agreement, by the panel of staff representatives attached to the General Council.

- (2) The staff representatives to attend meetings of the Council will be selected by the members of the panel and may be varied at such times and in such manner as the members may determine including the selection of different representatives to attend different parts of a meeting.

35. The staff representatives must be (a) civil servants serving in the Department who are members of grades represented by unions or associations recognised for the purpose of staff representation in the Department, or (b) whole-time officials of such unions or associations, or (c) subject on the occasion of each attendance to the consent of the Head of the officer's Department where it is proposed to

take special leave, part-time officials of such unions or associations serving in other Departments.

36. The Council will have two secretaries, one nominated by the official representatives and one by the staff representatives. The secretaries will be civil servants serving in the Department.

37. The number of official representatives and of staff representatives to be appointed under sub-paragraph (2) of paragraph 34 preceding may exceptionally be increased by agreement between both sides.

PROCEDURE

38. Meetings will be held not less frequently than once every two months unless in any such period there is no subject for discussion when, by agreement between the official and staff side secretaries, it will be recorded that no meeting was required. Not more than one meeting will be held in any month except by agreement between the Chairperson and the staff representatives.

39. Subject to the provisions of paragraph 38 preceding all meetings will be summoned on the direction of the Chairperson jointly by the official and staff side secretaries, at the request of either official or staff representatives.

40. It will be open to the panel of staff representatives to request the placing of any matter which they believe to be within the province of the Council on the agenda for the next meeting of the Council. The question whether items so put forward come within the province of the Council will be a matter for the Chairperson to decide. Before any item is excluded, the Council will be given an opportunity of expressing its views as to whether it should be excluded or included. In the event of disagreement the staff side may arrange with the panel of staff representatives of the General Council to have the matter entered on the agenda of the General Council.

41. The Minister in charge of a Department may cause to be placed on the agenda of a Departmental Council meeting any matter on which s/he desires to obtain the views of the staff representatives provided the matter is among the subjects listed in paragraph 42 as appropriate for discussion by the Council, or, if it is not among the subjects so listed, that the Minister (i.e. for Finance) agrees that it may be placed on the agenda.

SUBJECTS FOR DISCUSSION

42. The subjects appropriate for discussion by the Council will be:-

- (a) Principles governing recruitment to departmental grades;
- (b) Claims, relating to departmental grades only, in relation to (i) pay and allowances whether in the nature of pay or otherwise, (ii) overtime rates, (iii) subsistence allowances, (iv) travelling, lodging and disturbance allowances;
- (c) Allowances and claims for allowances of purely departmental application payable to general service grades and professional, scientific or technical grades;
- (d) Hours of weekly attendance of departmental grades and time-unit system of attendances;
- (e) Principles governing promotion of members of departmental grades;
- (f) Claims for grading of posts and blocks of work;
- (g) Accommodation and working conditions affecting the health and safety of the staff;
- (h) Annual leave of departmental grades;
- (i) Suggestions by the staff for promoting efficiency in the Department;

- (j) Acting appointments;
- (k) Claims relating to establishment of a proportion of unestablished departmental civil servants;
- (l) The application departmentally of general principles formulated at the General Council;
- (m) Principles affecting existing departmental disciplinary codes;
- (n) Claims of purely departmental application relating to compensation for loss of earnings.

43. Matters relating to the grades comprehended in Part II of Appendix 1 shall not be appropriate for discussion at a Departmental Council.

44. The staff side may bring forward for discussion subjects not listed in paragraph 42 if the Minister of the Department and the Minister for Finance agree that they are appropriate for discussion by the Council.

45. Where any doubt has arisen as to the interpretation of a recommendation of the Council the matter may be re-submitted to the Council for clarification.

COUNCIL REPORTS

46. It will not be within the competence of the Council to make binding agreements but the Council may make agreed recommendations or may, at the request of either side, record disagreement.

47. (1) At the request of either side reports of discussions which take place at meetings of a Departmental Council will be prepared and, on approval by the official and staff sides, be signed by the secretaries of the Council. On signature the reports will be deemed to be agreed reports of the Council.

- (2) Agreed reports of discussions which take place at a Departmental Council will be submitted to the Minister in charge of the Department, and through him/her to the Minister for Finance before a decision is announced, and copies of each such report will be forwarded to the secretary of the staff side of the Departmental Council.

48. The decisions of the appropriate Minister or Ministers on matters discussed by the Council will be conveyed to the staff side secretary of the Council within three months of the adoption of Agreed Reports of the Council which contain agreed recommendations or within such longer period as the two sides may agree.

49. The Minister for Finance will not reject the agreed recommendation of a Departmental Council without prior consultation on the part of representatives of his/her Department with the official side of the Departmental Council in question.

SUB-COMMITTEES

50. The Council may, if it considers such a course desirable, set up a sub-committee of official and staff representatives to consider and report to it on any subject which is appropriate for discussion by the Council.

CONFIDENTIALITY

51. The proceedings of the Council will be confidential and no statements concerning them will be issued except with the authority of the Council. Where an agreed report of a Departmental Council contains an agreed recommendation, the Council will not authorise any publication of the relevant proceedings until the decision of the appropriate Minister or Ministers has been conveyed on such agreed recommendation.

PART IV: FACILITATION

52. As an aid to the negotiation process, discussions at the Conciliation stage may be continued under a Facilitator should both sides so agree, where the matter under discussion is arbitrable, or at the request of either side, where the matter under discussion is not arbitrable or where there is doubt as to whether or not the matter is arbitrable.

53. The Facilitator shall be a person agreed by the Official Side and the Staff Side.

54. The Facilitator shall have the function of seeking to bring the two sides to an agreement.

55. If agreement does not prove possible, the Facilitator shall prepare a report recording the respective positions of both sides. The agreed report of the appropriate Council will include the Facilitator's report.

PART V: ARBITRATION

56. There will be two forms of arbitration - an Arbitration Board and an Adjudicator.

57. The Arbitration Board will be appointed by the Government and will consist of:-

- (a) a Chairperson;
- (b) a member nominated by the panel of staff representatives of the General Council;
- (c) a member nominated by the Government.

58. The Chairperson will, on the nomination of the Minister in agreement with the staff side of the General Council, be appointed by the Government. The Chairperson, and the other

members of the Board, will hold office for such term as may be fixed by the Government at the time of their appointment.

59. Whenever the Chairperson is, through ill-health or other cause, temporarily unable to perform the duties of his/her office, a Deputy Chairperson may be appointed by the Government on the nomination of the Minister in agreement with the staff side of the General Council to hold office during the period of absence of the Chairperson. The Deputy Chairperson will, while his/her appointment continues, have all the duties and powers of the Chairperson.

60. The nomination and appointment of the Adjudicator, including provision for a Deputy Adjudicator, will be on the same basis as for the Chairperson of the Arbitration Board, as set out in paragraphs 58 and 59.

61. Members of the Oireachtas or the European Parliament, persons serving in the civil service, and officials of trade unions or civil service staff organisations will be ineligible for appointment as Chairperson or Deputy Chairperson of the Arbitration Board. Members of the Oireachtas or the European Parliament will also be ineligible for appointment as Adjudicator or Deputy Adjudicator or as members of the Arbitration Board.

62. If, within a period of two months following the termination of a period of office of the Chairperson of the Arbitration Board, or the Adjudicator, a successor in office has not been appointed it shall be open to the Staff Side of the General Council or the Minister to approach the Chairperson of the Labour Court on the matter with a view to his/her having consulted with the Staff Side of the General Council and the Minister, putting forward a person for acceptance by the parties for the purposes of paragraphs 58 and 60.

63. The secretary to the Arbitration Board, who will also act as secretary to the Adjudicator, will be a serving civil servant and will be appointed by the Minister after

consultation with the Chairperson of the Board and the staff side of the General Council.

ARBITRABILITY OF CLAIMS

64. (1) Subject to the remaining sub-paragraphs of this paragraph, only such staff claims as are made on behalf of a grade or grades comprehended by the scheme and represented by a recognised union or staff association are appropriate for reference to arbitration.
- (2) A claim on behalf of a section of a grade may be regarded as appropriate for reference to arbitration where
- (a) (i) differentiation exists between the conditions of service (excluding duties) of such section and those common to the rest of the grade

or

 (ii) the duties of such section are superior in quality to the highest duties appropriate to the grade

or

 (iii) the Minister is satisfied that differentiation exists between the method of recruitment to the civil service of such section and that of the rest of the grade

and

 (iv) the claim arises out of such differentiation or of such superior duties;

or
 - (b) the claim concerns compensation for loss of earnings.

65. To be referable to the Arbitration Board or Adjudicator, a claim must (a) be arbitrable, (b) have been discussed at either the General Council or at a Departmental Council, as may be appropriate, and (c) have been the subject of either (i) recorded disagreement by the Council following such discussion or (ii) an agreed recommendation which has not been accepted by the Minister.

66. (1) Subject to the provisions of sub-paragraph (2) hereunder, the following claims relating to grades of civil servants will be arbitrable,

(a) claims for, or in regard to, the rates or the amount of (i) pay and allowances in the nature of pay or otherwise, (ii) overtime, (iii) total weekly hours of work, (iv) annual and sick leave, (v) subsistence allowances, (vi) travelling, lodging and disturbance allowances and removal expenses, (vii) compensation for loss of earnings;

(b) claims relating to grading of posts for individuals or a section of a grade where the basis of the claim is that the duties and responsibilities of the claimants are superior in quality to the highest duties appropriate to their present grade and are appropriate to the grading sought.

(2) Claims for the extension of children's allowances will not be arbitrable.

67. All arbitrable claims for revisions of pay or significant changes in other remuneration or conditions of civil servants, and any other claims involving significant extra expenditure shall, subject to the provisions of the scheme, be referable to the Arbitration Board. All other arbitrable claims will be referable to the Adjudicator save that any such claim may by agreement between the official side and the union or staff association concerned be referable to the Arbitration Board.

Claims coming under paragraph 66(1)(b) above shall be referable to the Adjudicator.

68. Where, in accordance with paragraph 65 preceding, a claim becomes referable to arbitration, the staff association recognised as representing the grade or grades of civil servants concerned or the Minister on his/her own initiative may request arbitration provided that, in the case of a claim to which sub-paragraph 65(c) (i) applies, the agreed report of the Council has been submitted to the Minister.

69. (1) Where the arbitrability of the claim is disputed, or where there is a dispute as to whether a claim should be heard by the Arbitration Board or the Adjudicator, the party making the claim will be so informed within one month of receipt of the statement of case by the Department of Finance and the grounds on which the matter at issue is disputed will be stated. The other party may then request that the question be determined in accordance with the provisions of sub-paragraph (2) of this paragraph and will set out the grounds on which it bases its position. The secretary to the Arbitration Board or to the Adjudicator, as the case may be, will be furnished with a factual statement, agreed beforehand between the parties, of the matter in dispute together with statements setting out the contentions of each party on the question.

(2) A dispute as to the arbitrability of a claim shall be determined in the following manner:-

- (a) where it is agreed by the official side and the union or staff association concerned that the claim, if deemed to be arbitrable, would be properly referable to the Adjudicator, the dispute will be determined by the Adjudicator;
- (b) in all other cases the dispute will be determined by the Arbitration Board.

- (3) A dispute as to whether an arbitrable claim should be referable to the Arbitration Board or the Adjudicator shall be determined by the Arbitration Board.
- (4) The determination of a dispute in accordance with the provision of sub-paragraphs (1), (2) and (3) of this paragraph shall be final.
- (5) In the event that the factual statement referred to in sub-paragraph (1) above is not agreed within two months of the date on which the party disputing arbitrability notified the other party that arbitrability was being disputed, it will be open to the side not disputing arbitrability to refer the matter to the Arbitration Board or Adjudicator as appropriate. The other side may, if it wishes, submit a counter-statement to the Arbitration Board or Adjudicator as appropriate.

PROCEDURE FOR DEALING WITH STAFF SIDE CLAIMS

70. Staff side claims will be transmitted by the secretary of the staff side to the secretary of the official side, General or Departmental Council as appropriate. Where a claim, if conceded, would involve extra expenditure an estimate of the annual cost of conceding the claim will be given, indicating the estimated ultimate annual cost where this differs from the estimated immediate annual cost.

71. Claims will be formally presented, and the official side's response given, at the appropriate Council. Where a claim is referred to a sub-committee of a council, presentation and/or response may, subject to the agreement of the official and staff sides, take place at the sub-committee.

72. Claims will be fully discussed in Council or sub-committee with a view to seeking agreement through negotiation.

73. The provisions of Part IV of the Scheme (Facilitation) will apply in the event that agreement is not reached between the parties at the Conciliation stage.

74. Where either side considers that a claim coming under paragraph 66(1)(b) above should be referred for examination and report by an expert body, both sides will co-operate fully in such examination which may be carried out either jointly or separately by an expert body selected by each side.

75. The detailed procedures for dealing with arbitrable claims for revisions of pay or significant changes in other remuneration or conditions are set out in Appendix 2 to this Scheme.

76. Where agreement is not reached on an arbitrable claim, the matter may be referred to the Arbitration Board or the Adjudicator, subject to the provisions of paragraphs 64 to 69 above.

CLAIMS REFERRED TO ARBITRATION

77. Where any claim is referable to arbitration the following arrangements will apply.

STATEMENT OF CASE

78. (1) Where arbitration is requested by a civil service union or staff association, that union or staff association will forward a statement of case, including proposed terms of reference, to the Department of Finance.

(2) Where the arbitrability of the claim is not disputed, the staff side statement of case will be transmitted to the secretary to the Arbitration Board or to the secretary to the Adjudicator, as appropriate, together with the official side's counterstatement and at the same time the secretary will be informed whether the Minister agrees with the terms of reference proposed by the claimants.

(Failing agreement, the respective statements of case will, subject to the provisions of this scheme and to the rules of procedure of the Arbitration Board or Adjudicator, together constitute the terms of reference.) A copy of the official side's counterstatement will also be sent to the union or staff association making the claim. The statement of case and/or the counterstatement may refer to the discussions which have taken place on the claim at conciliation level including any report by the Facilitator.

79. (1) Where arbitration is requested by the Minister s/he will cause to be transmitted to the secretary to the Arbitration Board or to the Adjudicator and to the other party concerned, a statement of case, including proposed terms of reference.
- (2) Where the arbitrability of the claim is not disputed, the other party will forward a counterstatement to the secretary to the Arbitration Board or to the Adjudicator and to the Department of Finance and will at the same time inform the secretary to the Arbitration Board or Adjudicator whether it agrees with the proposed terms of reference. (Failing agreement the respective statements of case will, subject to the provisions of this scheme and to the rules of procedure of the Arbitration Board or Adjudicator together constitute the terms of reference.) The statement of case and/or the counterstatement may refer to the discussions which have taken place on the claim at conciliation level including any report by the Facilitator.

