

## **Action Plan under the Public Service Agreement 2010-2014**

### **Second Iteration – January 2011**

#### **Civil Service**

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

#### **Drivers of Change**

Over the course of the Agreement, a significant driver of change within the Civil Service sector will be the decisions taken by Government to restore our fiscal and budgetary situation in the period to 2014. The National Recovery Plan sets out the parameters within which civil service and State agency management must work. The employment ceilings set for the Civil Service and State Agencies as a whole have now been reflected in the budgets for all Departments for 2011; meeting the challenge of operating within those limits while protecting the delivery of priority services will require imaginative and innovative responses by management, in cooperation with staff.

Changes will also be driven by the Government's vision of an increasingly integrated Public Service, in line with the Transforming Public Services Programme, which is more focused on the needs of the citizen, more responsive and more cost effective. Public expectations, the ever greater demands of customers and clients seeking improved and more accessible services, and the increasing complexity of the operational environment, will also necessitate significant change to the way in which civil servants do their work, notwithstanding the very constrained level of resources available.

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

### **Ongoing Transformation**

This is the second iteration of the Action Plan for the Civil Service, outlining the actions that management intend to implement the sectoral agreement. A number of issues identified for the sector and raised in the Action Plan published in September 2010, have already seen significant progress at central level. These include:

- Agreement on a revised sick leave management regime and on changes to the work sharing circular,
- Elimination of certain outdated work practices, including banktime
- Deductions of pay for all days of absence standardised at a 1/5 of weekly pay,
- Reorganisation of the Employee Assistance Service
- Reassignment of the Community Welfare Service from the HSE to the Department of Social Protection, initially by way of secondment
- Initiation of the Senior Public Service.

These efficiency or flexibility measures will need to be progressed and embedded in Departments, to secure long-lasting productivity outcomes from them. Over the course of 2011 the majority of activities in relation to the delivery of efficiencies will be done at Department level; the parties to the Agreement will need to work effectively to progress these measures locally, with ongoing facilitation where necessary through the sectoral Implementation Body for the Civil Service.

Certain challenging actions will continue to be pursued through the central discussions, including any changes affecting all civil servants and the drive to share services across multiple Departments. The changes within the Civil Service will also take place in the context of wider change across the entire Public Service. In order to support the integration of the Public Service, barriers to a unified Public Service labour market will be dismantled, including through legislative provision as appropriate. Standardised terms and conditions of employment will be developed across the public service, including initially within the Civil Service sector. In accordance with the announcement of the Minister for Finance in Budget 2010, a new single pension scheme for new entrants from 2011 to the entire public service will be legislated for and arrangements put in place for its early coordinated implementation.

### **Timeframe for delivery**

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

It should be noted that this is not an exhaustive or final list of efficiencies and measures that will be pursued in the interests of flexibility and productivity during the lifetime of the Agreement. The PSA is a dynamic agreement, with the change/reform/modernisation proposals being

revised, added to and expanded on an ongoing basis, to support the budgetary process, future Government decisions on services, and the achievement of the Government's Transforming Public Services Agenda.

### **Specific measures identified at Departmental or Office level**

Many specific measures are identified in Department and Office Action Plans which are the subject of a process of engagement at local level. In respect of any particular Civil Service Department/Office, this sectoral plan will apply along with the Action Plan for that body. Examples of the actions specific Departments intend to take are highlighted in this document; similar actions are being taken across all parts of the Civil Service.

### **Actions affecting State Agencies**

A separate State Agency Action Plan has been prepared. This should be read in conjunction with the wider Civil Service Action Plan, as there are overlaps between both, in particular in relation to redeployment, rationalisation and local shared service operations. Again, in respect of any particular non-commercial State Agency, the sectoral plan will apply along with the Action Plan specific to that body.

### **Irish Prison Service**

The Irish Prison Service, while part of the Civil Service, faces challenges specific to itself. For that reason, a separate Agreement was reached for the Service, and a separate Action Plan prepared, which is attached to this document. Again, the actions planned in the overall sectoral plan apply to the Prison Service.

### **Consultation**

This second iteration of the Action Plan will be submitted to the Implementation Body following consultation with the Trade Unions representing staff of the Civil Service.

