

CONFIDENTIAL TO MEMBERS



**Association of Higher Civil and Public Servants**

Comhlachas na Sheirbhíseach Uachtarach Stáit agus Poiblí



**ANNUAL REPORT  
2017/2018**



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## OFFICERS OF THE ASSOCIATION FROM 1943/2018

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'Connallain	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	<b>General Secretary</b>	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, Gen Sec	William Thompson* (Larry Dunne)
2015/2016	John Glennon	Edna Dowling	Ciaran Rohan	Larry Dunne
2016/2017	John Glennon	Edna Dowling	Ciaran Rohan, Gen Sec	Larry Dunne
2017/2018	John Glennon	Edna Dowling	Ciaran Rohan, Gen Sec	Larry Dunne

\* Resigned on promotion to Assistant Secretary

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

\*\* Resigned on posting to Personnel Officer

♦ Resigned on appointment as AHCPS AGS

\*\*\*\* Deceased



## HONORARY OFFICERS OF THE ASSOCIATION 2017/2018

<b>President</b>	Tom Quigley
<b>Vice-Presidents</b>	Paddy A. Terry
	Mary McGuire
	Benny Kevitt
	Richard Ryan
	Con Ryan
	Pat Dowling
	Seán O Ríordain
	Brian Ingoldsby
	Peter Greene
	Dave Thomas
	Mary McLoughlin
	Brian Murnane

### The following Officers were elected at the Annual Delegate Conference held on 5 May 2017:

<b>Chairperson</b>	John Glennon	(Courts)
<b>Vice-Chairperson</b>	Edna Dowling	(Social Protection)
<b>Treasurer</b>	Larry Dunne	(Public Expenditure & Reform)

## EXECUTIVE COMMITTEE 2017/2018

Allen Tom	<b>Revenue</b>
Fanthom Tom	<b>Revenue</b>
Hickey Eddie	<b>An Post</b>
Hicks Billy	<b>Employment Affairs &amp; Social Protection</b>
Holleran Noel	<b>Agriculture Food &amp; the Marine</b>
Jeffrey Val	<b>Revenue</b>
O'Halloran Jackie	<b>Foreign Affairs &amp; Trade</b>
McIntosh Willie	<b>Education &amp; Skills</b>
Moran Eltin	<b>Employment Affairs &amp; Social Protection</b>
Murchan Michael *	<b>Health</b>
Noonan Trevor	<b>Justice &amp; Equality</b>
Nolan Marianne	<b>Finance</b>
O'Connor Mark	<b>ETB</b>
Walker Alan *	<b>Injuries Board</b>

\* Michael Murchan and Alan Walker were co-opted to the Executive Committee under Rule 11 (a)(iii) of the Rules and Constitution of the Association.

## Trustees

Billy Carrie  
Brigitta O'Doherty  
Brian McKeivitt

## Auditor

Howlin, O'Rourke & Co were appointed as Auditor by the Trustees.

## 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 2017/2018

Agriculture, Foods & the Marine	Mairead Broderick
An Post	Eddie Hickey
Cultural, Heritage & Gaeltacht	Colm Lundberg
Attorney General	Brian Scannell
Chief State Solicitors Office	Michael Fallon
Central Statistics Office	John O'Reilly
Communications, Climate Action & Environment	Derek Byrne
Comptroller & Auditor General	Olive Somers
Commission for Energy Regulation	vacant
Courts Service	John Glennon
Children & Youth Affairs	Ann Marie Kilkenny
Defence	Valerie Byrne
Education and Skills	Gary O'Doherty
Business, Enterprise & Innovation	Eadaoin Collins
Housing Planning Community Local Government	Paris Beausang
Solas	Henry de Lacy
ETB's	Charlie Notley
Finance	Deirdre Donaghy
Public Expenditure and Reform	Larry Dunne
Food Safety Authority of Ireland	John Coady
Foreign Affairs & Trade	Frank Power
Garda Civilian	Kieran Downey
Health	Michael Murchan
Health and Safety Authority	Gavin Lonergan
Houses of the Oireachtas	Eugene Ó Cruadhlaioich
Irish Aviation Authority	Pat Herbert
Personal Injuries Assessment Board	Alan Walker
Irish Human Rights and Equality Commission	Walter Jayawardene
Justice & Equality	Michael Holohan
Legal Aid Board	Graham Hopkins
Property Registration Authority	Tom Heveran
National Centre for Partnership & Performance	Damien Thomas
National Council Special Education	Niall Feeney
National Museum of Ireland	vacant
National Library of Ireland	Geraldine Wilson
Office of Public Works	vacant
Office of the Ombudsman	Derek Charles
Office of Government Procurement	Paul Martin
Ordnance Survey Ireland	Jennifer Gilmartin
Pensions Authority	Andrew Nugent
Policing Authority	Clare Kelly
Prison Governors	Pat Dawson
Public Appointments Commission/Service	vacant
Revenue	Greg Whelan
Rural Community Development	Mary Byrne
Employment & Social Protection	Des Stone
Taoiseach's	Jerry Kelleher
Transport, Tourism & Sport	Bernard O'Shea



## **INTRODUCTION**

**T**he year marked a significant turning point for members' pay and conditions. The overriding priority for the Executive Committee was the full restoration of pay cuts. The negotiation of the Public Service Stability Agreement 2017-2020, resulted in the route map over the period of the agreement to the restoration of the gross pay of members to the levels that existed prior to the pay cuts of 2009-2010. For our members full restoration of gross pay will happen by mid-2021. While some relief was secured also in the Pension Related Deduction (Pension Levy), the agreement provides some certainty for pension benefits in return for the more permanent retention of part of that levy.

This year marks the 75th Anniversary of the founding of the Association. A number of events are planned to mark the occasion.

In relation to recruitment and retention the Association made two submissions to the Public Service Pay Commission on behalf of the Assistant Principal grade, the Principal Officer grade and Prison Governor grades.

The emergence from recession has resulted in career opportunities emerging for members. Many members have advanced in their careers in the recent past as, after a long-term moratorium, posts have opened up. Also, the return of promotion opportunities has brought a range of practical issues that require vigilance to protect members' interests. One of these issues is the starting pay for those appointed from open competition.

Members in An Post have endured a difficult last twelve months. The Company has been engaged in a major restructuring process that has seen the Association strive to protect members terms and conditions of employment while providing fair voluntary exit mechanisms for those who wish to avail of them.

Our colleagues in IMPACT, PSEU and CPSU merged to become Fórsa from the 1st of January this year. We wish them well in their new venture.

To all members, at all levels of the Association, the Executive Committee sends its thanks and appreciation for keeping the organisation going. We have been through the worst of times and the immediate objective must be to use the improved circumstances in which we find ourselves to maximise advantage for all members.

**Ciaran Rohan**  
**General Secretary**



# ORGANISATION

## 1.1 ANNUAL DELEGATE CONFERENCE

The 36th Annual Delegate Conference of the Association took place in The Radisson Blu Hotel, Golden Lane, Dublin on Friday 5 May 2017. 151 Branch Delegates and 17 Executive Committee members attended.

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

## 1.2 EXECUTIVE COMMITTEE

John Glennon (Courts), Edna Dowling (Social Protection) and Larry Dunne (Public Expenditure & Reform) were elected unopposed to the office of Chairperson, Vice Chair and Treasurer.

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

### Executive Committee

Allen Tom	Revenue
Fanthom Tom	Revenue
Hickey Eddie	An Post
Hicks Billy	Social Protection
Holleran Noel	Agriculture Food & the Marine
Jeffrey Val	Revenue Commissioners
Moran Eltin	Social Protection
McIntosh Willie	Education & Skills
Nolan Marianne	Finance
Noonan Trevor	Justice & Law Reform
O'Halloran Jackie	Foreign Affairs & Trade
O'Connor Mark	Solas/ ETB

Michael Murchan (Health) and Alan Walker (Injuries Board) were co-opted to the Executive Committee under Rule 11 (a)(iii) of the Rules and Constitution of the Association.

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:

Casey Fiona	Social Protection
Cashman Larry	Agriculture, Food & the Marine
O'Connell Denise	Finance
Greene Michael	Jobs, Enterprise & Innovation
Hanley Sheila	Revenue

Ciaran Denny (Finance) was co-opted to replace Michael Greene who retired during the year.

Larry Cashman was elected Chairperson of the 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 2017 ADC.

### Action on ADC Motions 2017

#### Section 1 Motions passed

### PAY

#### MOTION 3

This ADC calls for accelerated restoration of pay lost by our members due to pay cuts imposed on our grades under the FEMPI legislation.

#### MOTION 4

That Conference calls on the incoming Executive to pursue a strategy that seeks a full restoration of the FEMPI pay cuts.

#### MOTION 5

Conference calls on the Executive to take the strongest action to ensure that all pay cuts including the pension levy imposed under FEMPI legislation are restored to members, most of whom have suffered cuts to their pay in excess of 20% since 2008.

### Action: Motions 3-5:

*The priority for the Executive Committee in approaching the pay talks was the early restoration of pay that was*

cut from members. The proposals contained in the Public Service Stability Agreement (which were accepted by members in a ballot) provide for the restoration of the great majority of the FEMI cuts. There was a commitment to restore the remainder of the cuts within two years of the end of the PSSA. It has since been agreed that the remaining FEMPI balances will be restored by 1st July 20121. Another priority for the Association was the protection of pension benefits; this was also achieved. The Association believes that the salary scales of APs and POs (when compared to similar type posts in the private sector) are not attractive enough to entice sufficiently qualified outside applicants. This is borne out by the research carried out by the Institute of Public Administration (IPA) on behalf of the Association. The IPA research has formed part of the Association's submission to the Public Service Pay Commission (PSPC). The PSPC has been tasked with examining the issue of salary levels in certain employments (including senior management in the Civil Service).

### MOTION 6

Conference calls on the Executive to ensure in any future pay deal that the €65,000 salary point is not recognised as a higher earnings entry point.

#### **ACTION:**

*The Association was successful in ensuring that the €65,000 salary threshold is not a feature of the PSSA.*

### MOTION 7

Conference directs the incoming Executive to seek to have the current link between public sector pay and politicians broken as the nature of the work carried out by public servants is radically different to that carried out by politicians.

#### **ACTION:**

*This is already Association policy.*

### MOTION 9

That Conference

1. notes that ADC 2015 directed the Executive to investigate the possibility of initiating legal action seeking to reverse the cuts imposed on foot of the FEMP Acts;
2. also notes that the Executive Committee subsequently reported back that it had taken legal advice and based on this advice would not be pursuing this option further at that time;
3. notes that earlier this year, the HSE conceded on legal claims made by hospital consultants;
4. directs the Executive Committee to actively and meaningfully reconsider the option of taking legal action in pursuit of members' entitlements.