80. Where arbitrability of a claim is disputed the matter will be determined on the basis set out in paragraph 69 above.

ADVOCACY

81. (1) Civil servants concerned in a claim referred to arbitration may select not more than three advocates to present their claim to the Arbitration Board or to the Adjudicator. The persons so selected must be drawn from the following categories:- (a) whole-time officials of unions or staff associations concerned with the claim, or (b) serving civil servants of the grade or grades concerned in the claim, or (c) subject to the consent in each case of the Head of the officer's Department, where it is proposed to take special leave, serving civil servants of another grade comprehended by the scheme.

(2) The Minister may select not more than three advocates to present the official case to the Arbitration Board or the Adjudicator. The persons so selected must be serving civil servants.

82. The Arbitration Board and the Adjudicator will involve one advocate from each side in their deliberations on the claim.

WITNESSES

83. At the request of either side, the Arbitration Board or the Adjudicator may summon witnesses and request them to furnish evidence in writing or otherwise.

84. Subject to the provisions of this scheme, the Arbitration Board and the Adjudicator will settle their own procedures in consultation with two sides of the General Council.

REPORTS OF THE ARBITRATION BOARD OR OF THE ADJUDICATOR

85. In the case of any claim submitted to the Arbitration Board, the Board will submit to the Minister a report, signed by the members of the Board, setting out the finding of the Board on that claim. In the case of a claim referred to the Adjudicator, a report signed by him/her setting out his/her finding on the claim will be submitted to the Minister. A finding of the Arbitration Board or Adjudicator shall be based only on the statement of case, counterstatement, submissions at the hearings and the considerations discussed by the Board or before the Adjudicator. A finding shall be made at a meeting between the Board or Adjudicator, as the case may be, and the advocates presenting the claim and the advocates presenting the official side case. Reports shall set out the basis of the findings of the Board or Adjudicator, as the case may be.

86. Within one month of the receipt of a report of the Arbitration Board or the Adjudicator, the Minister will present it to Dail Eireann. No such report will be published before presentation to Dail Eireann.

87. (1) Subject to what follows, the Minister will authorise the implementation of the finding contained in the report within one month of receiving the report.

(2) If the Minister considers that the implementation of the report would have serious financial or budgetary consequences or involve additional taxation in the current year, s/he will submit the report to the Government. The Government will either authorise the implementation of the finding within three months of the receipt of the report by the Minister or will, as soon as may be thereafter, introduce a motion in Dail Eireann proposing an alternative basis for implementation.

- (3) If, for reasons other than, or in addition to, those mentioned in sub-paragraph (2) preceding, the Minister considers that the report should not be accepted, or that the report should be brought to the attention of the Government, s/he will submit the report to the Government. The Government will either authorise the implementation of the finding within three months of the receipt of the report by the Minister or will, as soon as may be thereafter, introduce a motion in Dail Eireann proposing the rejection of the finding or its modification or the deferment of its implementation pending further consideration.

CRITERIA

88. At each stage of the procedure under the scheme for dealing with claims i.e. conciliation, discussions under the Facilitator, consideration by the Adjudicator or the Arbitration Board, the following factors (in addition to any other considerations adduced by either side in any particular case) will be taken into account:-

- the necessity to ensure that the State as employer can continue to recruit, retain and motivate staff of the calibre required.
- the necessity to take account of the prevailing position in relation to any national policy on pay which may be agreed between the Irish Congress of Trade Unions and the Government as employer from time to time.
- the necessity to take account of the state of the public finances, including the consequences of the Treaty on European Union, and the general economic and employment situation.

- the necessity to take account of the extent to which working conditions, the organisation of work, pay, perquisites, conditions of employment and other relevant benefits of civil service grades differ from those of employees in other employments doing similar jobs or jobs of the same level of responsibility.
- the necessity to ensure that the civil service can continue to adapt to necessary changes, to achieve greater efficiency and effectiveness and to match increases in productivity in the remainder of the economy.

No significance attaches to the order in which the criteria are set out.

PROHIBITION ON INDUSTRIAL ACTION

89. (1) A union or staff association, recognised for the purposes of the Scheme, shall not threaten, sponsor, support or resort to strike, industrial action, including work to rule or other restrictive practices, or public agitation as a means of furthering claims which are appropriate to be dealt with through the Scheme where all provisions of the Scheme have not been exhausted.
- (2) Where the taking of industrial action or other similar measures could have serious and adverse consequences for the community or for sections of the community, the staff side and the official side shall, prior to the commencement of any such action, make arrangements to ensure minimum cover or service.
- (3) Persons in the posts or categories of posts specified in Part I of Appendix 1 shall not participate in any industrial action.

- (4) Persons covered by paragraph 5(2)(b) and paragraph 5(2)(c) shall not participate in any industrial action except in relation to claims or other matters solely affecting their own grade.
- (5) Unions or staff associations shall take action to ensure that their members or constituent groups will comply fully with the terms of this paragraph.
- (6) Where a union or staff association recognised for purposes of the scheme fails to comply with the terms of this paragraph recognition may be withdrawn from such union or association but the staff side of the General Council will be consulted before such withdrawal becomes effective.
- (7) The official side may also consult with the staff side as to other appropriate action to be taken in the event of a union or staff association failing to comply with the terms of this paragraph.

APPENDIX 1STAFF REFERRED TO IN PARAGRAPH 5(2)(d) OF THE SCHEMEPart I - At Central and Departmental LevelGeneral

Principals and Assistant Principals and departmental, professional or technical staff formerly comprehended by the higher scheme in posts or categories of posts having responsibility for work arising in personnel, conciliation and arbitration, staff relations or organisation (including management services) units in relation to the civil service or to other parts of the public service.

SpecificDepartment of Agriculture, Food & Forestry

Deputy Director of Veterinary Services
 Director, Veterinary Research Laboratory
 Deputy Director, Veterinary Research Laboratory
 Deputy Chief Inspector

Office of the Comptroller and Auditor General

Deputy Director of Audit

Department of Justice

Principals and Assistant Principals, Treatment of Offenders Division,
 Superintending Officers Section and Administration Section
 Principal And Assistant Principals, Courts Division
 Manager, Assistant Manager, Land Registry
 Senior Assistant Registrar of Deeds
 Governor I, Governor II and Senior Deputy Governor, Prisons

Department of Enterprise and Employment

Principals and Assistant Principals dealing with general industrial relations matters or serving in the Labour Relations Commission or the Labour Court
 Controller of Patents

Department of Transport, Energy & Communications

Director, Geological Survey

Office of the Ombudsman

Director

Houses of the Oireachtas

Clerk of the Seanad
Clerk Assistant of Dail
Head of Administration
Superintendent of the Houses

Office of the Revenue Commissioners

Officers at Principal and Assistant Principal level dealing with personnel matters in the Office of the Chief Inspector of Taxes and in the Office of the Superintendents of Customs and Excise

Department of Social Welfare

Chief Appeals Officer
Regional Director
Director, Decentralised Offices
Director, Computer Division

State Laboratory

State Chemist
Senior Chemist (Managing)

Department of the Taoiseach

Private Secretary to Taoiseach

Valuation Office and Ordnance Survey

Director of Operations
Administrative and Financial Controller

Part II - At Departmental Level

All grades, whether general service, departmental or professional, scientific or technical, which on 31 October 1993 were comprehended by the Scheme of Conciliation and Arbitration for certain higher civil service grades.

[Note: Where it was the custom and practice, prior to 1 November 1993, that certain other staff did not take part on behalf of the staff side in operating the scheme, this position will continue.]

APPENDIX 2PROCEDURES FOR HANDLING PAY CLAIMS AND OTHER MAJOR CLAIMS

1. Such claims will be lodged and presented in accordance with the procedures set out in paragraphs 70 and 71 of the scheme.
2. Grades of Civil Servants may seek a review of their pay (or their pay and overall conditions of employment) at intervals of four years. This would not preclude claims for general increases in pay on behalf of all Civil Servants comprehended by the scheme.
3. A claim for a review of pay (or pay and overall conditions of employment) of any grade coming within the ambit of General Council, or a claim on behalf of all Civil Servants, will, unless otherwise agreed between the parties, after formal presentation and response at General Council, be referred to a sub-committee of General Council. A claim for a review of the pay (or pay and overall conditions of employment) of any other grade will, unless otherwise agreed between the parties, be referred to a sub-committee of Departmental Council.
4. A claim for a review may be lodged one year in advance of the year in which a review of the pay (or pay and overall conditions) of the particular grade could be sought. The two sides will, unless otherwise agreed between the parties, establish a sub-committee of the General Council or Departmental Council, as appropriate, with a view to making preparations for the review.
5. These preparations will involve a detailed examination of the factual basis put forward in support of the claim. Where the factual basis/data involves comparisons with current rates and conditions in other employments, it will be open to the Official Side, without prejudice to the validity or relevance of comparisons in general or any comparison in particular, to put forward alternative comparisons.
6. At the request of either side the relevant factual information assembled will be referred to an independent unit within the Labour Relations Commission.
7. The independent unit will be asked to confirm that the factual information provided constitutes an adequate and representative information base as an input to negotiations on the claim. The

unit shall act in consultation with the appropriate Sub-Committee mentioned in paragraph 4 above, with a view to giving such confirmation, which could involve adding to the factual information referred to it. The totality of the information will constitute the report of the independent unit.

8. It will be open to the Labour Relations Commission, having consulted the appropriate Conciliation Council, to publish an appropriate synopsis of the report mentioned in paragraph 7 above.
9. The referral of the factual information to the unit and the issuing of a report by the unit will not
 - (1) preclude either side bringing forward arguments, other than those relating to comparisons with pay and conditions in other employments, which they deem appropriate to the consideration of the claim;
 - (2) prejudice the position of either side in relation to the validity or relevance of any comparison to the claim or to the criteria set out in paragraph 88 of the scheme.
10. In the event that the parties are unable to reach an agreement in direct discussions at the sub-committee of the appropriate Conciliation Council, the negotiations may, with the agreement of both sides, continue under a Facilitator who will be a person agreed between the Official Side and the Staff Side for that purpose. The Facilitator will act in support of the negotiation process.
11. If the claim is not resolved at that stage, it will be open to either side to refer the matter to the Arbitration Board, subject generally to the provisions of the Scheme. The Agreed Report of the discussions will include a report of the negotiations conducted under the Facilitator.
12. A claim for a general increase in pay on behalf of all civil Servants comprehended by the scheme will, if it involves comparisons with general movements in pay elsewhere in the economy, be dealt with in accordance with paragraphs 6 to 11 above.

CIVIL SERVICE RENEWAL PLAN



The Civil Service Renewal Plan

A Vision and Three Year Action Plan for the Civil Service



October 2014

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Foreword

Government Foreword

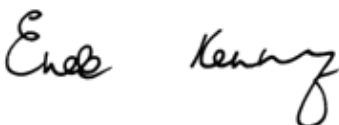
On behalf of the Government, we are pleased to present the Civil Service Renewal Plan which sets out a new direction for the Civil Service. The Plan identifies major but practical actions that will strengthen capacity, capability, accountability and leadership throughout the Civil Service. It is the result of an honest and candid assessment of the strengths and weaknesses of today's Civil Service. We would like to acknowledge the work of Secretaries General, the Civil Service Renewal Taskforce and the Independent Panel on Strengthening Civil Service Accountability and Performance which contributed to the development of this Plan. We would also like to acknowledge the contributions made by more than 2,000 staff and stakeholders who participated in a comprehensive engagement process.

The challenges of managing the economic and fiscal recovery has led to enormous change in recent years. The Renewal Plan is a major contribution to the Government's wider Public Service Reform programme and marks another milestone in our progress driving reform across the Public Service, restoring the public finances and creating sustainable economic growth. The Minister for Public Expenditure and Reform will continue to lead the programme of reform and renewal in the Civil and Public Service on behalf of the Government.


The Civil Service is a critical institution that we rely on each day to deliver public services and support the Government. In an increasingly dynamic global environment, Ireland requires a strong, capable Civil Service that can respond to the pace and complexity of changes both at home and abroad. The Renewal Plan reflects our commitment to developing the capacity and capability required for the future so that the Civil Service can meet the challenges facing the country with confidence.

The Government is committed to working with senior management and supporting the Civil Service in driving this reform agenda. We have no doubt that civil servants will embrace the opportunity that the Renewal Plan presents and we wish them every success.

On behalf of the Government,



Enda Kenny TD
Taoiseach



Brendan Howlin TD
Minister for Public Expenditure and Reform

Message from Secretaries General

The Civil Service Renewal Plan sets out a vision for the type of organisation we want to be. It recognises and builds on the strengths of the Civil Service and details the steps we will take to ensure that we have the capacity and capability we need to meet the challenges facing us and to deliver an excellent service to the State.


By prioritising shared issues and challenges that are common across all Government Departments and Offices the Renewal Plan will strengthen the performance of the Civil Service as a collective. Our goal is to create 'one Civil Service' that is unified but not uniform, and this requires a fundamental transformation. Making this change will not be easy, but we believe it is critical to achieving the best possible results for Government, a better service for our customers and a better place to work and build a career for staff.

As the leaders of the Civil Service, we will take responsibility to implement the actions set out in this Plan and make sure that renewal becomes a reality. We will start by making sure that everything we do supports the vision for the future and the long-term development of the Civil Service as a whole.

We all share the responsibility to improve the way we work and the services we provide. We invite all staff to participate in this transformation programme. We encourage all stakeholders to recognise the scope and scale of what we are trying to achieve and to work with us to help make it happen.