## Public Service Agreement 2010 -1014 (Croke Park Agreement)

### CIVIL SERVICE SECTOR

### 1. Better human resource management

<b>Terms of the Public Service Agreement 2010 – 2014 (ref to relevant paragraph)</b>	<b>Action</b>	<b>Timeframe</b>	<b>Benefits Arising 2010 - 2014</b>
<b>Resources</b> 1.5 4.3 4.4	<p><b>Reduction in Civil Service Numbers:</b> Implementation of Employment Control Frameworks to reduce Civil Service staff numbers while maintaining services to the greatest possible extent. The numbers indicated in the National Recovery Plan for the total Civil Service over the period 2011-2014 are as follows:</p> <div style="margin-left: 40px;">             2011    36,200              2012    35,800              2013    35,250              2014    34,600           </div>	Over the lifetime of the agreement	Under the Government's Four Year Plan, overall civil service numbers are due to fall to 34,600 by 2014 an overall reduction of 7.3% over the 2010 position leading to extensive savings during the period of the Plan.
<b>Redeployment</b> 1.7, 1.8 1.10 4.3 4.4 6.3	<p><b>Redeployment within Public Service</b></p> <p>Redeployment will occur as required between Departments, non-commercial State Agencies, or other Public Service organisations in accordance with the terms of the agreement on redeployment and Circular 8/10 issued in July 2010. This will facilitate in particular the rationalisation of State agencies (see separate Action Plan), the integration and reconfiguring of services to enhance efficiency and service delivery to the customer, while minimising delivery costs in the context of reducing public service numbers in accordance with the Employment Control Frameworks.</p> <p>Departments and Offices will also redeploy within and across organisations to meet business priorities, deal with peak demands or backlogs, or to ensure that services are reoriented to customer delivery. Redeployment should also facilitate a better use or reinforcement of available capacities or skills across Departments and Agencies. These include those identified by the Departments of Justice and Law Reform, Agriculture, Fisheries and Food, and Enterprise, Trade and Innovation..</p> <p>Further redeployments will arise in the context of Government decisions,</p>	<p>For the lifetime of the Agreement</p> <p>With effect from 2010</p>	More effective management of staff resources, alongside reduction in numbers in the Civil Service and state agencies. Better staff management. More effective skill set.

	including from the budgetary process.		
<b>Reconfiguration</b> 1.7 1.8 1.9. 4.3 4.4 6.3 6.4	Organisational reconfiguration to meet business priorities, including of structures based on longstanding geographic or functional divides, will be pursued at Departmental or body level. Such reorganisations include those being pursued in relation to Courts Administration by the Courts Service and by the Department of Agriculture, Fisheries and Food.	Ongoing over the life of the agreement	More effective use of resources,. Greater efficiency on the delivery of services and reduced costs. Greater focus on customer service.
<b>Reconfiguration</b> 1.7 1.8 1.9 4.3 6.3 6.4	Government Departments and Offices will reduce office requirements in line with opportunities provided by the rationalisation of services and reduction in public service numbers. Departments will also cooperate fully with the OPW in rationalising and economising on the use of Civil Service office space. Such rationalisations include those that will be pursued by the Revenue Commissioners, Department of Agriculture, Fisheries and Food, Enterprise, Trade and Innovation, the Oireachtas Service and the OPW.	Commencing end 2010	More efficient use of capital resources and reduction in overhead costs.
<b>Resource management</b> 1.4 1.10. 4.4	Departments and bodies will review how work is organised and the grade level appropriate to particular tasks, to ensure that work is carried out by the most appropriate teams and at the lowest appropriate level within each organisation and to eliminate unnecessary grade drift in decision making. Teams will be built or work distributed where necessary across existing or traditional functional or geographic demarcations. This will include revising Departmental grading structures and creating or expanding cross functional reporting arrangements or cross-functional teams. Departments where this will occur include the Departments of Agriculture, Fisheries and Food, Communications, Energy and Natural Resources, Environment, Heritage and Local Government, Social Protection, Health and Children, Education and Skills, the OPW and the Property Registration Authority.	From 2011 and ongoing over the lifetime of the Agreement.	More effective use of staffing resources. Reduction of 10% in management grades (AP and higher) achieved since 2008; a further reduction is planned over the period to 2014.
<b>Resource management</b> 1.8 4.2	Restatement and simplification of the circulars and other documents that comprise the personnel code.	By end 2011.	Greater efficiencies. Better staff management. Increased focus on performance.
<b>Performance Management</b> 1.13 4.12	Measures to address the main issues arising from the PMDS Review required under General Council 1452 will be identified and implemented. Centrally we will: <ul style="list-style-type: none"> <li>○ Introduce measures which strengthen the approach to tackling underperformance in the Civil Service</li> </ul>	Q1 2011-Q2 2011	Improved use of resources and productivity. Increased focus on performance. Departments provided with information they need to