#### **ACTION:**

*On foot of legal advice received by the Association in April 2017, the Executive Committee decided not to pursue a legal strategy at this time.*

## SUPERANNUATION

### MOTION 10

That Conference calls on the Incoming Executive Committee to pursue a revision of the arrangements for Supplementary Pensions, provided for in SI 582 of 2014, and referred to in a recent PeoplePoint Fact Sheet, and to seek certainty for post-1995 staff regarding their entitlement to appropriate income in retirement.

#### **ACTION:**

- *The Association together with the other civil service unions with the pension section in DPER and raised several issues on the supplementary pension and other issues. The main points from the meeting on the supplementary pension were:*
- *Supplementary pensions are under review on the basis that they are not considered as being paid for by the pension contributions of employees.*
- *The review is ongoing and there is no target date for conclusions, but it is expected that fresh guidance will issue on the costs of the supplementary pension and the method of calculation.*
- *The handbook is being redrafted which will include guidance on paying the supplementary pension.*
- *The purpose of the supplementary pension is to provide parity for pre and post 95 staff taking into account social welfare entitlements.*
- *If the employee is not entitled to any, or reduced, social welfare benefits then a supplementary pension will be paid but only where the DSP benefits do not make up the shortfall between the entitlements under the uncoordinated scheme.*
- *Pensions section also suggested that the method of calculation might reflect the fact that the comparison with the Pre-95 arrangements takes no account of the fact that post 95 person is on a higher salary and that for those on lower salaries or with less than 40 years' service the post 95 person has a more beneficial calculation method.*

### MOTION 11

That Conference notes that the Minister for Public Expenditure and Reform has yet to make regulations to allow members of the Single Public Service Pension Scheme to purchase additional service and instructs the Executive Committee to press the Department of Public Expenditure and Reform to ensure that the AHCPS is consulted on the draft regulations prior to their implementation and that such consultation is carried out



without delay so that the necessary regulations can be implemented as soon as possible.

**ACTION:**

*We continue to highlight this matter with DPER. We are advised that progress was made on the drafting of these complex regulations with the Office of the Attorney General in 2017. Further progress was made in recent weeks and there is optimism that the 2018 momentum can be maintained to ensure that the regulations will be progressed this year. We are advised that the necessary work will include the drafting of the necessary circular to provide clear guidance on the implementation of the regulations.*

**MOTION 12**

That Conference instructs the Executive to pursue employers in relation to the completion of their legal obligations regarding the provision of annual benefit statements to members of the Single Public Service Pension Scheme. Furthermore, to ensure that statements in respect of 2013, 2014 and 2015 are issued without delay and that statements for 2016 be issued on time, i.e. before the end of June 2017.

**ACTION:**

*The Association continues to highlight this matter with DPER. A Townhall presentation in November 2017 indicated only 15% of scheme members had received benefit statements. The report can be accessed at*

[http://singlepensionscheme.gov.ie/wp-content/uploads/2017/11/SingleSchemeTownhall\\_No v2017.pdf](http://singlepensionscheme.gov.ie/wp-content/uploads/2017/11/SingleSchemeTownhall_No v2017.pdf)

*However, we understand that a significant project has been progressed internally within NSSO to collate required data for a "catch-up" Statement exercise for members and we await developments in that regard.*

**MOTION 13**

That Conference instructs the Executive to press the Department of Public Expenditure and Reform for the immediate development and implementation of a pension modeller for members of the single public service pension scheme, similar to that available for members' other public service pension schemes.

**ACTION:**

*We were advised in March 2018 by DPER that the Department has progressed the development of an estimator tool that is presently being tested internally. It is anticipated that subject to further testing that the estimator tool will be released in Q2 of 2018.*

**FLEXI-FAMILY FRIENDLY**

**MOTION 14**

Conference notes the negative impact of the removal of flexible working hours for newly appointed members and calls on DPER to restore this progressive family friendly work option.

**MOTION 15**

That Conference calls on the incoming Executive to seek a full re-instatement of terms of the Flexi working hours for AP's.

**MOTION 16**

That Conference calls on the Executive Committee to bring forward discussion on the matter of access to flexible working hours (FWH) so that FWH can be restored immediately, to all members who wish to avail of it, on the basis that it is cost neutral and essential to supporting policies in particular relating to work life balance.

**ACTION on Motions 14-16:**

*This issue was raised by the Association at the 2017 PSSA pay talks and engagement followed with DPER on the original claim lodged with General Council in October 2016. While some progress was made, it was necessary for the Association to seek the restoration of full FWH at the January 2018 General Council or for a disagreed report to be recorded for referral of the matter to Arbitration. A further meeting took place with DPER on 20th March 2018. At the meeting DPER confirmed that it was their view that there was no restriction to employers introducing flexible working hours for all staff in all departments. This was welcomed by the Association. This leaves the issue of the right of newly appointed APs to take flexi leave in departments that have that facility. DPER have indicated that they will revert to the Association very quickly with a position. On that basis the matter was deferred to the April 2018 General Council meeting.*

**AN POST**

**MOTION 17**

Conference notes the proposed programme of restructuring in An Post and calls on the Company to ensure full and meaningful negotiations take place with the Association while recognising the importance of protecting services to the public.

**ACTION:**

*The Association fully evaluated the McKinsey Report in relation to restructuring and has engaged with the company in the implementation of the proposed structure. More detailed information is included in Section 3 of the Annual Report.*

## HEALTH INSURANCE COMMUNITY RATING

### MOTION 18

That Conference insists on a speedy resolution to the difficulties which have arisen in regard to the application of the Health Insurance Community Rating provisions which is currently creating uncertainty for public servants and their partners abroad and their spouses in regard to the cost of future health care in Ireland, and the provision of written undertakings that the State will cover any additional costs arising from officers taking up postings abroad. It further instructs the AHCPS to continue to pursue this issue at General Council, to ensure that there will be no cost to any officer or their family members arising from the changes made by Government.

#### **ACTION:**

*The Association has led the engagement with the Official Side on this issue over the last year. We have had numerous meetings with the Official Side, have written to the Secretary General of the Department of Foreign Affairs, have obtained advice from Senior Counsel and have made a submission to the Health Information Authority (who are examining the issue). It is likely that recently passed legislation will deal with this issue. A statutory instrument is due to be put before the Oireachtas in June to give effect to the legislation.*

## ANNUAL LEAVE

### MOTION 19

That Conference calls on the incoming Executive to seek the re-instatement of the full annual leave allowance for staff promoted after 14 December 2011.

#### **ACTION:**

*A claim was lodged at General Council and was rejected by the Official Side. The Executive Committee will decide how this matter might be further pursued.*

### MOTION 20

That Conference directs the Executive Committee to seek a simplification of the annual leave rules in respect of the carryover of leave including the abolition of the 3-year annual leave cycle.

#### **ACTION:**

*The Association lodged a claim at General Council Staff Panel and following the registering of the claim at General Council, DPER engaged with the staff side in a Sub-Committee of General Council to review the overall position on annual leave rules. The review is ongoing.*

### Section 2

#### **Motions Remitted to Executive Committee**

**[Please note that remission of a motion means it is a matter for the Executive Committee to decide what action (if any) is to be taken]**

## WIDER WORKPLACE ISSUES

### MOTION 21

That Conference calls on the incoming Executive to request a review of the FOI Legislation with a view to preventing abuse of the legislation.

**Agriculture Food & the Marine Branch**

#### **ACTION:**

*The Association is monitoring developments on this subject.*

### MOTION 22

Conference calls on the Executive to adopt a considered approach in the support and protection of members from excessive intrusive or unwarranted media attention or scrutiny in the course of carrying out their duties in a professional manner.

**Revenue Branch**

#### **ACTION:**

*The Executive will always support members in these circumstances. In the event of any further instances of this nature the Executive will consider the appropriate course of action.*

### MOTION 23

Conference calls on the Executive to establish the requirements relating to members appearing before an Oireachtas committee and report back to the membership.

**Revenue Branch**

#### **ACTION:**

*There is increasing concern about this area. The matter has been raised at the most senior levels by the Association.*

## PEOPLEPOINT

### MOTION 24

That Conference directs the executive committee to request PeoplePoint to implement a system of recording all requests for information on officers' entitlements as regards pay and pensions, and to log the time taken to issue a final response.

**Foreign Affairs Branch**

#### **ACTION:**

*This has been pursued with PeoplePoint*

## OUTSOURCING

### MOTION 25

This ADC supports the Executive Committee in its strategy of vigorously opposing the outsourcing of core work other than in accordance with the terms and procedures set down under the Lansdowne Road Agreement.

**Executive Committee**

#### ACTION:

*The Association was successful in maintaining the protections contained in the LRA relating to the outsourcing of core work.*

## TAX

### MOTION 26

This Conference affirms its opposition to all forms of tax evasion and tax avoidance schemes and condemns such schemes as immoral as they deprive the State of much needed Exchequer funding

**Revenue Branch**

#### AMENDMENT

Remove the words "and tax avoidance schemes" in line 1 and remove word "schemes" in line 2.

**Jobs Enterprise & Innovation Branch**

#### ACTION:

*No action is required by the Executive Committee on this motion or amendment.*

## TRAVEL INSURANCE

### MOTION 27

That Conference asks that the Association should engage with the Official Side to ensure that adequate travel insurance is in place to fully cover members, who travel abroad on official business.

**Justice & Equality Branch**



**Josephine Feehily,**  
**Chairperson Policing Authority**

#### ACTION:

*The Association has engaged with DPER on this matter.*

## 1.5. TRUSTEES AND AUDITOR

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

Howlin O'Rourke Co were appointed as the Association's Auditors by the Trustees in September 2017.

## 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 The Alex Hotel, on 6 December 2017 to update branches on issues, particularly the new disciplinary code.

## 1.8 EVENTS TO MARK 75th ANNIVERSARY

The year 2018 marks the 75th anniversary of the founding of the Association. The Association has adopted the following logo for the year:

*"AHCPS Representing Members for 75 Years 1943-2018"*

A number of events have been organised to mark the year.

### 1.8.1 "Women in Leadership" Seminar

A seminar was held in the Morrison Hotel Dublin on 1st February 2018 titled 'Women in Leadership' at which more than 200 members attended.

The speakers were Joan Burton TD, Former Tánaiste, Leader of the Labour Party and Minister for Social Protection; Patricia King, General Secretary, Irish Congress of Trade Unions; Josephine Feehily, Chairperson of the Policing Authority and former chairman of the Revenue Commissioners; Maeve McElwee Director of Employer Relations, IBEC; and Dr Orlaigh Quinn, Secretary General Department of Business, Enterprise and Innovation.