Martin Fraser
Secretary General to the Government
Secretary General Department of the Taoiseach



Robert Watt
Secretary General
Department of Public Expenditure and Reform



Jim Breslin
Secretary General
Department of Health



Derek Moran
Secretary General
Department of Finance



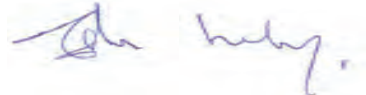
Niall Burgess
Secretary General
Department of Foreign Affairs and Trade



Tom Moran
Secretary General
Department of Agriculture, Food and the Marine



Elizabeth Canavan
Secretary General (acting)
Department of Children and Youth Affairs



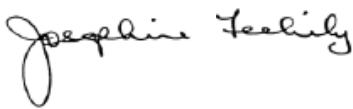
John Murphy
Secretary General
Department of Jobs, Enterprise and Innovation



Padraig Dalton
Director General
Central Statistics Office



Liam O'Daly
Director General
Office of the Attorney General



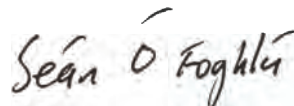
Josephine Feehily
Chairman
Office of the Revenue Commissioners



Niamh O'Donoghue
Secretary General
Department of Social Protection



Mark Griffin
Secretary General
Department of Communications, Energy and
Natural Resources



Seán Ó Foghlú
Secretary General
Department of Education and Skills



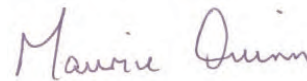
Joe Hamill
Secretary General
Department of Arts, Heritage and the Gaeltacht



Tom O'Mahony
Secretary General
Department of Transport, Tourism and Sport




John McCarthy
Secretary General
Department of Environment, Community and Local
Government



Maurice Quinn
Secretary General
Department of Defence



Clare McGrath
Chairman
Office of Public Works



Noel Waters
Secretary General (acting)
Department of Justice and Equality

1. Introduction

1.1 Why Renew the Vision for the Civil Service?

The Civil Service exists as an independent, impartial body to serve the State and the people of Ireland by carrying out the work of Government and delivering public services efficiently and effectively. Everything we do impacts on Irish society in some way.

We aim to be the best that we can be in everything we do. This means continuously improving, evolving and adapting to respond to social, political, environmental and economic changes in Ireland and internationally. As the pace of change intensifies, the challenge for the Civil Service will be less about keeping up, and more about keeping ahead.

The recent economic and fiscal crisis tested the Civil Service and highlighted strengths and weaknesses in our capability as an organisation. Collectively, we have responded to the combined pressures of reduced expenditure, reduced staffing levels, increased complexity, increased demand for services and strongly critical commentary by driving huge changes in how we work.¹ Our progress to date has been acknowledged both at home and abroad. However, to look to the future with confidence we must reflect on the past, in particular our role before, during and since the economic and financial crisis. This means looking honestly at our performance and learning from both our successes and our failures.

The Renewal Plan aims to build the capability of the Civil Service so that it can meet the needs and expectations of the Government and the public into the future. More than 2,000 staff and stakeholders contributed to its development resulting in a vision that we can all aspire to and a practical plan for how we can achieve it by:

- building on what we do well;
- identifying what we can do better; and
- setting out the actions we will take to renew for the future.

In 2013, the Government established two separate but related streams of work. This Renewal Plan brings together:

- The work of the Independent Panel on Strengthening Civil Service Accountability and Performance;² and

€53billion

The level of public expenditure managed by the Civil Service in 2013

34,707

The number of full-time equivalent civil servants employed nationwide

<2%

The size of the Civil Service as a proportion of the total national workforce

- The work of the Civil Service Renewal Taskforce, a group of civil servants from all Departments nominated to lead a process to renew the vision and strategy for the Civil Service.³

The outcome is a plan focussed on driving practical change and action in 4 areas:

1. **A Unified Civil Service** - Managing the Civil Service as a single, unified organisation;
2. **A Professional Civil Service** - Maximising the performance and potential of all Civil Service employees and organisations;
3. **A Responsive Civil Service** - Changing our culture, structure and processes so that we become more agile, flexible and responsive; and
4. **An Open and Accountable Civil Service** - Continuously learning and improving by being more open to external ideas, challenge and debate.

The Plan is based on practical and specific actions. In some areas the actions will develop significantly new approaches to how we work. Other actions are about making best practice common practice. All of the actions aim to support a more capable and accountable Civil Service that consistently delivers results for the Government and public it serves.

Making it happen will require a large-scale change programme. We will only succeed if we invest in and sustain change. This will require collective ownership; strong leadership and delivery; and good programme management. Our success will ultimately depend on the involvement and commitment of staff at all levels.

Every day the Civil Service makes a vital contribution to Irish life. By embracing the Renewal Plan we hope to demonstrate our enduring commitment to public service and renew pride and confidence in what we do.

1 in 8

The number of civil servants employed in the Public Service in Ireland

16

The number of Government Departments. Civil servants also work in a range of large and small Offices and Agencies in Ireland and abroad

7.6

The size of the Civil Service per 1,000 in the population today, compared to 8.4 per 1,000 in 1994

1.2 What Challenges and Opportunities are facing the Civil Service?

As an organisation we have many strengths: our values, the levels of commitment, the depth of professional knowledge and expertise. These strengths have been demonstrated through the personal resilience, commitment and contribution that staff have shown in delivering higher levels of productivity and high quality frontline public services to support the economic recovery.

However, like all organisations, to keep up and keep ahead change must be a normal part of business. Already, the way the Civil Service carries out its work has changed considerably. Reform is not new and multiple change programmes have been initiated within and across Civil Service organisations that have delivered major efficiencies and service delivery improvements for our customers. Currently, there are a number of important reform initiatives planned or underway across a wide range of Departments. Examples that affect all Departments include the introduction of shared services, the transition to alternative models of service delivery and the introduction of whole-of-Government procurement as detailed in the Public Service Reform Plan 2014-16.⁴ More recently, the Government has also introduced a National Risk Assessment Framework and the Open Government Partnership National Action Plan which will also deliver reform alongside these measures.⁵

We know that maintaining the status quo is not possible. We also know that there are things we can do much better. For example:

- Our record of implementation is mixed;
- Our structures and processes are often rigid and can discourage joined-up policy making;
- The culture and practice of managing performance and delivery is uneven;
- Investment in professional development varies considerably between different Departments; and
- The composition of the workforce is changing rapidly – for example, 73 per cent of the current workforce is 40 years of age or over.⁶

Looking ahead, we are also facing new challenges ranging from the changing demographics of Irish society to rapid technological advances. Particular strategic challenges facing the Civil Service include:

- Managing ongoing fiscal restraint and cost reduction;
- Managing multiple major reform programmes in parallel;

2.1million

The number of applications processed by staff in the Department of Social Protection in 2013

1 in 5

The number of civil servants with more than 30 years' experience in serving the State

>€0.5billion

Collected in non-compliance by staff in the Revenue Commissioners through audits and checks in 2013

- Influencing international policy choices and outcomes in an interdependent global environment;
- Anticipating future challenges and maintaining a long-term strategic view;
- Raising morale and productivity among staff following changes to the terms and conditions of employment and ongoing reductions in staffing levels; and
- Restoring public confidence and trust.

The Renewal Plan presents a major opportunity to lead this change and respond to the challenges and opportunities facing us – to preserve and protect the values and strengths that matter most and tackle the things that we all agree we could do better.

1.3 How is the Civil Service viewed?

The Renewal Plan has been informed by extensive research, analysis and face-to-face engagement with almost 2,000 staff and stakeholders, including:

- All Government Ministers;
- Members of both Houses of the Oireachtas;
- All Management Boards;
- All Secretaries General;
- Every Department; and
- Multiple external and international perspectives.

The purpose of this deliberative process was to understand, from a range of perspectives, what the Civil Service does well and where it needs to do better.

Areas commonly recognised as strengths included:

- The ethos of public service;
- The values of honesty and independence;
- The quality and objectivity of policy advice;
- The efficient administration of large volume public services;
- The capacity to respond rapidly and effectively to crises;
- The implementation of high-profile programmes (for example, hosting the EU Presidency); and
- The ability to adapt to changing circumstances and priorities.

60%

The proportion of women in the Civil Service

166,000

The number of new visa, residence, citizenship and protection applications processed by staff in the Department of Justice and Equality in 2013

4%

The proportion of civil servants aged 30 or under

Common areas identified for improvement included the need to:

- Improve the pace of delivery;
- Collaborate, coordinate and join-up Government more effectively;
- Focus on solutions not structures or processes;
- Manage performance consistently and tackle under-performance;
- Actively communicate what the Civil Service does;
- Create better opportunities for staff to develop;
- Match skills and roles more effectively;
- Invest in staff through training and technology; and
- Increase flexibility and mobility into and out of the Civil Service.

In addition, more than 1,500 specific ideas to make the Civil Service more effective were submitted by staff in response to the question: *if you could change one thing to make the Civil Service more effective what would it be?* These submissions have been analysed in full by the Central Statistics Office and are collated in a detailed report.⁷ Over the same period, more than 40 submissions were received by the Independent Panel during the public consultation process on Civil Service accountability and performance.⁸

The Renewal Plan addresses these themes and issues. As implementation begins, we will continue to seek and respond to ideas from a range of perspectives.

1.4 What have we concluded needs to change?

Reviewing all of the issues raised over the course of the renewal process and looking candidly at the performance of the Civil Service, we have concluded that:

- A strong public service ethos and the values of honesty, impartiality and independence that underpin it, is critical to how we work and must be maintained and affirmed as part of any renewal process.
- Ministers are ultimately responsible and accountable for the performance of their Department. Senior civil servants have significant roles in policy advice and successful implementation. Special Advisers also have a distinctive role in supporting and advising Government Ministers. We need to ensure there is strong and clear accountability for delivery and results for all levels and roles.

387,000

The number of changes made to the land registry by staff in the Property Registration Authority of Ireland in 2013

73%

The proportion of civil servants aged 40 or over

1 in 3

The proportion of civil servants employed as Clerical Officers, typically providing frontline services to individuals, communities, and business.

- We are not sufficiently joined-up on many important issues or in our approach to making effective use of resources and staff. We should not allow organisational boundaries to limit our ability to develop joined-up policies and provide a high quality, unified service.
- A unified Civil Service needs to be led and managed in a unified way. This does not mean that all Departments must be alike, but that our collective endeavour will be far more successful when managed through a clear, collective leadership and management structure.
- The single biggest resource we have is the staff we employ. Our performance as a collective is determined by the performance of each of us individually. We need to support and continuously develop our staff. We need to challenge and take decisive action to address under-performance. We also need to attract talented people and retain them. This means ensuring that we have the right leaders and managers with the right skills and competencies to encourage and develop excellence.
- The best practice that exists within individual Civil Service organisations should become common practice. Departments need to regularly share experience, adopt best practice and develop the capacity to anticipate and respond to demands and changing circumstances.
- The Civil Service is an active and full participant in Irish society and needs to engage accordingly. Actively communicating what we do and improving how we listen, learn and collaborate is essential.

1.5 Where will we start?

We have learned from the experience of previous reform initiatives that to be successful we must act collectively and sustain our efforts. Fundamental cultural change takes time. Even more so when the goal is a continuously learning and improving organisation.

To achieve this, we plan to implement a multi-year programme of renewal that phases, prioritises, and sequences our work, underpinned by a commitment to complete all actions within three years.

To ensure successful implementation and momentum, we will increase our capacity and resource a high-quality Programme Management Office (PMO) to manage implementation. Once the PMO is in place, we will mobilise change immediately, by prioritising and completing the following actions within 6 months. We will:

630,000

The number of passports issued by staff in the Passport Office in 2013

4%

The proportion of senior managers (Principal and above) in the Civil Service

2,477

The number of meetings and events supported by the Civil Service in 6 months during Ireland's Presidency of the European Union in 2013

- Establish an Accountability Board for the Civil Service;
- Create a Civil Service Management Board;
- Establish the first performance review process for Secretaries General;
- Identify available options to strengthen the disciplinary code, in particular to address under-performance;
- Extend open recruitment in key areas to fill skills gaps; and
- Carry-out the first Civil Service wide employee engagement survey.

200

The number of days until the first actions in the Renewal Plan are completed

2. The Vision

Our Vision

To provide a world-class service to the State and to the people of Ireland.

Our Mission

- To offer objective and evidence-informed advice to Government, respond to developments, and deliver Government objectives while striving to achieve optimal outcomes in the long-term national interest.
- To serve citizens and stakeholders efficiently, equally and with respect, in a system that is open, transparent and accountable.

Our Values

- A deep-rooted public service ethos of independence, integrity, impartiality, equality, fairness and respect
- A culture of accountability, efficiency and value for money
- The highest standards of professionalism, leadership and rigour.

Our Commitments

- We will encourage creative and innovative thinking, constructive problem-solving, openness to change and flexible working methods.
- We will ensure through appropriate merit based recruitment, training, and life-long learning and development, that the Civil Service has the necessary expertise to advise on and implement public policy in a complex and changing world.
- We will maximise the contribution of all staff, by nurturing and rewarding talent and by encouraging civil servants to develop their potential in a workplace committed to equality, diversity, and mutual respect.

2.1 How will we put the vision into practice?

The vision cannot be achieved without significant change to how we work. To initiate this, we will prioritise improvements in four main areas:

1. **A Unified Civil Service** - Managing the Civil Service as a single, unified organisation;
2. **A Professional Civil Service** - Maximising the performance and potential of all Civil Service employees and organisations;
3. **A Responsive Civil Service** - Changing our culture, structure and processes so that we become more agile, flexible and responsive; and
4. **An Open and Accountable Civil Service** - Continuously learning and improving by being more open to external ideas, challenge and debate.



The chapters that follow outline the actions we will take to achieve this transformation within a three-year period.

Departments are at different starting points and many are already leading change in these areas. Our ambition is to learn from excellence and success to make the vision a reality for all parts of the Civil Service.

This will require sustained political and administrative leadership, substantial investment, central supports, regular communication and regular and transparent reporting on progress underpinned by technological change and innovation. The vision and actions in this Plan will be subject to periodic review and evaluation.

3. A Unified Civil Service

3.1. Why do we need to manage the Civil Service as a single, unified organisation?

Supporting the Government to make progress on major cross-cutting policy challenges (such as economic growth, homelessness, climate change, social exclusion) is dependent on our ability to fully join-up different parts of Government. Increasingly, the complexity of the environment we work in and the problems we face requires that we work seamlessly across multiple organisations to achieve results for the public in the most cost efficient and effective way. Joined-up thinking is often challenging for large and diverse organisations but the experience of other sectors and other public administrations shows that there are changes we can make to do this better.

We operate within a legislative framework that sets out the role of Government in directing policy, Ministers in leading their Departments, and the Civil Service in advising on and implementing policy. Maintaining strong, trusting relationships between Ministers and civil servants is critical and this has been a fundamental tenet for the Civil Service since its establishment. We want to further support this with a more cohesive approach to prioritising our work, particularly when it comes to large scale cross-cutting projects. To achieve our vision for the future, we need to consistently adopt a focus on outcomes. This requires a single, unified (although not uniform) approach to managing what we do. This means a major cultural and operational change to embed shared ownership, collective management and common systems.

3.2 What needs to change to manage the Civil Service as a single unified organisation?

Action 1

Establish an Accountability Board for the Civil Service

Why is this needed?

To strengthen accountability and performance across the Civil Service by introducing greater oversight of delivery.

How will it be achieved?

Staff responses to:

"If you could change one thing to make the Civil Service more effective what would it be?"