	<ul style="list-style-type: none"> <li>○ Strengthen links between PMDS and disciplinary process</li> <li>○ Proactive monitoring of and promotion of better technical structures for completion of PMDS throughout the Civil Service</li> <li>○ Increase awareness of issues identified in the survey carried out as part of the review at end of 2009 among Departments</li> </ul> <p>Individual Departments and Offices will tackle underperformance, strengthen management of individual performance and use individual quantitative and qualitative performance targets with a strong focus on increasing productivity in the context of lower staff numbers, including the use of technology to measure performance.</p>	<p>Q2-Q3 2011</p> <p>Q2 2011</p> <p>Q4 2010 – Q12011</p> <p>Over the lifetime of the agreement</p>	strengthen PMDS locally
<b>Recruitment</b> 1.13, 1.4 1.8 4.9	<p>The Senior Public Service, under the aegis of the Department of the Taoiseach, has been initiated (in December 2010) within the Civil Service, and will subsequently be extended to the wider Public Service. The initial focus will be on:</p> <ul style="list-style-type: none"> <li>- Development of a website to provide information to the general public and to provide a secure and confidential communication channel with members.</li> <li>- Agreement of Protocol by Government for operation of the SPS.</li> <li>- First round of moves within the Civil Service.</li> <li>- Put in place targeted training and development on foot of training needs analysis.</li> </ul> <p>Top Level Appointments Committee (TLAC) will be reconstituted to increase representatives from outside the Civil Service, with an external chairperson.</p> <p>Open competition for positions at the highest levels in the Civil Service and State Agencies.</p>	<p>Q1 2011</p> <p>Q1-Q2 2011</p> <p>Q1-Q2 2011</p> <p>Q2-Q3 2011</p> <p>With immediate effect.</p>	<p>Better deployment of senior management to address Government priorities across Government Departments / Offices and a more targeted approach to the development of the necessary skills amongst senior management.</p> <p>Supports a “whole of Government” philosophy and the Government objective of moving towards a more integrated Public Service.</p>
<b>Recruitment</b> 1.7 1.13 4.3 4.11 4.18 6.3.1 (i)	<p>Avail of services of PAS to maximise efficiencies in open recruitment; targeted use of recruitment licences to recruit specific skills (while complying with employment control frameworks)</p> <p>Subject to the terms of the moratorium, increase specific skills levels, including both analysis and policy making skills and technical skills, in Government Departments and Offices using redeployment and retraining in the first instance,</p>	<p>With immediate effect</p>	<p>Reduced reliance on external recruitment and ICT service providers, contractors and consultants. Availability of staff for redeployment in general administrative areas. Potential for reduced ICT staffing complement</p>

6.3.3	<p>followed where necessary by open recruitment, There will be open recruitment of specialist ICT staff at all grade levels as appropriate.</p> <p>In the context of central discussions, review and revise eligibility requirements to support cross-stream opportunities as appropriate</p> <p>Departments and Offices will avail of the FAS Work Placement Programme.</p>		because of enhanced skill and knowledge levels
<b>Attendance Patterns</b> 1.8 4.1 4.4	<p>Office opening hours will be extended or varied in areas which will provide better customer service for example as set out in the Action Plans of the Departments of Social Protection, Foreign Affairs, Environment, Heritage and Local Government and the Probation Service..</p> <p>Departments and Offices will where necessary revise standard hours of attendance and shift patterns, having regard to to the flexitime periods of attendance, to meet the business needs of the organisation and to deliver public services outside standard office hours, including in the Department of Agriculture, Fisheries and Food and the Oireachtas Service.</p>	<p>2011 and ongoing over the lifetime of the agreement</p> <p>Early 2011.</p>	More flexibility around hours of attendance to bring them into line with business needs. Better match of human resources to business needs. Reduction in expenditure on overtime.
<b>Attendance Patterns</b> 1.8 4.1 4.4	As part of the public service wide approach to the elimination of outdated absence practices, a revised policy on office closure and attendance at holiday periods will be implemented	<p>Task completed: Elimination of banktime.</p> <p>Revised policy on office closure to issue by end February 2011.</p>	Better productivity of staff through greater attendance at work and better management of annual leave. Additional savings through managing office closures at particular periods.
<b>Attendance Patterns</b> 1.8 4.1 4.4.	Deductions of pay for all days of absence will be standardised at a 1/5 of weekly pay, in the interests of equity and consistency across all staff taking unpaid leave or availing of reduced hours working patterns.	Task completed.	Reduction in cost of unpaid absences.
<b>Resources</b> 1.4 1.8 4.9	<p>The Employee Assistance Service will be reorganised to provide an inter-Departmental shared service on a regionalised basis to accommodate increased staff ratios; and to centralise management of the EAS.</p> <p>A shared service may thereafter be available to State Agencies.</p>	<p>Completed in 2011</p> <p>2012 onwards</p>	Better management of the service. Higher performance. Reduction in expenditure, in particular of travel and subsistence