An ESRI study of gender in senior civil service positions published at the end of last year highlighted that while 63.1% of civil servants are women only 21% of Secretary Generals are women, and 33% of Assistant Secretaries. At Assistant Principal Officer and Principal Officer, the grades represented by the AHCPS, the figures rose to 48% and 40.1% respectively.

Speakers at the "Women in Leadership" conference explored both the distinct contribution that women make in leadership positions and the obstacles that still exist to achieving gender parity in the civil and public sector.





**Olivia Sommers & Aideen Foley**  
**C & A G's Delegates**

A number of media (*Irish Times* and *Irish Independent*) attended the event and there was also live Tweeting on the Association's official Twitter handle @AHCPS.

### 1.8.2 "Brexit – A Civil Service Perspective" Seminar

Two further seminars are planned for later in the year. The next is "Brexit – A Civil Service Perspective" on Thursday 31 May 2018. The aim is to explore the impact of Brexit on the civil service in both the Republic, Northern Ireland and the UK. There will be speakers from our sister union the FDA to give experience of the impact in both London and Belfast as well as political and civil service speakers from the Republic.

### 1.8.3 "Workplace of the Future" Seminar

This is the final seminar to be held on Tuesday 23 October 2018. The aim is to explore what the workplace will look like in 10-15 years-time, with changes in technology etc.

### 1.8.4 Special Consultative Council

This meeting will be held on Monday 3rd December 2018 in the Westin Hotel Dublin to coincide with the first meeting of the Association on the 3rd December 1943.

## 1.9 MEMBERSHIP

The Association represents members at Principal and Assistant Principal in the Civil Service and equivalent levels in several state enterprises.

The downward trend in membership has finally reversed and membership numbers are increasing. Membership now stands at 3150 at 31 December 2017. This is an increase on the previous year. 278 new applications were received during the year. The gender breakdown of membership is 1338 female (42.5%) and 1812 male (57.5%).

Officials have attended induction courses in various Departments to attract new members. This is a priority area for the Executive Committee and officials have also met groups of non-members in specific departments to outline the benefits of membership. The Association intends to hold as many lunch time meetings of this nature as is possible to enhance the membership. In addition, the Association has agreed to participate in a Staff Panel membership drive that will target particular departments to attract new members.

The Executive Committee is very conscious of enhancing the benefits to members and extended the membership plus discount card for a further two -year period into 2018 while introducing the AHCPS Bereavement Grant of €5,000.

## 1.10 BEREAVEMENT GRANT

The bereavement grant scheme is in operation for members and their spouse/co habiting partner. A grant of €5,000 is payable to the estate of the deceased member or that of his/her spouse/co habiting partner. Membership fees must be fully paid up at the time of any claim. The scheme was first introduced on 1st August 2016 on a 12-month pilot basis and later fully adopted by the Executive. It is the first time the Association has been able to extend a direct benefit beyond that of the immediate AHCPS member.

## 1.11 SOCIAL MEDIA AND COMMUNICATIONS

A twitter account was introduced during the year the address is @ahcps.ie This has proved very successful and the Association now has over 400 followers.

Direct communications to members are usually by email and are normally distributed through Branch Secretaries.



**Paul Malone, Mark O'Connor & Charlie Notley**  
**Solas/ETBI Delegates**



**Seán McHugh & Peadar Carpenter**  
Foreign Affairs & Trade Delegates

## 1.12 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.

### 1.12.1 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 for a five-year period 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 is only 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.

### 1.12.2 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 at a cost of 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 when they retire up to age 80 with reduced benefits.

### 1.12.3 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
- short service and/or
- 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.

### 1.12.4 Car /House Insurance

The providers are as follows:

- Cornmarket, Christchurch Square, Dublin 8.  
Tel: 01 408 4040
- Glennons Insurance  
Tel: 01 707 5959 or email: [ahcps@glennons.ie](mailto:ahcps@glennons.ie)

### 1.12.5 Travel Insurance

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

Abbey have confirmed the cost of AHCPS scheme will not be changed from 2017 terms. All members should enjoy the auto renew on their policies, so they will automatically receive their documentation via email and will be automatically renewed unless the member emails to advise they do not want the policy this year.

New members may apply by logging onto the website [www.abbeyunionstar.ie](http://www.abbeyunionstar.ie) to obtain quote and buy online and receive documents within minutes.

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





**Gerry McGrath, Teresa Kavanagh & Philip Doyle  
An Post Delegates**

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

3. Single trip policy now also available.

There are further discounts available if client has private health insurance to cover them abroad.

Details of the benefits may be found at [www.abbeyunionstar.ie](http://www.abbeyunionstar.ie)

#### **1.12.6 Health & Dental Insurance Advice Service**

##### **Lyons Financial Services,**

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

Tel: 01 8015 808 [www.lyonsfinancial.ie](http://www.lyonsfinancial.ie)

#### **1.12.7 Dental Insurance Scheme**

This Dental Insurance Scheme is administered by  
Lyons Financial Services

Tel: 01 801 5808

[www.lyonsfinancial.ie](http://www.lyonsfinancial.ie)

The Scheme is underwritten by DeCare Dental.

#### **1.12.8 Membership Plus Card**

The Executive Committee renewed the Membership Plus discount card for members. The current Membership Plus card is valid for a two-year period up to end of 2018. The Membership Plus discount card will enable members to avail 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](http://www.membershipplus.ie)

#### **1.12.9 Investment Advice and Portfolio Management Service**

Cornmarket Group, Christchurch Square, Dublin 8.

Tel: 01 408 4000

#### **1.12.10 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.

#### **1.12.11 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](http://www.ahcps.ie).

### **1.13 STAFF**

The staff of the Association are:

General Secretary	<b>Ciaran Rohan</b>
Deputy General Secretary	<b>John Kelleher</b>
Assistant General Secretary	<b>Billy Thompson</b>
Executive Assistant	<b>Jackie Lacey</b>
Receptionist	<b>Jennifer Farrelly Clarke</b>

#### **1.13.1 Retirements**

Dorothy Aughey, who was with the Association for twelve years as receptionist, retired during the year. John Kelleher, Deputy General Secretary, retires in July of this year. John has been with the Association since joining as Assistant General Secretary in 2002. Previously John worked in a number of roles in An Post. We wish Dorothy and John all the best for the future.

1.13.2 Mark Crowther also assisted with recording and writing of the minutes of the 2017 ADC.

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



**John Glennon Chairperson &  
Ciaran Rohan General Secretary**

## CIVIL SERVICE

### 2.0 PAY

Last year's Annual Report noted that agreement had been secured to bring forward discussions in 2017 on a successor to the Lansdowne Road Agreement. These discussions commenced in May 2017. The main objective of this Association was to reach agreement on the unwinding of pay cuts.

Appendix E to this report is the agreed outcome of the discussions, the Public Service Stability Agreement (PSSA) 2018-2020.

The principal features of the agreement are;

1 January 2018	2.75% pay restoration under the Haddington Road Agreement and 1% pay restoration under the PSSA
1 October 2018	1% pay restoration
1 January 2019	Pension levy threshold adjustment from €28,750 to €32,000
1 September 2019	1.75% pay adjustment
1 January 2020	Pension levy threshold adjustment to €34,000
1 October 2020	2% pay restoration
30 June 2021	Remainder of pay restoration

The result of the ballot of members on the PSSA was as follows;

Ballot Papers Issued	2,761
Ballot Papers Returned	1,639
Spoiled Votes	0
Total Valid Poll	1,639 (59%)
Votes in Favour	1,348 (82%)
Votes Against	291 (18%)

The PSSA was adopted by the Public Services Committee of the ICTU. Legislation to give effect to the proposals was enacted in December 2017.

The agreement guarantees no disimprovements in pension arrangements in the lifetime of the agreement.

The agreement makes provision for an examination of those affected by the additional pay cuts that have been applied to new entrants after January 2011. The agreement provided also for an examination of issues

related to recruitment and retention. In relation to recruitment and retention the Association made submissions to the Public Service Pay Commission on behalf of the Assistant Principal grade, the Principal Officer grade and Prison Governor grades. The background to these submissions was the report commissioned from the Institute of Public Administration (Appendix F). This Pay and Benefits study was presented to last year's ADC.

### 2.1 INCREMENTAL LIABILITY – EXPIRY OF MEASURES

This is set out in detail under PER Circular 20/2015. The Public Service Stability Agreement 2013-2016/ Haddington Road Agreement was effective up to the 30th June 2016 and the increment measures contained in the Agreement continued until that date. No increment measures were provided for under the terms of the Lansdowne Road Agreement effective from 1st July 2016. Consequently, it is set out in the circular that no increment can be deferred beyond 1st July 2017.

The 1st July 2017 was considered the earliest time new civil servants appointed on the 1st July 2016, after the expiry of the Haddington Road Agreement on 30th June 2016, would otherwise have been faced with incremental delays. Stopping incremental delays for existing civil and public servants at 1st July 2017 aligned the position of existing and newly appointed civil and public servants. The Association has also clarified that an incremental delay cannot span the 1st July 2017 therefore members anticipating say a long service award 1st May 2017 but facing a second six-month delay will not experience that delay.

It is also the position that incremental delays do not apply in the calculation of lump sum and pensions since the introduction of the Lansdowne Road Agreement.

### 2.2 CIVIL SERVICE RENEWAL

The Civil Service Renewal Document was published by the Minister for Public Expenditure and Reform on 9 January 2014 and is available on our Website under 'Civil Service Renewal 2014-17'.

The Association was committed to the Plan from its inception and supported the introduction of the two-point PMDS rating system in 2016 as part of a simplified version of PMDS. The change was broadly welcomed by members.

In addition, the Association fully participated in the Staff Side engagement with DPER on the Underperformance Policy although it was necessary to refer to Third Party

disagreement concerning underperformance warnings constituting disciplinary warnings. The Arbitration Board ruled in favour of DPER but postponed the application of the Policy until 2017 following end-of-year reviews for 2016 and the application of the new two-point PMDS rating system.

The Association welcomed the introduction of the Civil Service Accountability Board and Civil Service Management Board but continues to stress that 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.

The Association continues to call for an independent Head of the Civil Service and we have been publicly critical of the Government's failure to make such an appointment. While it is acknowledged that the appointment of the Secretary General of PER as a spokesperson for the Civil Service is a step forward, further developments are necessary in this area. It is common for the media to turn to Staff Associations for comment in the absence of an independent Head of the Civil Service when issues arise.