"Define the role of the Civil Service in a clear, comprehensive and unambiguous way."

"Start from the top with senior management they must be accountable."

We will:

- Establish an Accountability Board as envisaged in the Report of the Independent Panel. This will be chaired by the Taoiseach and balanced with ministerial, Civil Service and external membership.
- Focus the work of the Accountability Board on a limited number of priority items to provide oversight of: (a) the implementation of cross-cutting priorities set by the Government and (b) the capacity and capability of the Civil Service to deliver, including performance management for Secretaries General.
- Publish an annual report on the work of the Accountability Board.

Action 2

Create a Civil Service Management Board

Why is this needed?

To strengthen the collective leadership of the Civil Service and ensure the Government has the support of a cohesive executive management team to manage the delivery of whole-of-Government priorities and outcomes.

How will it be achieved?

We will:

- Establish a Civil Service Management Board chaired by the Secretary General to the Government.
- Assign responsibility to the Board working in groups or as individuals to (a) manage the performance and operation of the Civil Service, including overseeing talent management and performance management systems for senior managers, (b) support the Government on the implementation of policy initiatives that involve multiple Departments, Offices or Agencies, including managing the assignment of staff to these projects, and (c) identify and manage strategic and operational risks on short, medium and long term horizons.
- Assign collective responsibility to the Board to drive the implementation of the Civil Service Renewal Plan under the leadership of the Secretaries General of the Department of Public Expenditure and Reform and the Department of the Taoiseach.
- Publish an Annual Report for the Civil Service that details the work of the Board in the past year, key outcomes for the year ahead and a business plan to achieve it.

Staff responses to:

"If you could change one thing to make the Civil Service more effective what would it be?"

"Organise one body to manage cross organisational thinking."

"More cooperation between Departments. We are all on the same team."

"Joined-up Government, more integration between Departments."

Action 3

Set a common governance standard

Why is this needed?

To strengthen corporate governance in the Civil Service, in line with international best practice.

How will it be achieved?

We will:

- Formalise the role of the Management Board in Departments and support greater ministerial and managerial interaction in jointly and regularly reviewing priorities and performance.
- Introduce a single governance standard for all Management Boards drawing on international best practice in corporate governance.
- Establish an annual assessment for all Management Boards to measure delivery and performance.
- Pilot a process of appointing non-executive external members on three Management Boards to evaluate the potential of this model, ensuring it is underpinned by a robust selection process and clear evaluation criteria.
- Devise a clear policy on the establishment of Agencies and ensure the governance structure of Agencies is consistent with their legislative underpinning.

Action 4

Strengthen strategic planning and business planning processes

Why is this change needed?

To improve the quality of strategic planning across the Civil Service and strengthen the balance between planning the delivery of Government objectives, day-to-day business and preparedness for long-term strategic challenges.

How will it be achieved?

We will:

- Streamline the Statement of Strategy planning cycle with the Programme for Government so that business planning processes are aligned.
- Mandate the Civil Service Management Board to review and challenge each Statement of Strategy prior to finalisation to ensure that these

Staff responses to:

"If you could change one thing to make the Civil Service more effective what would it be?"

"I'd appoint boards, with outside members to each Department and make the senior management responsible to it for delivery."

"Improve our forward planning so we are less reactive."

"Longer term thinking and planning by Civil Service Management."

integrate cross-cutting initiatives and link effectively to Programme for Government commitments.

- Develop a single Statement of Strategy for the Civil Service that focusses exclusively on the strategy for delivering cross-cutting initiatives involving multiple Departments, Offices and Agencies.
- Establish the expectation that each Secretary General meets annually with the relevant Oireachtas Committee to discuss progress in delivery of the objectives published in each Department's Statement of Strategy.
- Initiate regular strategic horizon scans to identify long-term risks, challenges and opportunities for Ireland over the longer term (e.g. 10, 20, 30 years into the future).

Action 5

Improve the delivery of shared whole-of-Government projects

Why is this needed?

To strengthen the prioritisation, management and accountability of cross-cutting projects that involve multiple Departments, Offices and Agencies and ensure that policies that are not the priority or responsibility of a single body are effectively managed, supported and resourced.

How will it be achieved?

We will:

- Mandate the Civil Service Management Board to drive implementation of a small number of cross-cutting priorities set by the Government.
- Assign formal delegated authority, accountability and support to a named Senior Responsible Officer for the delivery of each cross-cutting project.
- Create a multi-disciplinary project pool involving staff with a range of experience and expertise who can tackle specific government projects and priorities or long-term strategic issues as required.
- Pilot a new model for delivering whole-of-Government projects by setting up two pathfinder projects that model new approaches, including pooling budgets and resources.
- Incorporate explicit recognition for cross-cutting work within the performance management process and examine ways to incorporate this into recruitment processes.

Staff responses to:

"If you could change one thing to make the Civil Service more effective what would it be?"

"The culture needs to be less risk averse: think big, be brave"

"Organise a talent pool in my Department or in the wider Civil Service to allow for skills and talents to be used better."

"Foster a more integrated approach to service delivery, supporting and encouraging cross-departmental working to achieve this."

Action 6

Expand the model of sharing services and expertise across organisations

Why is this needed?

To enable reform, reduce duplication and fully exploit opportunities to increase efficiency by creating unified approaches that enable Departments to focus on their core objectives.

How will it be achieved?

We will:

- Create shared resources and professional networks in key areas, (including project management, change management, data management and communications) that can be commissioned to work on projects for set periods so that Departments can more readily access and share the available expertise depending on requirements.
- Continue to develop and expand the programme of sharing corporate services and exploring alternative models of service delivery as outlined in the Government's Public Service Reform Plan 2014-16, for example through the National Shared Services Office, the Office of Government Procurement, and the Office of the Government Chief Information Officer.
- Ensure common processes and systems and shared resources underpin this approach.

Staff responses to:

"If you could change one thing to make the Civil Service more effective what would it be?"

"Closer cooperation and resource sharing at lower levels of the Civil Service."

"Better sharing of people, expertise and processes across Departments."

4 A Professional Civil Service

4.1 Why do we need to maximise the performance and potential of all employees and organisations?

We work in a dynamic workplace with roles and opportunities spanning policy, diplomacy, operational management, programme management, process improvement and service delivery across national issues as diverse as driving economic growth, responding to climate change, and tackling obesity. We recruit on strict principles of merit and probity, and have traditionally attracted a skilled and professional workforce. We know that the performance of the Civil Service is ultimately dependent on the performance of its leaders, managers and staff. Yet, the feedback strongly suggests we are not making the best use of the talent and expertise we have. We also need to take quick action to prepare for the demographic challenges of an ageing workforce profile.

To achieve the vision for the future, we need to recruit regularly, become an employer of choice and set the highest value on the quality and performance of staff at all levels and in all roles. This needs to be supported by a renewed focus on achieving greater equality of opportunity, diversity, and gender equality across our workforce so that over time we build a Civil Service that more closely reflects the society in which it works. This means significantly changing how we select and develop staff and setting new expectations about the levels of performance we will expect and accept. To be successful we will need to significantly expand our strategic human resource capability and create a step-change in how we lead and manage our HR practices.

4.2 What needs to change to maximise the performance and potential of all employees and organisations?

Action 7

Significantly develop Strategic HR capability

Why is this needed?

To ensure that all civil servants are supported to fulfil their potential, operate at the highest levels of performance and achieve their objectives.

How will it be achieved?

We will:

Staff responses to:

"If you could change one thing to make the Civil Service more effective what would it be?"

"To have a dynamic workplace where all staff believe they have a valuable contribution to make."

"Make the Civil Service more attractive for people to apply for jobs."

- Invest in a new strategic model for HR within the Department of Public Expenditure and Reform to develop and lead HR reform across the Civil Service.
- Professionalise HR in the Civil Service by establishing a new HR professional stream.
- Support leaders to manage in a new strategic HR environment by providing active leadership supports to develop HR capabilities and accelerate this transformation in partnership with Departments.
- Simplify central HR policies to enable better and more consistent implementation of HR practices and policies.
- Further develop and coordinate benchmarking and sharing of best practice in people management.

Action 8

Open up recruitment and promotion processes at all levels

Why is this needed?

To bring in new skills and competencies in critical areas, to actively manage the challenges we face as an ageing workforce, to ensure that each appointment in the Civil Service draws on the widest possible pool of available talent, and to provide more open development opportunities for all staff. Staff mobility is also essential to making best use of the skills across the Civil Service and approaches to strengthen this are set out in Action 15.

How will it be achieved?

We will:

- Extend and maintain a continuous process of open competitions in key areas at a range of entry levels. Support this with regular and ongoing recruitment to meet workforce planning needs.
- Maintain the principle of competency based recruitment processes to ensure merit-based selection and appointment at all levels.
- Extend the established policy of open competition for all senior management positions (Assistant Principal and above).
- Implement practical arrangements in line with business needs to move to a model of filling all vacancies through either open competition or a Civil Service wide inter-departmental competition.

Staff responses to:
“If you could change one thing to make the Civil Service more effective what would it be?”

“Increase diversity at senior management level.”

“Open recruitment for every position in the Civil Service.”

“Make all recruitment and promotion open and competitive and allow mobility to semi-states and private sector for all grades.”

- Improve gender balance at each level by reviewing supports and policies to ensure these are impactful and measurable.
- Establish a Graduate Programme to attract and retain a regular intake of graduates.
- Review end-to-end recruitment and promotion processes to ensure these are aligned with business needs.

Action 9

Establish a new shared model for delivering learning and development

Why is this needed?

To enable a high performing workforce by supporting the development of new skills and behaviours, facilitating continuous professional development and ensuring that all staff can access the appropriate mix of training and development opportunities.

How will it be achieved?

We will:

- Develop a unified Learning and Development Strategy based on an assessment of future skills requirements in both specialist and generalist areas.
- Establish a new shared model to deliver a suite of common learning and development programmes, underpinned by evaluation to achieve more consistent and effective learning outcomes.
- Undertake a regular Civil Service Skills Audit and introduce a skills register.
- Review the Civil Service Competency Framework periodically to ensure it reflects capability and skills requirements.
- Introduce a 'Core Skills' induction programme for all new and newly promoted staff, with regular opportunities to refresh this over a career.
- Introduce opportunities for Continuous Professional Development and explore the potential of accreditation at key stages for both generalist and specialist roles.

*Staff responses to:
"If you could
change one thing
to make the Civil
Service more
effective what
would it be?"*

*"Increase
investment in
Learning and
Development."*

*"Bring in
Continuous
Professional
Development."*

*"Conduct a skills
audit of staff and
match staff to jobs
and opportunities
opening up."*

Action 10

Introduce structured and transparent talent management programmes to develop future leaders

Why is this needed?

To ensure the Civil Service has a strong culture of leadership, excellence and continuous development by establishing a transparent and structured approach to identifying and supporting future leaders at key career stages.

How will it be achieved?

We will:

- Introduce a Development Centre approach for all senior managers, supported by suitably qualified practitioners to provide each manager with an objective assessment of their strengths and areas for development, and to generate reliable data on the quality of leadership and management across the Civil Service so that we can identify and address capacity and capability challenges more effectively.
- Initiate Civil Service wide talent management schemes on a phased basis to other levels so that we develop a pipeline of future leaders.
- Ensure that all talent management processes are transparent and based on selection by merit.

Action 11

Strengthen the performance management process

Why is this needed?

To create a strong culture of managing performance and accountability for results in the Civil Service by renewing our performance systems and processes to ensure these are fair, motivating for staff and, most importantly, applied consistently and effectively.

How will it be achieved?

In addition to commitments to strengthen learning and development opportunities (action 9), improve leadership supports and establish talent management schemes (action 10), all of which will contribute to enhancing levels of performance, we will:

Staff responses to:

"If you could change one thing to make the Civil Service more effective what would it be?"

"Better identification of each individual's unique skills."

"Establish a 'core curriculum' training plan focussed on future leaders. The Civil Service needs to work harder at attracting and encouraging future leaders."

"Training in modern management practices for all managers with staff."

- Replace the current ratings scheme with a new model of performance assessment that is focused on identifying excellent performance, leadership potential, and under-performance; and that encourages regular and constructive feedback.
- Pilot a process of incorporating feedback from a range of perspectives as part of the appraisal process (not just direct line managers) as practiced in other sectors and administrations to strengthen the objectivity and consistency of each assessment.
- Strengthen the disciplinary code to enable managers to take more effective and decisive action as required to tackle under-performance, including exits.
- Introduce stronger pro-active supports for managers, including training and support from HR and legal experts, to assist managers to manage performance effectively and consistently for all performance levels, including tackling under-performance.
- Continue to simplify the performance management process so that it is as easy to use as possible.

Action 12

Design and implement a robust performance review process for Secretaries General and Assistant Secretaries

Why is this needed?

To ensure that performance is managed consistently throughout the Civil Service irrespective of grade by creating the strongest possible performance management system at senior levels so that this cascades throughout each organisation over time.

How will it be achieved?

We will:

- Introduce Performance Agreements for Secretaries General, Assistant Secretaries and equivalents.
- Implement a robust performance review process at these levels that incorporates 360° feedback and assesses the delivery of both Departmental objectives and corporate Civil Service objectives.
- Support the process with the appropriate expertise to manage the appraisal process confidentially and maintain the full confidence of senior managers.

Staff responses to:
“If you could change one thing to make the Civil Service more effective what would it be?”

“More effective management – play a more active role and more people skills.”

“Better management of under-performance.”

“I think some managers do not manage effectively or fairly. I would like to see this addressed.”

“Ensure managers encourage, promote and support innovation and creativity.”

- Publish performance targets annually.
- Report progress on implementation to the Accountability Board.

Action 13

Publicly recognise staff excellence and innovation

Why is this needed?

To incentivise high-performing teams and individuals by recognising their achievements and encouraging a culture where exceptional performance is celebrated.

How will it be achieved?

We will:

- Introduce an annual Civil Service Excellence and Innovation Awards to recognise and celebrate success, in particular, innovative and impactful team initiatives.
- Introduce regular competition schemes to 'crowd source' ideas from staff on key policy areas, questions or initiatives.
- Continue to seek innovative ideas and views as part of ongoing staff engagement.
- Ensure that award-winning innovations are tested and piloted widely across the Civil Service, supported by an Innovation Lab.

Staff responses to:

"If you could change one thing to make the Civil Service more effective what would it be?"

"Encourage innovation."

"Foster a sense of excellent customer service."

5. A Responsive Civil Service

5.1 Why do we need to make our culture, structures and processes more flexible, responsive and agile?

We need to be able to keep pace with and respond to national and global changes. However, we often work through rigid structures or practices that can discourage innovation and flexibility. To achieve the vision for the future, we need to adopt more agile structures and processes. Our goal is to ensure that regardless of organisational or geographic boundaries we always have the right people, with the right skills, in the right jobs at the right time. This means taking a whole system view of our resources and capabilities.