<b>Attendance Patterns &amp; Management</b> 1.4 1.8 4.9	Worksharing arrangements will be better managed by Departments and Offices by altering individual work sharing arrangements as appropriate in line with the terms of Circular 11/2010, issued in August 2010. That Circular updated the provisions applying to the duration and modification of worksharing arrangements and provides for regular review of individual arrangements to meet the business needs of both the organisation and the needs of staff.	Ongoing over the lifetime of the agreement	The revised arrangements give greater flexibility and efficiency. The revised arrangements also underpin redeployment by providing that where staff may move a review of the worksharing arrangements must take place with management in the receiving area in advance of the move.
<b>Attendance Patterns &amp; Management</b> 1.4 1.8 4.9	Each Department and Office will manage sick leave more effectively, with a target for a 10% reduction in days lost by end 2011 with further reductions thereafter, in accordance with Department of Finance Circular 9/2010 issued July 2010.	10% Reduction in days lost by end of 2011	More effective management of sick leave provision will result in greater productivity.
<b>2. Better Business Processes</b>			
<b>Terms of the Public Service Agreement 2010 - 2014</b>	<b>Action</b>	<b>Timeframe</b>	<b>Estimated Savings/Benefits Arising 2010 - 2014</b>
<b>Business Process</b> 4.13	<p>A programme of Business Process Improvement is in place to bring about, on a continuous basis, administrative simplification, improved services to customers and value for money. This will involve building on and enhancing improvements already underway and mainstreaming benefits from existing resources including IT resources.</p> <p>Areas covered will include:</p> <ul style="list-style-type: none"> <li>the provision of additional services online;</li> <li>reduced data entry;</li> <li>reduced collection of duplicate data through better data sharing between public bodies;</li> <li>the centralisation of transaction handling.</li> </ul> <p>Any relevant legislation will be reviewed.</p> <p>Based on experience in other sectors a number of principles will be applied to re-engineer public services at the point of delivery. These include:</p> <ul style="list-style-type: none"> <li>movement to risk based compliance;</li> <li>filtering of applications;</li> <li>use of trust relationships to obtain data;</li> </ul>	<p>Business Process Improvement will form an ongoing part of service delivery.</p> <p>A series of pilot projects will be identified during Q2 2011.</p>	<p>Greater efficiency in the delivery of services and reduced costs.</p>



	<ul style="list-style-type: none"> <li>greater use of self-service.</li> </ul> <p>Advancement of projects in all areas of Business Process Re-engineering will form a key underpinning for developments right across the e-Government agenda.</p> <p>Specific areas where this will be pursued include the Justice sector, where there is significant scope to streamline the inter-related operations of the Courts Service, the Garda Siochana and the Irish Prisons Service, the Revenue Commissioners, the Departments of Agriculture, Fisheries and Food, Enterprise, Trade and Innovation and Social Protection and the Central Statistics Office.</p>		
<b>Greater Efficiencies</b> 4.13 4.16	<p>Expand the use of Electronic Funds Transfer to 100% of payments to staff and suppliers.</p> <p>Greater efficiencies will be sought in payroll and pensions administration, including through reviewing the frequency of payments</p>	Q2 2011  2011.	Greater efficiency  More efficient services, reduced staff requirement and lower costs.
<b>Shared Service</b> 1.11 4.13 4.15	<p>There will be a greater use of shared services, utilising the full range of service delivery options, across the sector with a view to achieving savings and bringing about improvements in the delivery of services. Areas that will be targeted include:</p> <ul style="list-style-type: none"> <li>human resource management,</li> <li>payroll,</li> <li>pensions administration including the new public service pension scheme,</li> <li>financial management</li> <li>ICT.</li> </ul> <p>The public service pension scheme will be introduced from 2011.</p> <p>Sectoral, Departmental or Office functions may be migrated to existing or new service operations where appropriate, including to or from subsidiary agencies, or to new local shared service facilities developed in cooperation with other parts of the public service, including those specifically indicated in the Action Plans of the Departments of Agriculture, Fisheries and Food, Communications, Energy and Natural Resources, Community, Equality and Gaeltacht Affairs, Justice and Law Reform, Finance and Enterprise Trade and Innovation and the Oireachtas Service.</p>	<p>Indicative timeline for HR shared service implementation:</p> <p>July 2011 – completion of tender process for external assistance;  Q3 2011 Commence set up phase;  Q2 2012 Commence transition phase;  Q4 2014 HR Shared Service live</p> <p>Planning of other shared services underway</p>	More efficient services, reduced staff requirement and lower costs.