## 2.3 CROSS STREAM PROMOTION & RECIPROCITY

The recommendation contained in the 2011 report issued by the Commission for Public Appointments (CPSA) regarding eligibility criteria for promotion of staff in the civil service is as follows:

*'in establishing eligibility criteria for promotion to positions in the Civil Service, the Minister for Public Expenditure and Reform should remove any criteria that may prevent civil servants with the requisite skills, experience and attributes for applying for promotion positions'.*

Eligibility for promotion is therefore no longer based on a defined period of service in the grade directly below that of the post to be filled. Rather appropriate job descriptions and person specifications are to be set out detailing necessary experience, knowledge and skills and deliverables required for relevant positions or grades. This is interpreted as meaning all promotional posts are open to all grades and it provides for cross stream promotion. This is the position since 14/1/14 when the Staff Side of Unions reached agreement with DPER on the application of the new rules. 'Reciprocity' was acknowledged as an issue that would need to be addressed.

DPER raised the matter of reciprocity with Heads of HR & Personnel Officers in 2015 and again in early 2016 following meetings with the Staff Side. The Executive Committee will continue to monitor the position to

ensure that reciprocity opportunities are extended to our grades.

## 2.4 REVIEW OF THE RATES OF TRAVEL AND SUBSISTENCE

The Haddington Road Agreement stated:

*"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."*

### 2.4.1 Travel Rates

The travel rates were increased from 1st April 2017, having last been revised from 5th March 2009. The Kilometre ranges have been increased from two to four. There was disagreement at General Council in relation to aspects of the changes and this went to adjudication. A hearing was held in December 2016 and the outcome on the ranges and cents per kilometre is as below. The adjudication finding was accepted by the Government and is effective from 1st April 2017. Mileage accumulated by officers between 1st January and 31st March 2017 should be claimed at the old rate, but the mileage accumulated will be carried forward to the new rates from 1st April.

### 2.4.2 Overnight Domestic Subsistence Rate

In 2015 it was agreed that the Domestic Overnight Subsistence Rate would be increased from the rate of €108.99 to €125.00 from 1 July 2015. Changes were made to the distance requirements also.

It was also agreed that the overnight rate would be reviewed annually from 2016 by using the "eating out" and "accommodation" element of the Consumer Price Index (CPI).

Adjustments are to be applied to the overnight rate where the annual increase/decrease exceeds 5% – where this adjustment does not exceed 5% it is brought forward to the next review and added to the outcome of that review (i.e. cumulative).

### 2.4.3 Subsistence Rates

Following discussions at General Council during 2016 new subsistence rates were agreed, effective from 1st April 2017. The overnight rate increases from €125 to €133.73. The 5 hours and 10-hour rates remain unchanged. In recognising the difficulties in securing suitable overnight accommodation in Dublin, within the standard rate, it has been agreed that a separate Vouched Accommodation (VA) rate may apply where officers are claiming an overnight allowance in Dublin. The rate consists of the vouched costs of accommodation up to a limit of the standard overnight (€133.73) plus the appropriate day rate for the officer's meals may be claimed. The rates are as follows:



### Overnight rates

Class of Allowances	A Class
Normal Rate	€133.73
Reduced Rate	€120.36
Detention Rate	€66.87

### Day Rates

Class of Allowances	A Class
10 hours or more	€33.61
5 hours but less than 10 hours	€14.01

### Vouched Accommodation ("VA") Domestic Subsistence Rates (for use in Dublin only) Effective from 1 April 2017.

Vouched Accommodation ("VA" Rate)	Accommodation	Meals
VA Rate	Vouched cost of Accommodation up to €133.73 <b>plus</b>	€33.61

### 2.4.4 Subsistence Allowance Abroad

Revised subsistence allowances payable to civil servants in respect of absences abroad on official business became effective from 1st April 2017. The class B rate for foreign subsistence will no longer be used. The Conference Rate has been renamed the Vouched Accommodation (VA) rate. It consists of the vouched cost of accommodation plus the rate listed in the VA column of circular 7/2017. In most cases the Overnight Rate in respect of accommodation and three meals will apply. However, the use of the Vouched Accommodation Rate may be justified in certain circumstances.

## 2.5 FOREIGN TRAVEL & CHAIRMAN'S ALLOWANCE

A composite claim was filed at General Council seeking a 'Foreign Travel' allowance and due recognition for the onerous work attached to some chairperson duties. In a detailed submission to General Council the Association put forward that a 'Chairman's Allowance' should be paid on a scaled or measurement basis.

The Association raised this matter during the 2017 Pay Talks as part of housekeeping issues raised by the participant unions. We believe that those that take on regular or frequent foreign travel as part of fulfilling duties abroad should be paid a reasonable level of compensation. Members are merely looking for due regard for the onerous duties fulfilled abroad on behalf of the Irish State that regularly involves weekend travel and

the notorious 'red eyed' flights. The Staff Panel of General Council fully supported the claims.

## 2.6 MOBILITY

### 2.6.1 Service Wide Mobility Scheme

This is now fully operational for CO & EO grades and will extend in December 2018 to include HEOs & Assistant Principal grades. Members will have noted recent media reports of 700 civil servants who want to transfer outside Dublin that was linked to a cost of living article.

The Association welcomes the proposed inclusion of the AP grade in the Scheme as there is currently no mechanism for transfer outside departments other than the mildly successful head-to-head transfer. That requires the agreement of both departments and both candidates.

We understand that there are plans for a special Dublin service wide scheme, but this will take time to develop because of the complexities around the many geographical locations and the extent of departments involved.

### 2.6.2 PO Mobility Scheme

The Scheme is a major opportunity for departments to address business needs while allowing our Principal Officer grade to enhance their career opportunities with experience in a range of departments. However, the Association has noted that some departments are not circulating these mobility opportunities. This has the capacity to undermine this service wide mobility scheme. We have raised this concern with DPER.

It is also the position that appointments via the PO Mobility Scheme satisfies liability to the Open PO panel.

## 2.7 PRINCIPAL OFFICER PROMOTION SEQUENCE

The Arbitration Board ruled on 7th July 2015 that Principal Officers are to be appointed in a sequence requiring the first two in every three to be from the Open PO Panel followed by one internal appointment. The Association contended that the standing agreement contained in *Towards 2016* more than adequately addressed the needs of Departments under the existing sequence of 4/18 open, 5/18 interdepartmental and 9/18 internal.

The Board indicated that the new arrangements would be reviewed after two years in operation.

The Association has raised the matter of the review with DPER and is awaiting a response. We are very disappointed that the review has not yet been completed.

The Association and many departments favour a modification of the sequence to allow for more internal appointments.

## 2.8 OPEN PO PANEL

The 2018 Open PO panel is effective from 21st November 2018 when the first person went into clearance. There were 1639 applicants and after a stage one psychometric test followed by interviews a panel of 78 was put in place by PAS. At the end of February 2018 there was 64 individuals left on the panel and PAS had reached number 23 as some candidates in the first 23 are still on the panel awaiting provincial locations.

The Association has again raised the point with DPER that an end date should be specified on the application form so that there is clarity on the subject.

In the 2015 competition, 15% of applicants were from the private sector. Only 9% of applicants in the 2018 competition were from the private sector. This statistic along with the 2015 data fully re-enforces our argument that the pay of our grades and other senior grades in the Civil & Public Service is not attractive to the private sector.

## 2.9 PRINCIPAL OFFICER EXECUTIVE LEADERSHIP PROGRAMME

The Association met the Official Side in 2017 and was briefed on plans for a PO Executive Leadership Programme. The purpose of the Programme is to encourage, support and develop those at senior management levels interested in progression to a higher level across the Public Service. The Programme is open to all Principal Officers & equivalents subject to a minimum of two years-experience at PO Level. The Programme is managed by the SPS Management Committee and is like that in place for progression from Assistant Secretary to Secretary General level. It is a critical component of the process that applicants not nominated by Line Managers receive full feedback including development opportunities to address development areas.

## 2.10 PERFORMANCE MANAGEMENT AND DEVELOPMENT SYSTEM

A new two-point rating system is now in operation and has been for the first time at the end-of-year-reviews for 2016. This is a simplified system to replace the temporary descriptors of 'Unsatisfactory', 'Needs to Improve', 'Fully Achieved Expectations', 'High Standard' and 'Exceptional Performance'. Individuals are now rated as *Satisfactory* or *Unsatisfactory* and if an unsatisfactory rating is given the individual will immediately be involved in a Personal Improvement Plan or PIP. The Association continues to emphasise the importance of any necessary training, support and mentoring that must be provided to an individual as part of the PIP.

No other change is involved, and an individual continues to hold the right to seek a review of his/her rating and if necessary seek referral to an external reviewer where there is disagreement concerning the rating. DPER has yet to appoint a panel of external reviewers.

Feedback from managers has been very positive and the

consensus is that this new rating system is a welcome development. This is part of the Civil Service Renewal Programme. That programme strives to introduce a new model of performance management and to professionalise and reform HR management.

## 2.11 PROGRAMME FOR COMPETITIVENESS AND WORK [PCW 1%]

The Association continues to pursue PCW appointments in all departments. We are also involved in negotiations in some departments to modify the PCW appointment process that used PMDS ratings as part of the appointment process.

## 2.12 NEW CIVIL SERVICE MANAGEMENT OF UNDERPERFORMANCE POLICY:

This was issued under Circular 24/2016 in November 2016. The Policy came into effect on 1st January 2017 and is part of strengthening the performance management process under Action 11 of the Civil Service Renewal Plan. Linked to this is the new simplified two-point PMDS rating system of 'Satisfactory' or 'Unsatisfactory'.

## 2.13 REVISED DISCIPLINARY CODE

The Revised Disciplinary Code came into effect on 1st September 2016 under Circular 19/2016.

### 2.13.1 IBEC Training on Underperformance/Application of the Disciplinary Code

A Sub-Committee of General Council met on 17th October 2017 to examine Staff Side concerns on training being administered by IBEC as the training contractor engaged by DPER following a tender process. There was a divergence of opinion concerning spent warnings and training examples being used. It is the view of management that there is provision in the code to look back at the individual history of an alleged underperformer and to utilize this knowledge in assessing a current case of alleged underperformance. The Association view is it does not accord with natural justice and fair procedure if at the point of investigation prior individual case history is utilised by investigators in determining whether the current case under investigation has merit or not. A commitment was given that clarification would be supplied on the subject

### 2.13.2 Disciplinary Code for Probationers

The main Disciplinary Code does not address the position around disciplinary procedures for those on probation.

The initial meeting of the Sub-Committee to review the position took place on 19th September 2017. A further meeting is to take place to examine an updated draft policy and this is awaited.