5.2 What needs to change to make our culture, structures and processes more flexible, responsive and agile?

Action 14

Strengthen professional expertise within corporate functions

Why is this needed?

Core competencies in policy analysis and generalist skills that can be applied to different areas of policy and operations are essential and will always play an important role in the work of the Civil Service. However, this needs to be complemented by professional expertise in key functions. Increasing the diversity of capabilities in the Civil Service and the availability of specialist skills alongside core Civil Service skills will improve our focus on outcomes, strengthen our performance and enhance the delivery of public services.

How will it be achieved?

We will:

- Create professional streams in key areas beginning with HR, ICT, and Financial Management.
- Formalise streams in other areas by building on existing models in legal, audit, statistics and economics (IGEES) in the same way.⁹
- Establish a 'Head of Profession' responsible for managing and developing each professional stream as a shared resource.
- Introduce clear career paths within each stream so that staff can advance across the Civil Service within areas of professional expertise.

Staff responses to:

"If you could change one thing to make the Civil Service more effective what would it be?"

"Create a joined up Civil Service - look for specialisation across streams – share experiences and resources."

"Encourage professional development and innovation, share successful systems."

Action 15

Expand career and mobility opportunities for staff across geographic, organisational and sectoral boundaries

Why is this needed?

To improve how the Civil Service matches skills with roles by introducing a practical system to enable greater mobility and flexibility across the workforce. This will mean that managers have better access to available skills and that staff have better opportunities to develop their skills and experience regardless of Department or geographic location.

How will it be achieved?

We will:

- Develop the Senior Public Service (SPS) model and expand the policy of managed mobility at the most senior levels to increase the number of career development moves and link this to talent management schemes.
- Advertise all mobility, secondment and transfer opportunities in the Civil Service on a single portal and implement practical arrangements that ensure that Departments can select the most appropriate person for the job drawing from the breadth of internal candidates.
- Speed up mobility by empowering managers to replace staff and by introducing a new policy that staff must be released within one month of selection for promotion or transfer.
- Adopt a policy of active mobility in all Departments and between Departments at all levels so that staff do not serve for excessive periods in the same role and are encouraged to apply for appropriate development opportunities.
- Extend mobility over time to provide additional development opportunities and enable greater mobility across the Public Service.
- Improve and expand schemes to facilitate exchanges and secondments between the Civil Service and other sectors of the Irish and international economy.

*Staff responses to:
“If you could
change one thing
to make the Civil
Service more
effective what
would it be?”*

*“Matching skills of
individuals with the
roles of the
organisation”*

*“Staff must be
rotated in jobs at
least every two
years.”*

*“Allow mobility
across different
Departments.”*

*“Conduct a skills
survey and use it
move the right
person into the
right job.”*

Action 16

Re-design organisational and grade structures

Why is this needed?

To simplify organisational and grade structures so that all roles and responsibilities are clear. This will support Departments to become more agile and responsive to demands. It will also improve decision making by making sure that grade level never limits opportunities to make decisions, innovate or meet objectives.

How will it be achieved?

We will:

- Create a more empowering organisational and grade structure and introduce more multi-disciplinary project working.
- Develop a new, common framework for describing traditional grades and titles to ensure that they accurately reflect the different jobs and roles that staff deliver.

Action 17

Improve project management capacity

Why is this needed?

To improve the focus on outcomes and ensure more consistent delivery of projects by reducing the variation between projects that are cross-cutting and those that lie within core departmental responsibilities.

How will it be achieved?

We will:

- Establish a central Project Management Office in the Department of Public Expenditure and Reform to advise on and support the delivery of projects across the Civil Service.
- Introduce a standardised project management approach based on the proven models currently in practice.
- Introduce project management training as part of induction and ongoing Continuous Professional Development.

Staff responses to:

"If you could change one thing to make the Civil Service more effective what would it be?"

"Empower staff at all grades to make decisions – focus on value for money."

"Reduce the number of grades."

"Implement project office approach to staff resources where feasible, assigning staff to blocks of work."

Action 18

Increase the authority, flexibility, and accountability for managing staff resources by delegating more responsibility to Departments

Why is this needed?

To give greater authority and flexibility to managers to enhance public services while reducing costs and increasing efficiencies within centrally determined expenditure limits and pay rates.

How will it be achieved?

We will:

- Set binding multi-annual pay allocations centrally, replacing the Employment Control Framework for Departments as the basis for resource management.
- Delegate the scope to determine staffing levels and grade mix to Heads of Departments on a phased basis with the exception of Top Level Appointments Committee (TLAC) posts.
- Strengthen workforce planning processes and requirements to ensure a medium-term strategic view of resource management underpins these changes.
- Initiate a consultation process with senior managers to identify further opportunities to increase local flexibility.

Action 19

Expand the ICT capacity of Departments and increase efficiencies by creating common systems and infrastructure

Why is this change needed?

To deliver better services to the public, to improve efficiency and innovation and accelerate reform efforts by ensuring that all staff have access to common technologies, have the skills to utilise those technologies effectively and have the autonomy to apply technological solutions to policy and delivery challenges.

How will it be achieved?

We will publish and implement a new ICT Strategy. The strategy will:

*Staff responses to:
“If you could change one thing to make the Civil Service more effective what would it be?”*

“Let managers manage – less central control.”

“Improve use of technology - we are nowhere near up to best practice in making use of IT.”

“I would gradually over time try to develop a paperless Civil Service as far as possible. The Civil Service has the hardware, internet etc and highly skilled IT staff to develop this.”

- Establish common technology standards across all Departments to support closer integration and underpin reform.
- Establish common practices for governance, management and delivery of ICT services.
- Increase efficiencies by sharing common systems and infrastructure.
- Enable better online service delivery by making the top 20 public services (those with the highest volume transactions) digital, supported by new technology trends including mobile, cloud computing, and big data.
- Recognise data as a corporate asset and develop a common data model and coordinated data infrastructure, underpinned by legislation.
- Establish ICT as a professional stream to ensure skills and expertise are available to Departments.

Staff responses to:

“If you could change one thing to make the Civil Service more effective what would it be?”

“To create a comprehensive IT career structure within the Civil

6. An Open and Accountable Civil Service

6.1 Why do we need to become more open and accountable?

We want to create a Civil Service that constantly learns, evolves and improves. This means being more open to what we can learn from others, inside and outside the Civil Service. To achieve the vision for the future, we need to be active participants in Irish society. We need to communicate what we do, explain and account for our actions and decisions, and invite the insight, experience and expertise available across Ireland and internationally to help us with the challenges we face in delivering excellent public services in a cost constrained environment.

6.2 What needs to change to become more open and accountable?

Action 20

Implement a programme of Organisational Capability Reviews

Why is this needed?

To embed a culture of regular and objective assessments of the capacity and capability of each Department to achieve its objectives and take the necessary action to close any gaps. Departments will be supported with expertise to assist them to act on the results.

How will it be achieved?

We will:

- Design and implement a light touch, objective review process that is aligned with the strategic planning process. This will, with minimal overhead and maximum expediency, assess the capability of each Department and recommend practical actions to develop and improve this on a phased basis.
- Establish a voluntary panel of peer reviewers external to each Department to participate in each review. Panels will be balanced with a mix of senior civil servants, senior public service managers, and senior managers from international institutions or other sectors of the economy.
- Publish the results of all reviews in full followed by regular updates on implementation.

Staff responses to:

"If you could change one thing to make the Civil Service more effective what would it be?"

"Have key performance indicators to measure baseline reforms."

"We need objective and accurate metrics to compare the Irish Civil Service with other countries and the private sector."

- Coordinate the process centrally drawing in relevant expertise, under the direction of the Civil Service Management Board.

Action 21

Publish the framework for assignment of responsibilities for all Departments

Why is this needed?

To improve public accountability by clarifying the responsibilities and accountabilities of senior managers and advisers so that 'who does what and how they are held accountable' is clear.

How will this be achieved?

We will:

- Ensure each Department annually publishes an assignment framework that describes 'who does what and to whom they are answerable' for senior managers (Principal and above).
- Link the assignment framework more clearly to Statements of Strategy and Business Plans.
- Develop a standardised approach for managing the efficient reorganisation of Departmental structures or functions when requested by Government.
- Establish an Accountability Code for special advisers and support this with an induction programme.

Action 22

Strengthen policy-making skills and develop more open approaches to policy-making

Why is this needed?

To ensure the Civil Service always provides high quality policy advice and to promote a culture of innovation and openness by involving greater external participation and consultation in policy development.

How will it be achieved?

In addition to implementing the actions set out in Ireland's Action Plan under the Open Government Partnership, we will:

*Staff responses to:
"If you could change one thing to make the Civil Service more effective what would it be?"*

"Improved governance and accountability."

"Acknowledge that culture does need to change and change it – open, inclusive, accountable."

"Bridge the gap between policy making and operational delivery in order to provide better customer service."

- Learn from the range of innovative policy methodologies currently in international practice to develop and apply new approaches to policy design, evaluation, consultation and implementation.
- Host regular open policy debates involving networks of practitioners, academics and experts in developing and debating policy options at an early stage.
- Establish strong and joined-up approaches in each policy area so that policy and operational areas work together to understand the impact of policy in practice and build this into policy design.
- Establish the expectation that all policy officials maintain an active network of key stakeholders in front-line service delivery, academia, and international administrations and engage this network regularly, particularly at the early stages of policy development.

Action 23

Nominate a Civil Service Spokesperson to communicate on behalf of the Civil Service

Why is this needed?

To improve internal and external engagement in the work of the Civil Service, clearly communicate the role of the Civil Service and ensure that accurate, relevant and timely information about the Civil Service is accessible and available to both staff and stakeholders.

How will it be achieved?

We will:

- Develop a single Civil Service Communications Strategy.
- Designate the Secretary General of the Department of Public Expenditure and Reform, as a member of the Civil Service Management Board, to act publicly as a spokesperson and ambassador for the Civil Service.
- Establish a Civil Service Communications Unit to support this role, working closely with the Government Information Service, to improve how the Civil Service engages with its staff and stakeholders and disseminates accurate and timely information on its performance and operation.
- Run regular surveys of Civil Service customers to more fully understand user experiences, expectations and requirements.

Staff responses to:
“If you could change one thing to make the Civil Service more effective what would it be?”

“Acknowledge success.”

“Have an internal communication section or Department.”

“Ban the use of jargon in reports, reviews, websites, forms etc. Use plain English or Irish and cut to the chase.”

“Encourage managers to talk and communicate directly to staff and to listen to

Action 24

Improve how data is collected, managed and shared

Why is this needed?

To increase efficiency, reduce fraud and improve use of data in management and the delivery of services so that we have a stronger basis for longer-term thinking and strategic decision making.

How will it be achieved?

We will:

- Recognise data as a corporate asset and develop a coordinated approach to data sharing and infrastructure as part of the forthcoming ICT Strategy.
- Develop opportunities to enhance open data and transparency in line with the Action Plan under the Open Government Partnership.
- Build on *Ireland Stat* to publish outcome metrics for all services.
- Identify management information gaps and improve the quality of corporate data in the Civil Service.

Action 25

Introduce an annual Employee Engagement Survey to involve staff at all levels in ongoing organisational improvement

Why is this needed?

To measure drivers of leadership and engagement across the Civil Service, to provide a benchmark to measure and compare different organisations, and to maintain an accurate baseline of the performance and operation of the Civil Service to inform strategic management decisions and the delivery of the Renewal Plan.

How will it be achieved?

We will:

- Introduce a short, annual, standard engagement survey across the Civil Service to create a regular and consistent channel to track levels of staff engagement and to receive staff feedback.
- Coordinate the process centrally through a team with the relevant statistical expertise to ensure robustness of the process and results.
- Publish the results of the survey annually.

*Staff responses to:
“If you could
change one thing
to make the Civil
Service more
effective what
would it be?”*

*“Unified
departmental
system to share
information.”*

*“Listen to the views
of those at the
bottom. Most
decisions come
from the top
down.”*

*“A more joined up
service where staff
are more engaged
and feel valued and
that their
contribution
counts.”*

- Use the results to inform the delivery of the Renewal Plan and organisational reviews so that senior managers and leaders are held to account for taking action in response to the results for their organisation.

7 Implementation

7.1 What actions will drive progress?

The Renewal Plan provides an ambitious programme of change that will shape the future of the Civil Service. All of the actions identified will make the Civil Service more effective. However, several of the actions set out will define and drive reform. They include:

- Strengthening oversight of delivery of results by establishing an Accountability Board chaired by the Taoiseach and with external members.
- Establishing collective leadership and ownership of critical whole-of-Government issues through a Civil Service Management Board.
- Implementing joined-up approaches to working on critical whole-of-Government issues.
- Strengthening the performance management process at all levels, including implementing annual assessments for all Secretaries General and Assistant Secretaries.
- Strengthening organisational performance through objective reviews of the capacity and capability of each Department.
- Investing in excellence by establishing a new model for delivering learning and development in the Civil Service.

The actions in this plan are for the Civil Service but the key principles underpinning them should also be reflected in other sectors of the Public Service, as they undertake their own significant programmes of reform as outlined in the Public Service Reform Plan 2014-16.

7.2 What structures will support delivery?

After many Civil Service reform initiatives, we have learned that there are a number of important elements required to deliver change: strong collective leadership, shared ownership and sustained investment and commitment. We will establish strong governance and delivery mechanisms to manage the change programme effectively so that the ambitions of reform are underpinned by action. Delivering transformation at this level of ambition will not be easy, nor will it happen immediately. We will:

1. Assign collective responsibility and accountability to the Civil Service Management Board and its members for implementing the Civil Service Renewal Plan. The Secretaries General of the Department of the Taoiseach and the Department of Public Expenditure and Reform will provide central supports and leadership to enable this and will report progress to the Taoiseach and the Minister for Public Expenditure and Reform regularly.
2. Allocate responsibility for the delivery of each action to a named Secretary General, or group of Secretaries General, with the remit to manage the implementation of changes across the Civil Service.

Each Secretary General will appoint a dedicated Project Manager to drive their action and this person will work centrally with all other Project Managers under the direction and coordination of a central PMO located in the Department of Public Expenditure and Reform.