<b>Procurement</b> 1.10 1.11 4.13 4.15	The National Procurement Service will organise the procurement of common goods and services across the public sector, provide professional procurement advice to the public service; assist, where appropriate, with specialist procurement being undertaken directly by public sector bodies; develop targeted and accredited procurement training and education and integrate whole of Government policy issues (e.g. SMEs, environment, sustainability) in public procurement policy and practice. In addition the National Procurement Service will manage the operation and upgrading of the E-tenders Website.	Commenced in 2010 and ongoing over the lifetime of the Agreement.	More efficient use of resources; greater economies of scale
<b>Inspection Services</b> 1.10 4.14	Reorganisation of Inspectorates to ensure effective delivery of functions. Such reorganisations include those specifically referred to in the action plans submitted by the Departments of Agriculture, Fisheries and Food, Community, Equality and Gaeltacht Affairs, Education and Skills, Enterprise, Trade and Innovation and Health and Children, and the Revenue Commissioners.	By end 2011	Greater efficiency and cost reductions.

<b>3. Delivering for the Citizen</b> <b>Terms of the Public Service Agreement 2010 - 2014</b>	<b>Action</b>	<b>Timeframe</b>	<b>Estimated Savings/Benefits Arising 2010 - 2014</b>
<b>Customer centred delivery</b> 1.4 4.4	In line with the Civil Service Quality Customer Service Initiative, Departments and Offices will revise existing customer service delivery practices, including communications, and apply customer-oriented arrangements that are consistent with operation and business needs and the resources available. Such revised customer-oriented arrangements will be applied in the Departments of Justice and Law Reform, Social Protection and Enterprise, Trade and Innovation.		
<b>New technology</b> 4.13	Departments and Offices will review areas where services are delivered to customers and the public and migrate to online service provision to maximise efficiencies and provide enhanced customer service. Introduction of new technologies will be regarded and implemented as the norm. Examples of such enhanced customer service include – <ul style="list-style-type: none"> <li>- The introduction of the Public Services Card by the Department of Social Protection for use by all public service bodies,</li> <li>- revisions to Live Register and related claim and payment processing systems,</li> <li>- On-line application for renewal of passports within the Department of Foreign Affairs,</li> </ul> and a range of others as indicated in the action plans submitted by the	Over the lifetime of the agreement The 2011 EU eBenchmark Report (due shortly) is expected to show significant improvement in Ireland's performance.	Maintaining or improving service to the public.

	Departments of Enterprise, Trade and Innovation, Environment, Heritage and Local Government, Justice and Law Reform, Education and Skills, Tourism, Culture and Sport, the Property Registration Authority and the Courts Service.		
<b>Identity Management</b> 1.10 1.11 1.14 4.13 4.15	Development and implementation of a centralised Identity Management Solution. This will require legislative provision. It will provide – <ul style="list-style-type: none"> <li>• System to facilitate online authentication of individuals to access all online public services requiring authentication of identity</li> <li>• Facility to look up persons and find related records</li> <li>• PPSN validations</li> <li>• Reference matching of a large quantity of records to ensure that they are correct</li> </ul>	From 2011.	Improvement of the quality of identity data across the public service. Real-time verification of identity data at the time of collection. Shared system for the online authentication of personal identity. Better use of information to support delivery of services and decision-making
<b>New technology</b> 1.10 1.11 1.14 4.13 4.15	Development and implementation of “cloud computing” provision of ICT infrastructures, applications and services leveraging existing departmental facilities where appropriate.  This will be developed/implemented in phases on the basis of research/trial outcomes. The initial phase will seek to devise approaches for shared co-location of infrastructure and centres of excellence.	Market engagement, research and trials are underway, continuing during 2011	Standardisation of computing infrastructures, applications and service provision Centralisation of ICT infrastructure deployment, management and support resulting in the development of centres of excellence Reduced dispersal and duplication of support resource requirements Reduced general operating costs,
<b>New technology</b> 1.10 1.11 1.14 4.13 4.15	Development and implementation of shared technical approaches for the use of phone systems, call recording and call traffic routing	From early 2011.	Standardisation of approach across the public service. Streamlining of support structures. Reduced call charges for public bodies. Reduced annually recurring costs
<b>New technology</b> 1.10 1.11 1.14 4.13 4.15	Development and implementation of a Shared/Unified Automatic Vehicle Location System	Q2 2011	Reduced capital outlay. Reduced annually recurring costs. Standardisation of approach across the emergency services. Streamlining of support structures needed

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