## 2.14 DRAFT REGULATORY IMPACT ASSESSMENT [RIA]

On 14th September 2016 DPER circulated a document titled Draft RIA or Regulatory Impact Assessment to link with the proposed Civil Service Regulation (Amendment) Bill 2016. The background to this is that on 7th July 2016 the Government approved a proposal to amend the Civil Service Regulation Acts 1956-2005 and the Public Service Management Act 1997 to provide that disciplinary action up to and including dismissal could be devolved below the level of the Head of the Organisation or Appropriate Authority.

Discussions took place at the Council's meeting of 25th January 2017. It was the Staff Side position that issues in dispute were always referred to Third Party if mediation was not possible. The Staff Side pointed out that it was proposed to send draft legislation to Government and later to return to talk to the Unions on what the Staff Side regarded as the substantive issue. At minimum, this would leave the Staff Side having to refer the matter to the Oversight Body for direction. A further meeting took place with DPER on 14th February 2017, but the matter remains unresolved.

## 2.15 OVERPAYMENT POLICY

A revised Overpayment policy has been agreed effective from 1st May 2017. The revised policy is more prescriptive and allows additional flexibilities in repayments including hardship cases and allows for an appeal under the grievance procedure. Circular 10/2017 refers and replaces circular 1/2015.

The main changes to the Circular are briefly outlined below:

- Arrears will automatically be offset against overpayments
- Existing repayment plans will remain in place but will be reviewed if a new overpayment is discovered or if there is a material change in circumstances
- 3 categories of Delayed Pay Adjustment (formerly "auto recoupment") i.e. adjustments will automatically be made
  - 5 days or less overpaid to be recouped over 1-month period
  - 10 days or less sick leave overpaid to be recouped over 1-month period
  - Unpaid leave or exceeding access to self-certified sick leave to be recouped in full
- Deductions from gross salary/pension for those on payroll
- Steps to address multiple overpayments and/or overpayments exceeding €2,500
- Exceptional/Hardship provisions:

- Provision for application form and supporting documentation
- Designated officer cannot normally reduce repayment below 3% of gross
- Potentially subject to review every 6 months
- Overpayments on foot of unpaid leave will not qualify
- Grievance Procedures will apply.

## 2.16 ACCOMMODATION

The OPW policy in relation to new buildings and the renovation of existing buildings is that staff accommodation should be arranged using open plan designs. This is causing major concern in several departments where moves are scheduled or anticipated. In all these moves, there is no provision for cellular offices for the AP grade and the space available in the open plan office is insufficient to allow for the quality of work that is required to be performed. In addition, there are insufficient meeting rooms available to allow for staff meetings or engagement with stakeholders.

The Association has engaged with the OPW and with the relevant Secretary Generals in relation to the issues. In the case of the Department of Health and the proposed move to the Miesian Plaza, the Association met with the Minister of Health Simon Harris TD to outline our specific concerns. The Association has also engaged our own Architect to study the floor plans and to provide feedback. However, to date the OPW are not for changing in relation to the open plan layout in the various buildings.

## 2.17 GENERAL COUNCIL

### 2.17.1 General Council

The General Council Staff Panel is comprised of representatives of the six civil service unions (AHCPS, CPSU, IMPACT, PSEU, POA and VOA) and constitutes the staff side operation of the Civil Service General Council at which matters relating to pay and terms and conditions of employment are discussed with the Official Side in accordance with the terms of the Conciliation and Arbitration machinery for the Civil Service. Since 1st January 2018 the CPSU, PSEU and IMPACT have merged to form a new union called FORSA.

The officers for 2018 elected at the AGM in January 2018 are Chairperson Declan Mullally (POA), Vice Chairperson Billy Thompson (AHCPS). Eugene Dunne (FORSA) remains as staff side secretary.

### 2.17.2 Composition of General Staff Panel

The General Staff Panel is composed as follows:



UNION	SEATS
Civil and Public Services' Union	14
Public Service Executive Union	12
Irish Municipal and Civil Trade Union	10
Association of Higher Civil & Public Servants	5
Prison Officers' Association/CSA Group	5
Veterinary Officers' Association	1
<b>Total</b>	<b>47</b>

Obviously, there will be significant change to the panel composition with the establishment of

Fórsa and this is to be discussed by the Staff Panel.

### 2.17.3 Members of Arbitration Board

The members of the Civil Service Arbitration Board are as follows:

<b>Chair:</b>	Mr. John Doherty
<b>Members :</b>	Mr. Gerard Barry (nominated by the Government)
	Mr. Tom Wall (nominated by the Civil Service Staff Panel)

### 2.17.4 Adjudicator and Mediator

Dan Murphy was reappointed to the position of Adjudicator for the Civil Service in 2017.

Joe McDermott remained in the position of Mediator for the Civil Service in 2017

## 2.18 BRANCH REPRESENTATIVE TRAINING COURSE

The Executive established a training sub-committee comprising Larry Dunne Treasurer, Val Jeffreys Executive Committee and John Kelleher Deputy General Secretary. A first ever training course for branch representatives was held in Head Office on 24th October 2017 at which 14 members participated. The course covered a range of topics from the C&A scheme, WRC, Labour Court, Union Structure, Role of Executive Committee, Branch Committee, and a practical case study. A further branch representative training course is scheduled for Wednesday 18th April 2018.

### 2.19 SICK LEAVE

A review of the sick leave arrangements for the public service has been ongoing for some time. The main issues under discussion are improvements sought in the circumstances in which the Critical Illness Protocol can be applied and a simplification of the Temporary Rehabilitation Remuneration (TRP) arrangements. The assistance of the Workplace Relations Commission was

enlisted as progress was so slow. It is likely that some issues, on which it has not been possible to reach agreement, will be referred to the Labour Court. Some progress on the criteria for awarding the extended sick leave under the Critical Illness Protocol has been made. It is hoped that revised criteria will issue shortly.

### 2.20 BEREAVEMENT LEAVE

Bereavement leave for Civil Servants whose spouse or partner has passed away was increased from 5 to 20 days in January 2017. The 20 days leave also applies following the death of a civil partner, child or adopted child. Leave for the death of an immediate relative e.g. father, mother, father-in-law, mother-in-law, grandfather, grandmother was increased from 3 to 5 days. Ten days leave will apply for the stillbirth or pre-natal death of a child after 24 weeks pregnancy and will be available to the father, partner or co-habitant of the mother.

The death of an uncle, aunt, niece or nephew will be 1 day. However, if the civil servant has been living with the deceased or must make funeral arrangements, that leave will be increased to 5 days, though this is at the discretion of the relevant HR unit.

## 2.21 EQUALITY/DIVERSITY/WORK LIFE BALANCE

The Association is represented at the Equality Sub-Committee of General Council by Assistant General Secretary [AGS], Billy Thompson.

The Staff Panel scoping paper outlining the areas of equality and diversity that it wanted reviewed and discussed as part of a general evaluation of issues was fully discussed with DPER via the work of the Sub-Committee of General Council.

The issues identified included: '*Recruitment*' – examination of data on successful candidates in competitions, training for interview boards & details of equality proofing measures; '*Disability*' – request for full data on numbers employed, training & career opportunities and accessibility of workplaces; '*Gender*' – examination of data on pay rates, equal pay audits, atypical working arrangements & promoting advancement to senior & high profile roles; '*Equality & Diversity Action Plan*' – to bring together all the different policy strands, standards & targets. Other headings covered were '*Nationality/Race/Ethnicity*', '*Health & Safety at Work*', '*Pay Systems*' and '*Equality & Diversity Training*'.

### 2.22 SHORTER WORKING YEAR/TERM TIME

The Civil Service Staff Panel raised the matter of the Shorter Working Year Scheme with DPER on several occasions expressing concern that there was no appeal mechanism or a method for redress where issues arose. It was the view of the Official Side that that the granting of the Shorter Working Year is dependent on the business needs of an organisation and as such must be

left within each operational unit of a department/office to approve.

It was subsequently agreed that DPER would write to departments recommending that where appeal mechanisms are currently not in place provision should be made to provide that the refusal of an application for the Scheme can be reviewed at a more senior level in business units. DPER was also to recommend the listing of Shorter Working Year Schemes in a timely fashion on the agenda of Departmental Councils. AHCPs attendees at Departmental Councils are therefore asked to ensure that this is an annual agenda item.

## 2.23 STAFF WITH DISABILITIES

DPER maintains a web site on disability issues. It can be accessed at <http://hr.per.gov.ie/disability/>.

## 2.24 FLEXIBLE WORKING HOURS [FWH]

There are currently over 400 members availing of flexitime. The Haddington Road Agreement [HRA] impacted negatively on all newly appointed Assistant Principal Officers by way of restrictions imposed under the Agreement.

APs appointed since that time are not allowed to access flexible working hours where the facility already exists in departments. The Lansdowne Road Agreement was an extension of the HRA and in turn the Public Service Stability Agreement 2017 was a further extension of the Agreement and a continuation of FWH restrictions. Given that this flexibility is mainly sought for family reasons it is not progressive and mitigates against members balancing work life responsibilities. This was highlighted at ADC 2016 and again at ADC 2017 by a considerable amount of similar motions led by an Executive Committee motion on the subject.

The subject of FWH is normally immediately linked to parents managing childcare arrangements but there is also growing evidence of the facility being required by members with carer responsibilities for aging parents in addition to those managing studies and personal health or medical issues.

In addition, the recently published ESRI report ***“A study of gender in senior civil service positions in Ireland”*** December 12, 2017 / ESRI Research Series – **Authors:** Helen Russell, Emer Smyth, Selina McCoy, Raffaele Grotti, Dorothy Watson & Oona Kenny – <https://doi.org/10.26504/RS66> highlights the lack of family friendly initiatives particularly for senior manager grades.

In October 2016 the Association lodged a claim at General Council seeking the reversal of the policy on the basis that it was regressive, and it was inequitable to have a situation where existing APs have the facility, but newly appointed APs do not.

While positive discussions took place with DPER it was necessary for the Association to include the subject as a

housekeeping issue during the 2017 Pay Talks. Further discussions then took place with DPER where it was noted that many Personnel Officers and Managers want this issue addressed. These discussions were taken to an advanced stage with the possibility of DPER allowing flexible hours on an optional pilot basis in departments where FWH currently exists but not the right to work up leave, but no definite proposals were forthcoming from DPER.

The lengthening timeline required the Executive Committee of the Association to have it recorded at the January 2018 General Council that agreement be provided by DPER to the restoration of FWH where this facility had existed. Alternatively, the Association sought that a disagreed report be provided to allow us to take the matter before the Arbitration Board for a formal hearing.