3. Coordinate and drive implementation through a central PMO which will have expertise in relevant areas and be staffed from a number of Departments and external sources, as required. The Office will be managed by the Public Service Reform Programme Director in the Department of Public Expenditure and Reform. This will facilitate an integrated approach to implementation that aligns the reforms set out in the Renewal Plan with the reform initiatives already underway in the Civil Service, in particular HR and ICT reforms.
4. Develop a Strategic Implementation Plan for each thematic area to outline in practical terms how changes will be implemented and resourced. The plans will be prepared by the Programme Management Office working with the relevant Secretaries General and their Project Managers, drawing on internal and external expertise to:
 - prioritise and sequence actions based on a robust assessment of feasibility, impact and cost; and
 - outline the appropriate process to monitor and manage the risks, issues and challenges associated with large scale transformation.

7.3 What will enable success?

Delivering the renewal agenda will be challenging. Senior managers will carry much of the responsibility for implementing change. However, all of us share the opportunity and responsibility to make the Civil Service Renewal Plan a reality where we work. A strong governance structure will be essential. We will also need to put in place the right supports so that we build a strong platform for continuous change and improvement that can secure the ownership and confidence of both staff and stakeholders. To achieve this we will need to:

1. Sustain political and administrative leadership for the duration of the Renewal Plan.

To work, renewal needs the commitment and sponsorship of leaders within the administrative and political system. Staff will need to see their leaders visibly championing and taking responsibility for the changes. Building on the model of the Senior Public Service, we will develop networks of leaders at all levels to champion renewal within Departments. Meaningful engagement with the Accountability Board, Cabinet Committees and Oireachtas Committees will be important and will go a long way to bolstering the success of the Renewal Plan.

2. Invest in and resource these changes effectively.

This is a major change programme. We will not succeed without the commitment of additional financial investment and appropriate resources. In particular, we will need to support reform with

dedicated expertise in the Department of Public Expenditure and Reform in key areas: Programme Management; Strategic HR Management; and Change Management.

The PMO will use robust project management tools to track and evaluate progress and to ensure that the actions in the Renewal Plan are implemented and deliver the outcomes expected. We will support the delivery of major actions with a dedicated project manager. We will draw on the experience and expertise at the centre and in line departments to achieve this.

3. Provide the right central supports.

Renewal cannot be delivered by any one Department but must be delivered collectively. All Civil Service organisations share the responsibility for implementing the renewal actions. The role of the Department of Public Expenditure and Reform and the Department of the Taoiseach will be critical as strong sponsors and leaders of change. In addition to coordinating reforms and maintaining a whole-of-Government view, these two Departments, working closely with the Civil Service Management Board, will need to:

- prioritise actions and set the pace of implementation; and
- build and share the capability and expertise to drive and sustain change.

4. Regularly communicate and engage with staff and stakeholders.

We will only maintain momentum if we regularly communicate the goals and impacts of the changes we are making. We are heartened by the commitment shown to date by a wide range of staff and we remain committed to communicating the need for change and ensuring that staff affected are fully involved in implementation in a meaningful way. As a first step, we will develop a single overarching communications strategy. In addition, we plan to embed the flexibility to respond to new ideas and challenges by taking action to:

- Develop a single online portal to provide timely information on progress, showcase implementation successes and facilitate ongoing engagement with staff, their representative organisations, the public and the media;
- Build on the success of the Town Hall meetings by running regular, regional meetings open to all staff to discuss the issues and ideas coming through during implementation;
- Meet with all senior managers annually to review progress and address common issues, risks or challenges;
- Analyse the results of the annual engagement survey to understand the extent to which renewal is supporting greater engagement; and
- Roll-out regular customer surveys to measure the public's view of change.

5. Evaluate and report progress against each action regularly and transparently.

Progress against each action will be reviewed and published regularly. We will work to minimise the reporting burden for individual Departments by streamlining the various reform processes.

6. Accelerate technological change and innovation.

Lasting transformations are underpinned by technological change and innovation. The Government is preparing an ICT Strategy for publication later this year. As part of this programme, the Government's Chief Information Officer will bring forward proposals to support and underpin the Renewal programme through ICT reforms.

7. Lead change at every level

Change is a normal part of our business. All civil servants share the responsibility to ensure that renewal, and the actions to achieve it, are implemented. We expect all leaders and managers to champion renewal by engaging with their staff, mobilising their Department in key areas to deliver renewal and by sponsoring particular actions and initiatives. We expect all staff and their representative organisations to get involved, be engaged in initiatives and innovations and provide regular feedback so that we know what's working and what's not as we move ahead and implement.

7.4 What will success look like?

We will know we have succeeded when we have:

- made measurable improvements for the Government and the public;
- established clear accountability for delivery at every level;
- removed the barriers to working seamlessly as one Civil Service;
- created a working environment that develops and supports excellence at all levels; and
- addressed persistent under-performance and set new expectations for the levels of performance we will expect and accept.

We are confident that achieving this level of transformation will create a better and more motivating environment for staff, better services for the public, and greater confidence and trust in the Civil Service throughout the country.

If we all work together, we will achieve our vision to provide a world-class service to the State and the people of Ireland.

Annex A: Table of Actions

	Action
Unified	1 Establish an Accountability Board for the Civil Service
	2 Create a Civil Service Management Board
	3 Set a common governance standard
	4 Strengthen strategic planning and business planning processes
	5 Improve the delivery of shared whole-of-Government projects
	6 Expand the model of sharing services and expertise across organisations
Professional	7 Significantly develop strategic HR capability
	8 Open up recruitment and promotion processes at all levels
	9 Establish a new shared model for delivering learning and development
	10 Introduce structured and transparent talent management programmes to develop future leaders
	11 Strengthen the performance management process
	12 Design and implement a robust performance review process for Secretaries General and Assistant Secretaries
	13 Publicly recognise staff excellence and innovation
Responsive	14 Strengthen professional expertise within corporate functions
	15 Expand career and mobility opportunities for staff across geographic, organisational and sectoral boundaries
	16 Re-design organisational and grade structures
	17 Improve project management capacity
	18 Increase the authority, flexibility and accountability for managing staff resources by delegating more responsibility to Departments
	19 Extend the ICT capacity of Departments and increase efficiencies by creating common systems and infrastructure
Open and Accountable	20 Implement a programme of Organisational Capability Reviews
	21 Publish the framework for assignment of responsibilities for all Departments
	22 Strengthen policy-making skills and develop more open approaches to policy-making
	23 Nominate a Civil Service Spokesperson to communicate on behalf of the Civil Service
	24 Improve how data is collected, managed and shared
	25 Introduce an annual Employee Engagement Survey to involve staff at all levels in ongoing organisational improvement

Annex B: The Independent Panel

Independent Panel on Strengthening Civil Service Accountability and Performance

Kevin Rafter, Chair	Dublin City University
Dorothea Dowling	Personal Injuries Assessment Board
Michael Howard	Former Secretary General of the Department of Defence

Annex C: The Civil Service Renewal Taskforce

Secretary General Sponsors

Martin Fraser	Department of the Taoiseach
Robert Watt	Department of Public Expenditure and Reform

Taskforce Members

Orlaigh Quinn, Chair ¹⁰	Department of Public Expenditure and Reform
Anne Barrington	Department of Foreign Affairs and Trade
William Beausang	Department of Public Expenditure and Reform
Breffini Carpenter	Department of Agriculture, Food and the Marine
Ger Deering	Department of Environment, Community and Local Government
Helen Dixon	Department of Jobs, Enterprise and Innovation
Des Dowling	Department of Defence
Gerry Harrahill	Office of the Revenue Commissioners
Rónán Hession	Department of Finance
Gerard Hughes	Department of Children and Youth Affairs
Jean Kelly	Department of Transport, Tourism and Sport
Fergal Lynch	Department of Health
Steve MacFeely	Central Statistics Office
Eilis O'Connell	Office of Public Works
Deirdre O'Keeffe	Department of Justice and Equality
Gavan O'Leary	Department of Education and Skills
Brian O'Raghallaigh	Department of Arts, Heritage and the Gaeltacht
Orlaigh Quinn	Department of Social Protection
John Shaw	Department of the Taoiseach
Ken Spratt	Department of Communications, Energy and Natural Resources
Fiona Tierney	Public Appointments Service

ENDNOTES:

¹ The Public Service Reform Plan 2014-16 (January 2014) and Progress Report (January 2014) can be found [here](#)

² The Report of the Independent Panel (June 2014) can be found [here](#)

³ The term 'Department' is used throughout this report to refer to Government Departments and Offices

⁴ Details of these initiatives can be found in the 2011 and 2014 Public Service Reform Plans published [here](#)

⁵ The National Risk Framework can be found [here](#)

⁶ Background data on the Civil Service in 2014 is published [here](#). Data in this report refers to end 2013 unless otherwise stated.

⁷ A report of the feedback from staff can be found [here](#). An illustrative selection of the submissions received are highlighted anonymously in Chapters 3-6.

⁸ The consultation paper on strengthening Civil Service accountability and responses can be found [here](#)

⁹ The acronym 'IGEES' refers to the Irish Government Economic and Evaluation Service

¹⁰ Paul Reid chaired the Taskforce between June 2013 and March 2014. Orlaigh Quinn was the Department of Social Protection nominee on the Taskforce during this time.

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CIVIL SERVICE GERNERAL COUNCIL STAFF PANEL

Annual Report of the Secretary for 2014

1. PUBLIC SERVICE PAY:

Public Service Pay has not been increased during the period 2009 to date, rather Public Servants have seen their pay cut twice and in some cases three times during that period. Staffing levels have also been cut and additional working hours have been introduced. The Croke Park and Haddington Road Agreements have protected Public Servants from compulsory redundancy, cuts in annual leave levels, protected the system of increments and the structure of pensions.

The task ahead for 2015 and beyond for the Public Service Unions/Associations is to begin the restoration of the losses imposed on Public Servants. The first step in that direction was taken in the Government decision to repeal Section 2B of the Financial Emergency Measures in the Public Interest, (FEMPI) Act of 2013. This provision allowed the Minister to make unilateral cuts to the pay and conditions of Public Servants.

The next step will be the presentation of a claim by the Public Services Committee of ICTU in the first half of 2015 for the “unwinding” of the losses suffered by Public Servants.

1.1 Redeployment

The Public Service Agreements 2010-16 (Croke Park and Haddington Road Agreements) provide for agreed redeployment arrangements to apply in the Civil Service and in other parts of the Public Service. Under the Haddington Road Agreement (HRA), the parties involved reaffirmed the commitments given in paragraphs 1.5-1.12 of the CPA. To enhance management flexibility and optimise the redeployment arrangements, changes were introduced for the Civil Service and NCSSBs and for cross-Sectoral redeployment. These affect how staff are identified for redeployment and strengthen the systems in place to match surplus staff with vacancies on a geographic basis within the guideline distance of 45km. In addition an appeals process was agreed that provides that where a staff member wishes to appeal a redeployment assignment, whether cross-Sectoral or within the Civil Service, such an appeal will be considered by an agreed adjudicator who will issue a decision within the terms of the scheme within 21 days and whose decision will be binding on all parties and will be final.

The Redeployment Toolkit can be accessed at <http://hr.per.gov.ie/redeployment/>

As of 31st December 2014 the total number on the PAS Resource Panel stood at 55, broken down as follows.

- Civil Service 25
- NCSSB 29
- Education 1

The Number of Redeployed Staff recorded by PAS was 933 broken down as follows:

Redeployed From	Redeployed To	Total Number
Civil Service	Civil Service	642
Civil Service	NCSSB	20
Civil Service	Health Sector	23
Civil Service	Local Government	4
NCSSB	Civil Service	140
NCSSB	NCSSB	48
NCSSB	Local Government	10
Education	Civil Service	2
Education	Education	9
Health	Civil Service	9
Local Government	Civil Service	15
Local Government	Local Government	8
Local Government	NCSSB	1
Local Government	Education	1
Education	Local Government	1

2. PERFORMANCE MANAGEMENT SYSTEM

PMDS

In accordance with the Memorandum of Agreement in 2012 in relation to changes to the PMDS system for 2013 discussions took place during 2013 year on the “calibration” and review process. In relation to the calibration process, as a first step, this was to be done on a pilot basis for the 2013 cycle of PMDS. Under this arrangement, Assistant –Secretaries were to calibrate the evaluations of Principals and equivalent grade levels and Principals were to calibrate evaluations of Assistant Principals and equivalent grade levels.

Towards the end of 2013 the Official Side sought to fundamentally alter the manner in which the agreed calibration process would operate. Discussions failed to resolve the issues and Staff Side concerns, particularly that

the indicative descriptors for ratings distribution had the potential to transform themselves into a “forced distribution” of ratings. The Official Side issued guidelines without agreement.

In October 2014 the following letter issued to Personnel Officers from the Civil Service HR Division in the Department of Public Expenditure and Reform.

**PMDS:
Calibration of Evaluations of Performance**

Dear Personnel Officer

I am writing to you regarding the pilot of Calibration of 2013 PMDS performance evaluations for the grades of Principal and Assistant Principal. I would like to thank you for your cooperation to date both in running the pilot and in assisting us with the follow-up review.

While the review is not yet completed, we are conscious of the need for Departments to have clarity on any likely requirement for Calibration in 2015, to assist in the business planning process. It is clear from the mostly positive feedback that the Calibration pilot was seen as worthwhile. However, the process and its roll-out proved to be both time-consuming and resource-intensive.

The Civil Service Renewal Plan, which was recently agreed by Government, has as a key action the strengthening the performance management process, including an examination of the ratings scheme and the appraisal process. While the Calibration pilot will provide a very valuable input to this work, the implementation of the Renewal Plan actions may require significant changes to PMDS.

For these reasons, it is not proposed to progress to full rollout of Calibration to all grades for the 2014 PMDS evaluations of performance and there is no central requirement to continue Calibration for those grades included in the pilot.

I should also note that, pending agreement between the Staff and Official sides at General Council, external review of PMDS ratings will not be made available for the 2014 appraisal process. Similarly, revised internal review up to Head of Division will also not be available. Review of ratings by Second Supervisor/ Manager's Manager will, of course, continue to be available for staff to avail of.

We hope to circulate the full review of the Calibration pilot in the near future.

In addition the principal issue of concern to the Staff Side at the end of 2013 and the beginning of 2014 was the failure of the Official Side to implement the agreed arrangements for an independent third party review of ratings. At time of writing the issue was to be the subject of an Arbitration Board hearing in January 2015.

3. CIVIL SERVICE RENEWAL PLAN

In October 2014 the Taoiseach and Minister for Public Expenditure and Reform

Launched the Civil Service Renewal Plan – A vision and three year action plan for the Civil Service.

Addressing the launch, Minister Howlin said:

“The Civil Service has many strengths and we have seen huge commitment from staff to deliver efficient front line services and manage significant cost constraints to support economic recovery. We are all working together to deliver the best quality services to the public and maximum value for money to the taxpayer. The Civil Service Renewal Plan is an important part of our programme to improve public services. The focus it brings to unified leadership, innovative approaches to service delivery, maximising the performance of staff, and greater cooperation and collaboration across organisations will strengthen the capability of the Civil Service and the service it provides to the State into the future”

At the launch it was stated that implementation of the plan was to commence immediately with the establishment of a central Programming Management Office (PMO) and the first meeting of the Civil Service Management Board. Once the PMO was up and running the following actions were to be taken **in the first 200 days**:

- Establishing the Civil Service Accountability Board, chaired by the Taoiseach
- The first performance review process for Secretaries General
- An end – to – end review of the disciplinary code
- Several open recruitment competitions in key areas
- The first Civil Service wide staff engagement survey
- The first Implementation Town Hall with staff

The plan contains a total of 25 points with actions to achieve the points listed. However, some of the actions are of direct consequence to staff and will require negotiation and discussions with Unions / Associations.

For further information, please visit <http://www.reformplan.per.gov.ie>

SHARED SERVICES

Payroll Shared Service:

At time of writing the transition of payees from the Department of Finance and its client Bodies to the Payroll Shared Services Centre (PSSC) is complete. The PSSC now services 21,000 payees across 20 Public Service Bodies.

Financial Management Shared Services Project

At time of writing work to develop an RFT (Request for Tender) for a single Financial Management System is close to completion.

PeoplePoint

The Staff Side met on two occasions with the management of PeoplePoint/DPER during the year in an effort to address issues of concern raised by members of the constituent Unions /Associations. The Staff Side found the management quite responsive when issues were raised with them.

For its part the management of PeoplePoint during the year recognised that it needed a period of time to consolidate progress, update processes, people skills and technology in advance of taking further Public Service Bodies into PeoplePoint. They drew up an Operational Plan the purpose of which was to address service issues and stabilise and improve the environment in advance of transitioning remaining in-scope Public service Bodies to PeoplePoint.

The latest Departments /Offices which successfully transitioned to PeoplePoint in November 2014 were the Department of Communications, Energy and Natural Resources and the Office of the Chief State Solicitor.

Four further organisations are due to transition in March 2015: the Public Appointments service; the President's Establishment; the State Laboratory and the Department of Jobs, Enterprise and Innovation.

5. EQUAL OPPORTUNITIES

There was one ordinary meeting of the General Council Equality Sub – Committee on Equality issues during 2014. There were three other meetings which dealt solely with the Bullying and Harassment Policy Review. Following numerous text changes a new Dignity at Work Policy document was agreed in November 2014. At time of writing it is expected that this document will be launched by the Department of Public Expenditure and Reform in January 2015.

5.1 Crèches

Crèches are based at Mahon, Cork. Mount Street, Dublin. Marlborough St, Dublin. Backweston, Athlone, Sligo and Ennis.

During 2012, a Focussed Policy Assessment of the Civil Service Childcare Initiative was carried out by the Department of Public Expenditure and Reform's Central Evaluation Unit (CEEU) where it was recommended that the State should end its involvement in the Civil Service Crèches in a structured and planned way.

The Minister for Public Expenditure and Reform, Mr. Brendan Howlin T.D. accepted the recommendations and decided that the State would no longer subsidise or have any management role in the initiative.

Crèche operators were informed and given the option to continue operating in the existing properties under new licence arrangements. All operators expressed an interest and the OPW engaged with them on the details of the new licences. The Board and the OPW

were also active in ensuring that the operators informed parents of the new arrangements.

The Interim Board met in October 2014 and will, for a period of time, continue to monitor the transition and report back to the Staff Side.

5.2 Disabilities

There were no meetings of the Disability Sub-Committee during 2014.

6. HEALTH AND SAFETY

There were no meetings of the Sub-Committee during 2014.

7. TRAVEL AND SUBSISTENCE SUB-COMMITTEE

There were no developments on Travel and Subsistence during 2014

8. GRIEVANCE PROCEDURE

No progress was made during the year on a revised Grievance Procedure.

9. CIVIL SERVICE EMPLOYEE ASSISTANCE SERVICE. (CSEAS)

The Civil Service Employee Assistance Service (CSEAS) was fully restructured during 2012 as a shared service, under central management within the Department of Public Expenditure and Reform.

Employee Assistance Officers (EAO'S) are located in Dublin (Head Office), Tullamore, Cork, Limerick, Castlebar and Sligo, providing a shared service to all government Departments/Offices. They provide a wide range of confidential supports to staff and management designed to assist employees in managing work and/or life difficulties.

The CSEAS also has a role to play in policies such as A Positive Working Environment, Managing Underperformance and Guide to Alcohol and Drugs Misuse in the Workplace.

The Advisory Committee of the CSEAS met on a quarterly basis during the year. The function of the Committee is to advise on and approve the overall strategy for CSEAS policy development and to review and advise on the operation and effectiveness of the CSEAS. Membership of the Committee comprises of:

A Chairperson from DPER.

Chief Medical Officer for the Civil Service.

3 Principal Officers, or other appropriate level, nominated on the basis of their experience in the subject area relevant to the functions of the Advisory Committee.

Secretary (or alternate), Civil Service General Council Staff Panel.

Circular 09/2014 issued in April 2014 which set out the details of the restructured Civil Service Employee Assistance Service (CSEAS) effective from June 2012.

Website: www.cseas.per.gov.ie

10. ARBITRATION BOARD/ADJUDICATOR

10.1 Arbitration Board

The members of the Arbitration Board who were appointed to 30th June 2017 were:

- Mr John Doherty, Chairperson
- Mr Gerard Barry, member nominated by the Government;
- Mr Tom Wall, Staff Side representative for the Civil Service and Teachers Boards;
- Mr George Maybury, Staff Side representative for the Defence Board;
- Mr Hugh O'Flaherty, Staff Side representative for the Garda Board (subject to the outcome of the Garda Review)

11.1 Adjudicator /Mediator.

Mr. Joe McDermott was reappointed as Mediator for 18 Months from 8th September 2014.

11. CIVIL SERVICE DISCIPLINARY CODE APPEALS BOARD

Ms. Inge Clissman SC was re-appointed as Chairperson of the Civil Service Disciplinary Appeals Board for 2014/2015

The position of Deputy Chairperson is currently vacant.

The following are the Staff Side nominees to the Board

Mr. Des Fagan. CPSU
 Mr. Kevin Gaughran. CPSU
 Mr. Derek Mullen. CPSU
 Ms Theresa Dwyer. CPSU
 Ms. Phyllis Behan. PSEU
 Mr. Billy Hannigan. PSEU
 Mr. George Maybury. PSEU
 Mr. Paul Caffrey. PSEU
 Mr. Eugene Quinn. PSEU
 Mr. John Kelleher. AHCPS
 Mr. Ciaran Rohan. AHCPS
 Mr. Tom Hoare. IMPACT
 Ms. Christine Cully. IMPACT

The Official Side Nominees are:

Ms. Kathleen Redmond. Revenue.
 Ms. Patricia Murphy. Department of Social Protection.
 Mr. Dave Hanley. Department of Communication, Energy

and Natural Resources.

Ms. Lynda Hendly. Revenue.

Mr. Pdraig McMahon. AG's Office.

Mr. Martin Bourke. OPW.

Ms. Ann McDonnell. Education & Skills.

Ms. Patricia Coleman. Department of Finance.

12. STAFF PANEL/GENERAL COUNCIL

12.1 Staff Panel

During the year there were 11 ordinary meetings of the General Council Staff Panel.

Claims Lodged at General Council during 2014

- Claim that a payment of 1,620 be made to members of the grades of Executive Officer, Higher Executive Officer and Administrative Officer who travelled abroad for over 7 days in the course of the Irish Presidency in 2013.
- Claim seeking commensurate payments to Clerical Officers and Staff Officers who travelled abroad for more than 7 days as part of the Irish Presidency of the EU in 2013.
- Claim that the Office of the Comptroller and Auditor General restore the automatic promotion arrangements for Trainee Auditors.
- Claim that the Department of Public Expenditure and Reform run an interdepartmental Assistant Principal (IT Manager) competition.
- Claim that the Department of Public Expenditure and Reform run an interdepartmental Higher Executive Officer Systems Analyst competition.
- Claim that in light of the welcome proposal to establish recruitment panels for general service grades that DPER would move to address deficits in the structures for professional, technical and support grades by recruiting to those grades.
- Claim that the loss suffered by those in receipt of co-ordinated pension as a result of the termination of the transition pension be reversed and that they be treated in the same manner as those in receipt of gross income in excess of 3.3333 times the contributory old age pension who have experienced no comparative loss in relation to the termination.
- Claim that Private Secretaries to Ministers, Ministers of State and Heads of Department continue to retain a portion of their allowance when their appointment ceases, as heretofore.
- Claim for the holding of an interdepartmental PO competition.
- Claim for the provision of adequate training/practice materials for users of psychometric testing in recruitment competitions.

- Claim that the current arrangements governing Flexible Working Hours bands for staff working a 9.00 to 15.00 working pattern be adjusted to permit attendance, within the rules of the FWH system, between 08.00 to 16.00.
- Claim that the Department of Public Expenditure and Reform introduce an interdepartmental Mobility Register for Executive Officers, Higher Executive Officers and Administrative Officers employed in Civil service Information Technology Divisions.
- Claim seeking agreement on the restoration of some level of Senior Suitable promotion in the Civil Service.

12.2 Move from Conciliation and Arbitration Scheme to using State Agencies

The Government announced during the latter part of the year it plan to lift the ban on Civil Servants having access to the Labour Court in respect of IR issues. Such issues are currently dealt with through the Civil Service Conciliation and Arbitration Scheme. In December 2014 a Sub-Committee of General Council to review the C&A Scheme was established.

12.3 General Council

During the year 10 meetings of General Council took place.

There were four General Council Agreed Reports in 2014.

General Council Agreed Report 1527 (Meeting of 29th January 2014)

CLAIM:

That a payment of 1,620 be made to members of the grades of Executive Officer, Higher Executive Officer and Administrative officer who travelled abroad for over 7 days in the course of the Irish Presidency in 2013.

1. The Staff Side put forward this claim at General Council on 29th January 2014
2. Background
An award by the Adjudicator to grades represented by the AHCPS gave payments to the people concerned as follows:

7-20 days	€2,250
21 days +	€3,750

On the occasion of the last Presidency, members of grades represented by the PSEU received 54% of the Delegates' Allowances paid after the first night to grades represented by the AHCPS, (the basis for the difference being the fact that overtime is payable to grades represented by the PSEU). On that basis payments of the following are due to the grades covered by the claim;

7-20 days	€1,215
21+ days	€2,025

As the Official Side's preference is for a single rate of payment to PSEU grades, the average of the two amounts is:

€1,620.

3. The Official Side rejected the claim and an agreed report recording disagreement was adopted on 19th February 2014.

Padraig O'Dwyer
Official Side Secretary

Gerry Malone
Staff Side Secretary.

General Council Agreed Report 1528 (Meeting of 29th January 2014)

CLAIM:

Seeking commensurate payments to those sought by Executive Officer, Higher Executive Officer and Administrative Officer grades for Clerical Officers and Staff Officers who travelled abroad for more than seven days as part of the Irish Presidency of the EU in 2013.

1. The Staff Side put forward this claim at General Council on 29th January 2014.
2. Background
This claim follows a recent Adjudication award on behalf of grades represented by the AHCPS and a follow-on claim by the PSEU for payments based on the Delegates Allowances payable during previous Presidencies.
3. The Official Side rejected the claim and an agreed report recording disagreement was adopted on 19th February 2014.

Padraig O'Dwyer
Official Side Secretary

Gerry Malone
Staff Side Secretary.

General Council Report 1529

(Meetings of 26th February 2014)

Item: That the proposed PMDS External Review mechanism include access for those who have achieved an Evaluation of Performance of 'Fully Achieved Expectations' (formerly a Rating of 3).

1. Following discussion at General Council on 26th February 2014, the Official Side proposed that the matter should be referred to a third party. This was agreed by the Staff Side.

2. Background

As outlined by the Staff Side, PMDS now provides for independent review of evaluations of performance by an External Reviewer where agreement has not been reached. A panel of suitably qualified External Reviewers will be established by the Department of Public Expenditure and Reform and the membership of the panel will be agreed between the Department and the Staff Panel of General Council. Departments/Offices wishing to avail of the services of an External Reviewer will apply to the Department of Public Expenditure and Reform for referral of a member of the panel to conduct the review. The costs associated with the engagement of an External Reviewer by a Department/Office will be borne by the Department/Office concerned.

This issue has been the subject of considerable deliberation in 2013; the proposed appeal mechanism was discussed at General Council in November 2013 and January 2014. Divergent views have arisen regarding access to external review for those who receive an evaluation of 'Fully Achieved Expectations' – the old 3 rating.

The Staff Side emphasised that the agreed mechanism did not limit reviews to people who achieved a rating of less than 'Fully Achieved Expectations'. They said that if that was what had been intended that is that is what would have been recorded.

In an effort to assist in concluding the issue the Staff Side said that they were willing to agree that the third party review would be confined to people who achieved a rating equivalent to 1, 2 or 3 under the old rating system.

The Official Side have carefully considered the Staff Side's views. It is the position of the Official Side that access to External Review should not be available to those with a rating of 'Fully Achieved Expectations' and this was advised to the Staff Panel in detail by letter on 21 February. A rating of 'Fully Achieved Expectations' which acknowledges that all the critical goals were delivered and expectations in all areas of responsibility were met is considered to be a good rating. Access to External Review for an evaluation of 'Fully Achieved Expectations' is not consistent with the key principles which must underpin the External Review process, namely, that External Review should:

- be limited to situations where there is a quantifiable loss or potential loss to the jobholder
 - be consistent, as much as possible, with pre-existing review processes
 - not create an unnecessary and duplicate administrative process
 - not create unnecessary costs for the taxpayer.
3. A report recording disagreement was adopted on 17th July 2014.

Padraig O'Dwyer
Official Side Secretary

Gerry Malone
Staff Side Secretary.

General Council Report 1530

(Meeting of 25th June 2014)

CLAIM:

That Private Secretaries to Ministers, Ministers of State and Heads of Department continue to retain a portion of their allowance when their appointment ceases, as heretofore.

1. The Staff Side put forward this claim at General Council on 25th June 2014.
2. Background
This claim follows from the Review of Public Sector Allowances and Premium Pay as a consequence of a Government Decision in 2012. The Review resulted in the abolition of previous arrangements whereby Private Secretaries could retain a portion of their allowance upon cessation of their role as Private Secretary with effect for all new beneficiaries.
3. The Official Side rejected the claim and an agreed report recording disagreement was adopted on 20th August 2014.