A further meeting took place with DPER on 20th March 2018 to again examine the subject. At the meeting DPER confirmed that it was their view that there was no restriction to employers introducing flexible working hours for all staff in all Departments. This was welcomed by the Association. This leaves the issue of the right, of newly appointed APs, to take flexi leave in Departments that had that facility. DPER have indicated that they will revert to the Association very quickly. On that basis this matter was deferred to the April 2018 General Council meeting.

## 2.25 PATERNITY LEAVE

It was agreed with DPER that the existing scheme for paternity leave would be extended to address EU changes and amendments in the Government’s paternity leave legislation set out in the Paternity Leave and Benefit Act 2016. Circular 18/2016 ‘Paternity Leave in the Civil Service’ sets out the changes effective from 1st September 2016. Eligibility is now extended to all “relevant parents” as defined in the Act and provides for a single period of 2 weeks leave with pay. In general, a person on paternity leave in the Civil Service is entitled to normal pay subject to conditions set down in the Circular.

## 2.26 PARENTAL LEAVE

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.

The matter of how parental leave is calculated over weekend periods has been the subject of discussion for some time with DPER. This concerns superannuation and the treatment of parental leave in circumstances where the leave is taken in individual days and spans a weekend.

The outcome of these discussions has been positive, and

a review of the superannuation scheme concluded in mid-2016 with the recommendation that Saturdays and Sundays would be pensionable days. A formal decision on the subject was awaited for some time but it is now the position that DPER is preparing guidance instructions for departments that will indicate that it is accepted that where staff take two days parental leave that spans a weekend the loss in terms of pensionable Service should only be two days. The instructions will have retrospective effect which is a welcome development.

DPER continues to stress the importance of giving six weeks-notice prior to the taking of Parental Leave.

## 2.27 ANNUAL LEAVE

The Association along with the other unions making up the Staff Side of General Council engaged with DPER in a Sub-Committee of General Council on the matter of annual leave and a potential revision of the current annual leave circular.

This links to a claim filed by the Association at General Council and supported by the Staff Panel of unions for a review of the appropriateness and need for a three-year leave cycle. A motion to this effect was passed at our ADC in May 2017.

Further meetings of the sub-committee are envisaged when DPER has considered the views put forward at the initial engagement.

## 2.28 WORK-SHARING

The Association continues to highlight the anti-family nature of work sharing restrictions and the way, along with the current policy on FWH, it curtails managing work life balances. The Association has no direct evidence of where these restrictions aided departments in the management of staff numbers. It is entirely questionable if any such benefit arose, but the continued application of the practice is highly questionable now that the moratorium on staff numbers has been lifted.

The Haddington Road Agreement committed both sides to reviewing the work-sharing scheme including the patterns that should be available. It is set out in Circular 12/2013 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. It is up to managers/organisations, while considering the personal responsibilities and obligations of the other officer, to agree an appropriate work sharing arrangement that meets 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 can retain an arrangement that results in a work-sharing

pattern of less than 50% in accordance with Section 18 (Work-sharing) of Appendix 4 of the Haddington Road Agreement. It is specified in 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.

Members should also take cognisance of a letter to Personnel Officers on 7th December 2016 about the Civil Service Work Sharing Scheme. This addressed advice sought by departments as to whether workshare examples cited in Circular 31/2001 were exhaustive. Departments were advised that this issue was addressed at the Equality Sub-Committee of General Council and that the terms of Circular 31/2001 are not intended to be exclusive. Patterns specifically mentioned are merely examples that may be used in Category 1, Category 11 etc. Consequently, variations can be agreed at a local level. The Circular itself states that it is important that both management and those participating in the scheme adopt a flexible approach. DPER has confirmed that this remains the position except for the new provisions in Circular 12/2013 precluding work sharing patterns of less than 50%.

## 2.29 E-WORKING

DPER's position is that Departments already have scope to operate e-working under the existing circular and it is a matter for consideration by each department within the context of their own business needs.

## 2.30 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 is called Tailte Éireann. Mr John O'Sullivan, the current Commissioner of the Valuation Office was appointed as Chief Executive Designate.

On the 1st January 2016 the Transfer of Functions Orders authorised the move of the Valuation Office and OSI under the aegis of the Department of Justice and Equality. In turn, on 1st January 2018 in the context of the future establishment of Tailte Éireann, the Government approved the Transfer of Functions in relation to the Valuation Office, Ordnance Survey Ireland and the Property Registration Authority from the Department of Justice and Equality to the Department of Housing, Planning and Local Government.

The Project Board established to oversee the merger meets roughly every two months. The November 2017 Staff Communiqué from the Project Board notes arrangements in place for a smooth transition from the



Department of Justice and Equality to the Minister for Housing Planning and Local Government. Consideration is noted as having been given to the likely vesting day of *Tailte Éireann* and notwithstanding that some uncertainty existed surrounding the date of publication of the *Tailte Éireann* Bill, the parties still hoped that the Bill might be published in the 2nd quarter of 2018. It was then noted this could potentially allow for the enactment of the legislation during the 4th quarter of 2018 and a tentative Establishment Day of 1st January 2019 in respect of *Tailte Éireann*.

## 2.31 IRISH HUMAN RIGHTS AND EQUALITY COMMISSION

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, together with representatives from the other unions participated in negotiations that have resulted in the establishment of an Industrial Relations Council that now meets on a regular basis.

## 2.32 SHARED SERVICES

In January 2018 PeoplePoint changed its name to HR Shared Services as part of the National Shared Services Office (NSSO). HR Shared Services continues to provide HR and pensions administration shared services to 34,800 civil servants across 39 government departments and Public Service Bodies.

The union continues to meet representatives and the Head of PeoplePoint under an arrangement by General Council where a sub-committee of General council was set up to address issues of concern raised by members of the various unions.

### 2.32.1 PeoplePoint and other shared services

2017 posed a challenge in relation to ensuring that people were being paid appropriately. The delay in paying the correct wage to new entrants, promotees and those who were changing work patterns rose to over 5 months in some cases. The AHCPS made several high-level representations on this matter. As at the end of the year, it had been brought under control and a commitment was given of ensuring that in all these circumstances, the correct new wage would be paid within a month of a change from now on. The Official Side stated that the backlog was caused by the wage calculations necessary for the upgrading of all former SOs to the EO pay scale.

The Association has also brought up the issue of pension payments and has kept a close watch on the processing time. There have been some delays for those who are not retiring but who are seeking information in relation to what they would be due if they were to retire.

PeoplePoint have explained that their focus is always on those who are in the process of retirement to ensure that they receive their payments.

The Public Service Reform Plans 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.

The Staff Panel decided that individual cases will be referred by the unions to the parent departments. Unions continue to take this approach as the duty of care rests with the department and not HR Shared Services.

The Executive continues to keep the matter under review but is concerned that some members are still encountering difficulties.

### 2.32.2 Payroll Shared Service Centre (PSSC) [now Payroll Shared Services]

In January 2018 the PSSC changed its name to Payroll Shared Services as part of the establishment of the National Shared Services Office (NSSO). Payroll shared Services continues to make payments to approximately 125,000 payees, including 60,000 pensioners.

### 2.32.3 Financial Management Shared Services (FMSS) Project

The Financial Management Shared Services Project is progressing system build activities with its System Implementation (SI) partner. All Wave 1 PSBs have met the first milestone and continue to meet their project timelines. The PSB project managers regularly report to their senior stakeholders, the FMSS project team and the FMSS Programme Board.

On 4 December 2017, the first PSB project manager's meeting was held with the Wave 2 PSBs. A 2-day project management training programme was delivered to PSB project managers in January 2018.

The FMSS project team provides regular updates to FMSS project sponsors, senior stakeholders, finance officers and finance team members, through the FMSS Programme Board, the FMSS Finance Officer Forum, Process Design Working Groups, Wave 1 PSB Project Manager Forum, Wave 2.1 PSB Project Manager Forum, and the FMSS project newsletter.

A recruitment plan for the Finance Shared Services operation team is underway. The closing date for applications for a Principal Officer role in an open competition was 1 February 2018. Assistant Principal recruitment is also being progressed with the Public Appointments Service (PAS). These posts will be filled through existing panels and redeployment.

## 2.33 SUPERANNUATION/ PUBLIC SERVICE PENSIONS GENERAL

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.

The commencement date for the new scheme was 1 January 2013 and new recruits to the public service on or after that date join the new scheme, while already-serving staff remain in their existing schemes. An information booklet on the scheme can be accessed at <http://www.per.gov.ie/single-scheme/>.

Once again, the main outstanding issue is the issue of purchase tables to enable staff purchase additional benefits. ICTU has been in correspondence with the Minister for Public Expenditure and Reform to ensure that this matter is finalised as the failure to issue regulations and guidance on the issue is placing individuals at a potential disadvantage.

Arrangements to provide for the retention of Civil Servants beyond retirement age were introduced in 2017 in anticipation of proposed legislative changes to increase the maximum retirement age for civil servants. These changes will be on an optional basis for the individual civil servant. The temporary retention arrangements are in a circular which can be accessed at the Association's website here.

## 2.34 TLAC

39 TLAC type competitions were held during 2017 – 4 at Secretary General level, 2 at Deputy Secretary General and 33 at Assistant Secretary level. 37 appointments were made from these competitions – all the competitions were open.

## 2.35 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 decide on the most suitable candidate for the position, based on the information submitted in respect of each applicant. If there are no suitable applications through mobility for the post, it will be filled through open competition by TLAC.

## 2.36 BRANCH ORGANISATION

A new Department was established, the Department of Rural and Community Development, necessitating the establishment of a new AHCPS Branch.



John Kelleher DGS, Greg Whelan & Val Jeffrey, Revenue



## STATE ENTERPRISES

### 3.1 AN POST

#### 3.1.1 Company Review

Our members in An Post have endured a difficult last twelve months. The Company has been engaged in a major restructuring process that has seen the Association strive to protect members terms and conditions of employment while providing fair voluntary exit mechanisms for those who wish to avail of them.

Late 2017 saw the introduction of two business units within An Post – ‘**Mails & Parcels**’ and ‘**Retail**’ - headed by two separate Managing Directors.

These changes brought with them several meetings between the Association and the Company and it also brought about the first meeting of the Senior Managers Forum that took place on 5th December 2017. This forum had not previously met although it is provided for in existing agreements. The restructuring negotiations were a suitable opportunity to round table with the company to examine aspects of the restructuring proposals and issues of concern and interest. Our Branch Officers, members of the Branch Committee and other Level 3 Managers attended the forum to ensure we had a cross section of the membership present along with the Association Assistant General Secretary. The Company was represented by personnel from HR together with representatives from the proposed new directorates and heads of function to provide greater detail on the proposed new structure. We hope to have many more meetings of this forum.