Padraig O'Dwyer
Official Side Secretary

Gerry Malone
Staff Side Secretary.

Other items dealt with at General Council:

- Complaints against Staff – Procedure in Civil Service.
- Review of TCO's/ CO Recruitment/Interdepartmental Competitions.
- Incremental Progression.
- Delays in Salary Payments.

- Establishment as Civil Servants of Staff who transferred into the Civil Service from Semi-State Bodies and Local Authorities.
- Application of the Shorter Working Year Scheme.
- Access to Civil Service Mediator.
- Establishment process for existing FGE/IMPACT grades.
- Protection of Staff from the threat of the Ebola Virus.

Circulars issued by Department of Finance / Public Expenditure and Reform in 2014

No	Title / Content
02/2014	Implementation of Clause 2.31 of the Haddington Road Agreement – revised pay scales and allowances for persons recruited to certain direct entry grades.
03/2014	Pay arrangements for certain new entrant employees to the public service who are required to be members of the Single Public Service Pension Scheme.
04/2014	Interdepartmental Competition for Promotion to Executive Officer (EO) in the Civil Service.
06/2014	Arrangements for Paid Sick Leave.
09/2014	Civil Service Employee Assistance.
14/2014	Overtime in the Civil Service.

Circulars available at: <http://circulars.gov.ie>

13. Third World Fund

The Fund's Committee of Management met quarterly during the year. The Committee presented its Annual Report at the June Staff Panel meeting which was adopted. The website for the fund can be viewed at www.cstwf.ie

14. Civil Service Charities Fund

The Civil Service Charities Fund was established in 1991 to support voluntary organisations operating within communities or providing services to disadvantaged groups within society, such as people with disabilities. Members of the Fund donate 0.1% of salary i.e. 10 cent per 100 of salary, the donation of which is facilitated by a deduction at source.

The Management Committee of the Fund met four times during the year to consider applications for grants submitted under strict application criteria. The following applications for grants were considered, approved and paid in 2014

Applicant	Amount
IMNDA	€10,500.00
Dublin/ Wicklow Mountain Rescue	€5,000.00
Cumas Project	€10,000.00
Anam Cara	€4,678.34
Cork Association for Autism	€10,000.00
Jack Kavanagh Trust	€6,412.00
4th Kildare Naas Celts	€500.00
Nurture	€3,000.00
Woodhaven	€2,645.00
Empowerment Plus	€4,200.00
Blanchardstown Centre for the Unemployed	€1,790.16
Hand in Hand	€3,280.00
South East Simon Community	€3,819.00
Kare Local Service	€5,000.00
Out and About Association	€2,424.96
Walk	€3,220.00
DEBRA Ireland	€3,000.00
Wicklow SPCA	€370.02
Aspect A.S. Support	€875.00
Total	€80,714.48

The website can be accessed at:
www.civilservicecharitiesfund.ie

Conclusion

I would like to thank the Chairperson, Mr. Eugene Dunne IMPACT for his assistance during the last year. I would also like to thank the Vice-Chairperson, Ms. Joan Byrne CPSU.

To the General Secretary, Officers and Staff of the PSEU, in whose premises the Panel Office is located, thank you for your assistance, courtesy and welcome advice during the year.

I would like to thank the Official Side Secretaries, Pdraig O'Dwyer and Geraldine McCarthy for their assistance and co-operation during 2014. I would also like to thank all our colleagues in the Departments of Finance and Public Expenditure and Reform for their assistance and co-operation throughout the year.

*Gerry Malone,
Secretary.*

IRISH CONGRESS OF TRADE UNIONS ANNUAL REPORT OF THE PUBLIC SERVICES COMMITTEE

1. MINUTES

The minutes of the 2013 Annual General Meeting are enclosed at **Appendix 1**

2. OFFICERS

The following were elected at the 2013 PSC Annual General Meeting :

Chair: Shay Cody (IMPACT)

Vice-Chair: Sheila Nunan (INTO)
Gene Mealy (SIPTU)

Secretary: Tom Geraghty (PSEU).

3. FINANCES

The Savings Account of the PSC began 2013 with a balance of €8,717.93. A payment to Mazars for assistance in the 'Croke Park 2' discussions of €23,372.40 was made in July 2013, following contributions from affiliates. The account has an up to date balance of €8,704.79. Thanks and appreciation are due to all affiliates for their assistance in meeting this cost.

The current account balance is €62.13.

4. PAY AND RELATED MATTERS

Last year's report finished at the point where the 'Croke Park 2' proposals had been rejected by a majority of Public Service unions and the LRC had begun to contact individual unions. Over the course of the subsequent month or so, the LRC brokered a series of bilateral agreements between individual unions and the employer, which modified elements of the proposals that had been rejected.

The Government, for its part, steered legislation through the Oireachtas permitting it to freeze increments and granting it extensive powers to alter conditions of employment for Public Servants. They made clear that no such steps would be taken in respect of groups that concluded agreements.

Ultimately, the various bilateral agreements were incorporated into an over-arching agreement that became known as the 'Haddington Road Agreement'. The exact impact of this agreement varies from group to group. General provisions, including cuts in pay for those earning above €65,000 p.a., apply to all in that category.

The agreement is scheduled to last until mid-2016. The Officers of the PSC did, however, take the precaution of writing to the Official Side during the

negotiation process to make clear that we reserved the right to lodge a claim for pay restoration at an earlier date, should circumstances permit.

The PSC nominated the following to serve on the Haddington Road Agreement Oversight Body:

S. Cody, Sheila Nunan, Patricia King, Tom Geraghty.

5. PENSIONS

The Public Service Pensions (Single Scheme and other Provisions) Act became law in 2012. Some residual issues arising from this legislation, which applies to new entrants to the Public Service, were taken up in the course of the year.

The virtual collapse in Private Sector pension provision has been used by some commentators as a basis for suggestions of significant changes to Public Service pensions. An attempt was made in the negotiating process that led to the Haddington Road Agreement to effect some disimprovements. This was rebuffed in the process. However, while this offers temporary protection in the lifetime of the agreement, it can be anticipated as an issue to be tackled in time by the PSC. It is important, therefore, that we prepare ourselves for this issue and that a degree of unanimity in approach is established. If we allow ourselves to be broken down into our component parts, as occurred in the Haddington Road process, then we will find it very difficult to maintain the existing pensions' structure and Public Servants will be the losers.

6. SICK LEAVE

This issue has occupied a great deal of time and effort on the part of the PSC since 2012. In total, there have been three Labour Court hearings, most recently to determine criteria for 'critical illness'. The upshot is that there is now a single scheme for all Public Servants. The essential elements of that scheme were set out in last year's report. One significant improvement achieved since then is the potential prolongation of periods on 'Temporary Rehabilitation' pay for officers on long term sick leave but with real potential to return to work.

7. REVIEW OF ALLOWANCES

Last year's report detailed the lengthy saga of the review of allowances. While there are ongoing issues, the position of the PSC has been throughout that issues relating to individual allowances are matters for each union to deal with in their own sector.

8. DUAL SALARY SCALES

The abolition of dual salary scales that discriminated against post-2010 entrants to the Public Service was agreed in principle in the Haddington Road Agreement. The exact out working of that principle has been the subject of sectoral discussions. At the time of writing, most sectors have concluded the process. This significant achievement rights a wrong created in 2010 by virtue of an unilateral decision of the then Minister for Finance. Despite the misguided attempts in much public discourse to lay the blame for this situation on the unions and/or suggest that it was part of the 'Croke Park Agreement', (it was not), the reality is that the matter was pursued with vigour at the very first possible opportunity and that these efforts proved to be successful.

9. OUTSTANDING THIRD PARTY FINDINGS

An issue raised at last year's AGM was that of outstanding third party findings. The Officers undertook to raise this issue with the employer. Unfortunately, given the restrictive nature of the FEMPI legislation, it has not proved possible to advance the matter.

10. TRAVEL AND SUBSISTENCE

In the course of the restorations that led to the Haddington Road Agreement, the Official Side sought decreases in the rates of travel and subsistence. These proposals were resisted. The agreement provided for a review of these rates only. The PSC Negotiating Group agreed that this review of rates would be handled in the Civil Service. Discussions on the matter have commenced.

11. LEGISLATION AND STAFF TRANSFERS

Differences in the legislative provisions governing mergers and transfers were raised with DPER. It is now proposed that in the event of a merger of two or more state entities or a take-over of one state entity by another that a process would be put in place to examine the conditions of employment that were in place in the transferring entity and to explore how or otherwise they might be transferred to the receiving entity. Some may end up not being transferred into the new organisation if that is the outcome of discussions.

A general provision would then be included in legislation which would protect terms and conditions as held on the date of transfer (similar to language used in older legislation). At the time of writing, discussions are underway in FORFAS for the purpose of discussing the conditions of employment that would have legislative protection.

12. CONCLUSION

I would like to thank all members of the PSC Negotiating Group for their help and courtesy. We have come through difficult times but we have managed to do so without any irreparable damage to our movement. That is testament to the integrity and decency of the people whom I have been privileged to serve as an officer of the PSC.

Thanks too are due to my fellow officers and to the members of the Oversight Body. Special thanks are due to Liam Berney of ICTU for all his assistance.

*Tom Geraghty,
Secretary.*

APPENDIX 1

ICTU – PUBLIC SERVICES COMMITTEE

MINUTES OF ANNUAL GENERAL MEETING OF PUBLIC SERVICES COMMITTEE HELD ON 30 MAY 2012

ATTENDANCE

Eoin Ronayne	CPSU
Pat Kavanagh	TEEU
Ciaran Rohan	AHCPS
Noel Ward	INTO
Dave Thomas	AHCPS
Brendan Broderick	ASTI
Denis Magner	TUI
Finbarr Murphy	Veterinary Ireland
Paul Whelan	TUI
John MacGabhann	TUI
Declan Glynn	TUI
Bernie Ruane	TUI
Patricia King	SIPTU
Ide Ni Fhaolan	TUI
Kevin Figgis	SIPTU
Annette Dolan	TUI
John Kane	MLSA
Diarmaid de Paor	ASTI
Steve Tweed	IMO
Mike Jennings	IFUT
Karl Dalton	POA
Patrick King	ASTI
Jim Mitchell	POA
Sheila Nunan	INTO (V-Chair)
Stephen Delaney	POA
Shay Cody	IMPACT (Chair)
Phil Ní Sheaghdha	INMO
Tom Geraghty	PSEU (Sec)
Walter Cullen	UNITE
Liam Doran	INMO

Apologies

Gene Mealy SIPTU (Vice-Chair), Liam Berney (ICTU).

1. MINUTES

The minutes of the 2011 AGM were approved subject to a correction to show Liam Doran as a representative of the 'INMO', as opposed to the 'INTO', which the minutes had stated erroneously.

2. FINANCES

The Annual Report of the Committee had been circulated. It noted that the two accounts had been rendered 'dormant' by the bank and, as a result, it was not possible to give up-to-date figures. The bank had been written to with a request that the 'dormant' status be rescinded.

3. PUBLIC SERVICE PAY AND RELATED MATTERS

The Chair reported that the review of allowances was not yet ready. He clarified also that where allowances are to be retained for certain functions, people assigned to these functions while the review is underway who, as a consequence, have not been paid the relevant allowances, will be paid retrospectively, provided the relevant allowance is retained.

The Chair also outlined the intention that the four Committee nominees to the Public Service Agreement Implementation Body would begin some tentative exploration with the Official Side regarding the situation after the expiry of the agreement in 2014. Obviously, this would consist of exchanging information and views at this point. If negotiations were to commence, these would involve the full Negotiating Group.

The meeting noted that the Implementation Body would be publishing its second report in a matter of weeks and that the report would be positive. It was noted also that outside auditors, Grant Thornton, had verified savings on four sample projects and, indeed, had identified that one project had understated the savings achieved.

4. SICK LEAVE

An up-date was given regarding discussions at the Labour Relations Commission. Whether the Unions needed a meeting on our own side in advance of the next LRC engagement was discussed. It was noted that we would have plenty of opportunity in the LRC to engage with each other, in any event.

It was noted that agreement on the central propositions was most unlikely and that many

important matters would be referred to the Labour Court. It was stated that the Official Side intention was to incorporate the outcome of the process into new legislation in the third quarter of the year.

5. REDUNDANCY

The Chair stated that, in light of the successful legal action taken by IFUT, it was necessary to make a collective agreement to provide for redundancy to be paid to fixed term workers whose contracts were not being renewed and for other Public Servants not covered by the Public Service Agreement. These terms would be as per the HSE redundancy 'package' i.e. statutory entitlements plus 3 weeks' pay for each year of service.

It was noted that these payments carried restrictions on re-employment in the Public Service but that the arrangements could be varied through local discussion, to allow flexibility for people to be re-employed.

6. REDEPLOYMENT

The Chair drew attention to an issue which had arisen in Civil Service discussions, whereby staff redeployed into a grade which had a higher maximum salary than the grade that they were leaving could not proceed to the maximum of the higher grade. It being noted that the 'FEMPI' legislation meant that pay increases to Public Servants could be awarded only by decision of the Oireachtas, discussions had taken place with the Official Side. A wording had been received which promised to review this issue at the expiry of the Public Service Agreement. This was noted and the proposal to deal with these issues first in the Civil Service on this basis was agreed.

7. PENSIONS

It was reported that it had been confirmed that amendments put by the Committee for inclusion in the legislation to establish a new Superannuation

scheme for future entrants, which the Minister had agreed to consider, would be included in the draft legislation. One issue, however, concerning the treatment of recipients of Survivors' pensions who, subsequently, co-habit or marry, was still under discussion with the Department of Social Protection, which had concerns regarding potential implications for the State scheme. An undertaking to follow this up was given. The treatment of staff with 'fast accrual' arrangements would be dealt with in a submission to the Official Side.

The Chair noted that correspondence, which suggested that the legislation which was merging FETAC/HETAC and the Qualification Authority had not built in protections for the superannuation position of staff affected, was factually incorrect.

8. ELECTIONS

The following had been nominated and were deemed to be elected :

Chair: S. Cody (IMPACT)

Vice-Chair (2): S. Nunan (INTO)
G. Mealy (SIPTU)

Secretary: T. Geraghty (PSEU)

9. ANY OTHER BUSINESS

L. Doran, (INMO), referred to outstanding third party findings which had not been paid. The Officers outlined the actions taken to try to move this issue on in the past year and the undeniable failure to make any useful progress, particularly, in light of the restrictions imposed by the 'FEMPI' legislation. It was agreed that the issue would be raised again.

There being no other business, the meeting then concluded.

Tom Geraghty,
Secretary, Public Services Committee