We now have a better picture of the new business and staff levels represented by the Association. The structure of both businesses dictated the staffing levels and this in turn led to the recent shaping of managers at L2 and L3.

The structure is still evolving and some 100 L3s have been assigned to posts while those unassigned have been invited to submit expressions of interest in the new roles created as agreed with the Association. It was always the Association’s view that the process of assignment should be seamless and smooth and should not commence until all consequential vacancies at Level 3 (resulting from L2 or higher-level promotions) were fully identifiable. This however did not happen, and the process has therefore become more complex, unwieldy and time consuming. Nonetheless, progress has been made and the number of unassigned L3s is decreasing and this is our primary objective.

During this process the Association made individual

representations for several members. Most of these cases have now been resolved.

The Branch Committee continues to meet monthly and often sooner to monitor developments in the restructuring process.

#### 3.1.2 Importance of the Company Five-Year Plan

The CEO has continued to meet the unions to provide progress reports and updates on the state of the company and the challenges facing An Post. The price increase secured in 2017 was of critical importance as a component in reversing the fortunes of the company. This together with the new business structure has already ensured An Post is on the right road to fiscal rectitude. We are pleased to note the significant increase in the targeted growth area of parcels and packages and the manner in which the quality of service continues to be maintained across the company.

The Association is fully aware of the significant role our grades play in driving the change management programme and the implementation of the new structure. This was recognised by the Monitoring Group in the evaluation of the successful pay award to our grades for 2017. To ensure that further awards are in the pipeline our members realise that the five-year plan must succeed. The Association fully supports An Post in the road ahead and the opportunities and challenges for our members but continues to stress the importance of good communication and early resolution of issues and welcomes the company’s due regard for our members terms and conditions of employment.

The Association wishes to highlight the importance of the income stream from Government Departments to An Post. It is also a fact that An Post is now highly competitive in the provision of front office services and the Company Five-Year Plan will ensure An Post continues to be the company of choice in mail and parcel delivery and the evolving retail business.

#### 3.1.3 Labour Court

The Labour Court ruling CD/17/274 Recommendation No LCR21563 was issued on 5th September 2017 following a hearing on 21st August 2017. Previous hearings took place in October 2015 and March 2016. All addressed the claim for a pay increase as none had been paid since 2008.

LCR21206 set out a basis for a pay increase with effect from 1st May 2016 subject to additional efficiency measures.

The current recommendation of 2017 allowed for the payment of Phases 2&3 payments subject to the verification of the implementation of the necessary additional efficiency measures.

### 3.1.4 Current Developments on Pay

The Association engaged with management and the Monitoring Group on the matter of the second phase increase as provided under the Labour Court recommendation. We are pleased to have recently secured payment of the increase effective from 1st August 2017. This also clears the way for the application of Hay Market movement in 2017 and for our members governed by pay increases of that nature to have them addressed. This was done centrally with HR in 2016.

An important component in the pay agreement is recognition for the on-going cooperation of our grades in the restructuring negotiations. We will continue to work with the monitoring group on the ongoing achievement of savings and to ensure the third and final

phase payable on 1st July 2018 is secured for our members.

### 3.1.5 Pensions Issue

This remains open and concerns the company position on the application of CPI changes to pensions for our members covered by Hay Market Movement. The position of the company is that CPI increases to pensionable pay should apply only to the median point rather than the max of salary scales. The Association considers that this position mitigates against high performers and intends referring the matter to third party. There are several other pension matters under review by a Sub-Committee of JCC and our issue may be routed to third party with these from a Staff Side perspective. We are happy to do so, and it is appreciated that the timeline has been a victim of the extent of resources on both sides devoted to the ongoing negotiations concerning the revised company structure. However, we may shortly have to take our issue in isolation.



### 3.1.6 On Call Allowance for Operation Managers Retail

A claim for Operation Managers Retail was lodged at the November 2016 JCC and was the subject of discussions with HR. However due to the ongoing Company Review being carried out by McKinsey Consultants it was not possible to progress the matter until quarter three of 2017.

Proposals put forward by HR made it clear that the Company was prepared to agree the claim but not retrospectively. A compromise was reached whereby the claim was agreed effective from 1st January 2017 and Agreement recorded at JCC.

### 3.1.7 75th World Congress of UNI Global Union

This takes place in Liverpool from Sunday 17th June 2018 to Wednesday 20th June 2018. The Congress will meet under the theme of "Making it Happen". The theme reflects the aim to examine union growth, a sustainable global economy and union innovations for the future world of work and working for a world of peace. The UNI Congress will bring a global dimension to the 150th Anniversary of British Trades Union Congress and the centenary of women's right to vote in the UK. The Association is fulfilling its single delegate entitlement and we will have three observers for the event as part of the ongoing support of the Association for UNI events of this nature.

Participation is on the back of AHCPS attendance at the UNI Global Union Post & Logistics World Conference held in Dublin from 13-14 September 2016. Presentations then addressed key changes in the world of postal delivery with the emphasis on the growth of on-line trading that is a key targeted growth area for An Post parcel delivery in 2018.

## 3.2 PERSONAL INJURIES ASSESSMENT BOARD [PIAB]

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.

The Association attended all meetings of the Joint Consultative Committee [JCC] during the year via the attendance of local officers and/or the Assistant General Secretary. PIAB has maintained its workforce at 80 staff since it received delegated sanction and the acceptance of the self-financing principle. PIAB charges a moderate fee for its services but this provides an income stream for the Board to meet all running costs as set out in its accounts published on the PIAB website.

The Association finalised a review with HR of the roles and responsibilities of AP, AP Higher and PO grades within the Board and the extent of numbers at our grades and is satisfied with the findings.

The Association is currently involved with the other

unions that comprise the Staff Panel side in an engagement with management via the JCF in a review of the processes PIAB uses. A working group was initially set up including staff representatives that arrived at certain proposals and conclusions. Final proposals are awaited and are to be presented within the JCF Forum for consultation and agreement before there is any implementation of the proposals. Concerns exist on the staff side that these are in effect restructuring proposals, but assurances have been provided that no changes will be implemented without agreement and that no downgrading of work is involved rather options for greater efficiency particularly at initial processing stages.

## 3.3 IRISH AVIATION AUTHORITY

The agreed pay proposals effective for four years from 1st January 2016 were approved as members are aware following a ballot carried out in November 2015. We are now in the third phase of the agreement with the 2018 pay increase having been applied on the 1st January 2018.

The Branch Officers and Committee continue to monitor discussions around the possible application of some increases to pensions and the current intensive work of the Staff Panel unions with independent pension advisors appointed by the Staff Side to examine possible solutions around the pension scheme deficit. This work includes a review of the Hybrid Scheme and possible options to improve benefits for members.

A sub-committee of the Joint Conciliation Forum or JCF that is the industrial relations forum was set up during 2017 to allow for a formal engagement on the pension schemes in the Authority between the staff side and management and this work is on-going and the independent Staff Side findings and proposals will feed into the work of the sub-Committee.

The Association continues to actively attend and contribute to the work of the JCF. With the establishment of FÓRSA [merger of IMPACT, CPSU & PSEU] the unions involved will now be FÓRSA, ATOA & AHCPS.

The Association played a lead role in a challenge to the Alcohol & Drugs Testing Policy in the Authority and while it was necessary to refer the case to the Internal Dispute & Resolution Board [IDRB] the matter was resolved by agreement. In December 2017 the Staff Side signed off on amendments to the IAA Protocol on Random Testing for Workplace Intoxicants to exclude non-safety-critical roles. This change was beneficial to staff across all grades including AHCPS members and the Association appreciated the work of the IDRB and the cooperation of management in resolving this matter.

The Association is currently monitoring the proposal to merge the Commission for Aviation Regulation [CAR] and the regulatory functions of the IAA that may require an EGM of the Branch to further review the implications for members.



### 3.4 PREMIER LOTTERIES IRELAND [PLI]

Premier Lotteries Ireland [PLI] came into existence on 30/11/14 with the transition of staff, functions and assets from An Post National Lottery.

PLI is owned by Ontario Teachers' Pension Trust (77% approx.) and An Post (23% approx.). During 2013 & 2014 the group of unions inclusive of the AHCPs negotiated the transition over to PLI. This was facilitated via the then Labour Relations Commission [now the Workplace Relations Commission] and the Labour Court to ensure there were several safeguards in place for staff. These related to EU Protection of Employees on Transfer of Undertaking Legislation (TUPE), provision of a Pension Scheme no less favourable than the An Post Pension Scheme, union recognition, collective bargaining rights and retention of particular staff rights.

The Association set up a separate AHCPs Branch in PLI in 2015 to address industrial relations matters and represent members within the new company. Since that time the Association has attended all meetings of the Industrial Relations Forum in the company.

The Association has representative rights for Level 3 managers in the company that are equivalent to Assistant Principal Grades. The Association has individual representative rights for Level 2 managers that are equivalent to Principal Officer Grades.

Currently the Association is awaiting a review of roles and functions of our L3/AP members and is monitoring the vacant position of Claims Manager. Since transition day, members have dealt with considerable change in systems, functions and procedures that together with a broad restructuring programme has brought extensive added value to the trading position of PLI. This was acknowledged by the company in the award of pay increases in both 2016 and 2017 as negotiated by the Association. The pay position on 2018 is nearing completion.



**Catherine O'Malley & Catriona Crowley, Revenue**

### 3.5 EDUCATION AND TRAINING BOARDS (ETBS)

The Association was successful in having the Assistant Manager grade (Former FAS Grade 7) assimilated to the ETB AEO pay scale with effect from 1 October 2017. This issue was raised by the Association during the pay talks which lead to successful bilateral discussions with the Department of Education and Skills.

The first wave of the new organisation design at Director level has now been implemented. It is a three-pillar approach with a Director of Schools, Director of Further Education and Training and a Director of Organisation Support and Development. The Association are awaiting proposals in relation to the structure below Director level.

### 3.6 SOLAS

The Association has been successful in having a number of posts at Manager (Grade 6) and Assistant Manager (Grade 7) filled in recent months.

### 3.7 ROAD SAFETY AUTHORITY

The Association has successfully concluded the payment of the PCW 1% for the PO and APO grades. Work is progressing on updating several policies.

### 3.8 FOOD SAFETY AUTHORITY OF IRELAND (FSAI).

The FSAI moved to new open plan premises in the IFSC in Q4 2017. Discussions are ongoing in relation to the methodology for the filling of a number of vacant PCW 1% posts.

### 3.9 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:

- Commission for Regulation of Utilities (CRU)
- Family Support Agency
- Food Safety Promotion Board (SafeFood)
- Health & Safety Authority
- Irish Water Safety
- Medical Council of Ireland
- National Centre for Partnership & Performance
- National Library of Ireland
- National Museum of Ireland
- National Council for Special Education
- Pensions Authority
- The Teaching Council
- 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. Ciaran Rohan General Secretary was re-elected to the Executive Committee of Congress at the Biennial Conference held in Belfast in July 2017 for a two-year term.

### 4.2 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.

### 4.3 ICTU WOMEN'S COMMITTEE

The Union is represented on the ICTU Women's Committee by Edna Dowling (Vice Chair of the Association) and Jackie O'Halloran (Executive Committee).

The Union was represented at the Congress Women's seminar in September 2017 by Edna Dowling (Vice Chair), Catherine O'Malley (Revenue Branch) and the General Secretary. The theme for the seminar was: **Inclusive Growth – A Route for Achieving Gender Equality?**

### 4.4 ICTU DISABILITY GROUP

Tom Allen (Executive Committee) and John Kelleher Deputy General Secretary are the Union's nominees to this group and attended the disability seminar in Portlaoise on 1-2 February 2018.

### 4.5 ICTU GLOBAL SOLIDARITY COMMITTEE

The Global Solidarity Committee is the former ICTU Third World Committee. The Union is represented by Larry Dunne (Treasurer).

### 4.6 ICTU HOUSING CAMPAIGN

The ICTU Charter for Housing Rights was launched in January 2018. The Campaign calls for the adoption and implementation of the following principles;

1. Declare a national housing and homelessness emergency and initiate a major public housing building programme, delivering a minimum of 10,000 new homes annually over the next five years.
2. Hold a referendum or introduce legislation within a set timeframe that affirms the right to housing for every citizen of the state.

3. Legislate to ensure that all tenants within the rental sector enjoy security of tenure and certainty in relation to rent and standards of accommodation.
4. There can be no evictions to nowhere and evicting a family or an individual into homelessness must be prohibited by law.
5. Develop a national Land Management Policy commensurate with a Right to Housing.

The Executive Committee decided to contribute towards the funding of this campaign.

### 4.7 NERI

The Association continues its affiliation with the Nevin Economic Research Institute, (NERI), since its foundation.

### 4.8 ICTU PEOPLES COLLEGE

The Association continues its affiliation with the People's College during the year.

The College was founded in 1948 by the Trade Union movement. The College operates from the ICTU Head Office at 32, Parnell Square, Dublin 1. It organises evening courses covering a range of topics at very reasonable rates. The ethos of the College is the ethos of the Trade Union movement – solidarity, collectivism and self-help. The full details of the courses on offer can be found on the People's College web site at [www.peoplescollege.ie](http://www.peoplescollege.ie)

### 4.9 ICTU RETIRED WORKERS' COMMITTEE

The Association continues its support for this organisation. The Association nominated Brian Fitzpatrick to the ICTU Retired Workers' Committee.

### 4.10 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.

### 4.11 CIVIL SERVICE UNIONS

The Association maintains close contact with the CPSU, PSEU, IMPACT, (now FORSA) and the POA.

#### **4.12 RETIRED CIVIL AND PUBLIC SERVANTS ASSOCIATION**

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

#### **4.13 EUROPEAN FEDERATION OF PUBLIC SERVICE UNIONS (EPSU)**

The Association is affiliated to EPSU since 1st January 2006. The Federation, which was founded in 1978, represents 8 million workers in 216 public service unions in all EU countries. The next Congress of EPSU will be in Dublin in June 2019 and the Association with the other Irish affiliates are involved with the EPSU secretariat in the planning of the Congress.

#### **4.14 UNION OF FINANCE PERSONNEL IN EUROPE (UFE)**

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

The 48th UFE Meeting was held in Brussels in November 2016. The Association was represented by Val Jeffrey, Revenue Branch Chair, Dermot Brown Revenue Branch Committee and Ciaran Rohan, General Secretary AHCPs. Dermot Brown was unanimously elected UFE Vice President. It is likely that the UFE biennial conference will be held in Dublin in late 2018.

#### **4.15 UNION NETWORK INTERNATIONAL [UNI]**

The Association is affiliated to UNI in respect of its An Post membership.

#### **4.16 FDA UK AND ARC UK**

The Association was represented at the 2017 FDA Annual Delegate Conference by outgoing Chairperson John Glennon, Ciaran Rohan 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 in Belfast on 23 February 2018.

The AHCPs Revenue Branch also maintains close relations with FDA ARC (Association of Revenue and Customs).

#### **4.17 INSTITUTE OF PUBLIC ADMINISTRATION**

The Association continued in membership of the IPA.

#### **4.18 IRISH LABOUR HISTORY SOCIETY**

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

#### **4.19 HOSPITAL SATURDAY FUND**

The General Secretary Ciaran Rohan is an Association Member of the HSF Health Plan during the year.

#### **4.20 COMBINED SERVICES THIRD WORLD FUND**

The Combined Services Fund is drawn from deductions at source by members in the Civil Service, Eir, An Post, FÁS and the Irish Aviation Authority. The rate of deduction is only 0.01% or 0.02% of pay or 1 cent or 2 cents for every 10 Euro of salary. Either rate is optional.

Larry Dunne, Treasurer, is a member of the Management Committee which considers and approves loans. The committee met bi-monthly.

The Committee noted that as well as the decrease in pay, the amount being contributed also reflects a reduction in the overall numbers.

The Committee launched a canvass across several departments with visits to all Departments being planned.

All members who are not contributing are asked to consider joining this worthwhile fund.

The website for the fund can be viewed at [www.cstwf.ie](http://www.cstwf.ie)

#### **4.21 CIVIL SERVICE CHARITIES FUND**

The Fund was established in 1991 by the Civil Service Unions as a means of responding to the many appeals for help received by them from Irish charitable organisations. It is a mechanism through which Civil Servants can combine to offer maximum support to selected Irish charitable projects at minimum cost to themselves as individuals. The cost is 0.01% of gross pay per annum.

Larry Dunne, Treasurer, represents the Union on the Management Committee and the General Secretary is a Trustee of the Fund.

The Fund has been granted charitable status by the Revenue Commissioners.

The Management Committee meet quarterly to consider applications.

The Committee noted that as well as the decrease in pay, the amount being contributed also reflects a reduction in the overall numbers.

Membership forms are available from The Secretary, (Mr Eugene Dunne), CSCF, 30 Merrion Square, Dublin 2. (Tel. 01 661 2381) and all members in the Civil Service are encouraged to contribute.

The fund website can be accessed at [www.civilservicecharitiesfund.ie](http://www.civilservicecharitiesfund.ie)

## MINUTES OF THE ANNUAL DELEGATE CONFERENCE HELD ON 5th MAY 2017

### 1 Opening of Conference

- 1.1 The Chairperson, John Glennon, called Conference to order at 13.38.
- 1.2 He welcomed the delegates, press and guests to the conference. In particular, he welcomed Fiona Eadie from the FDA London, Alan Sampson from the FDA Scotland and Robbie Davis and Neil Jackson from the FDA Northern Ireland.

### 2 Adoption of the minutes of the Annual Conference 2016

- 2.1 The minutes of the Annual Delegate Conference 2016 were adopted unanimously by Conference.

### 3 Appointment of Tellers

- 3.1 The following delegates were appointed as tellers:

<b>John King</b>	CCAE
<b>Paris Beausang</b>	HPCLG
<b>Mick Kearney</b>	Revenue
<b>Bernard Fitzpatrick</b>	DSP

### 4 Adoption of Standing Orders Committee Report

- 4.1 Larry Cashman (Chairperson of Standing Orders Committee) proposed the adoption of Standing Orders Reports No.1, 2, 3 and 4, covering the nominations for positions, the order of business and motions at Conference. Motion no 8 was ruled out of order. Motion no 1 is a rule change, which requires a two-thirds majority. Report no 3 covered a technical change to motion 26. Report no 4 ruled that an emergency motion submitted by the Jobs, Enterprise and Innovation Branch was speculative and can be discussed under other motions. Report no 1. Proposed by Larry Cashman, seconded by Mark O'Connor.

Report no 2. Proposed by Larry Cashman, seconded by Tom Allen.

Report no 3. Proposed by Larry Cashman, seconded by Willie McIntosh.

Report no 4. Proposed by Larry Cashman, seconded by Trevor Noonan.

Speaker on the motion was Conor O'Mahony (Jobs), in favour of Report no 3.

The vote was counted by tellers, and resulted in a 58-55 vote in favour of adoption.

The reports were adopted by Conference.

### 5 Chairperson's Address

Edna Dowling (Vice Chairperson) then called on the Chairperson, John Glennon, to give his address to Conference. This Address is reproduced at **Appendix No. 1** to these minutes. At the conclusion of his address, and as this is his last conference as Chairperson, the Vice-Chairperson thanked him for his contribution on behalf of the Executive and the members.

### 6 The Financial Statement – Treasurer's Report

- 6.1 The Treasurer, Larry Dunne, introduced the Financial Accounts.

- 6.2 The Financial Secretary went through the Income and Expenditure Account. He stated that there was a slight drop in both income and expenditure this year, which left us with a small surplus. Income was down around €30k. mainly due to new members being on a lower salary. Expenditure, which is always lower than income, is also down by €20k. HO salaries and pensions are down 50k, and printing and stationary are down €9k. Investments are now above €3m.

Membership numbers are back over 3000 this year, at 3129. 61% are male and 39% are female. The loss of flexitime has had a significant impact on females taking promotions. New recruits are coming in from the private sector, some of whom are hostile to union membership. Members are encouraged to join the income continuance plan. There have been five bereavement grant claims this year. One has been paid out already.

- 6.3 The Financial Statement was proposed by Larry Dunne and seconded by Willie McIntosh, and was adopted by Conference

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





**Maeve McElwee, Director of Employer Relations, IBEC**

## 8 General Secretary's Address

- 8.1 The text of the General Secretary's Address, introducing the Annual Report for 2016/2017, is reproduced at **Appendix No. 2** of these minutes.
- 8.2 The Annual Report was then adopted by Conference.

## 9 MOTIONS

### Motion 1

Proposed by Conor O'Mahony (Jobs) and seconded by Orla O'Brien (Jobs).

Speaker against the motion was Eamon Healy (Revenue).

John Kelleher (Deputy General Secretary) stated that the motion was in conflict with other rules.

Larry Cashman (Standing Orders Committee) stated that it had been ruled in order.

Conor O'Mahony (Jobs) exercised his right to reply.

**The motion was lost.**

### Motion 2

Proposed by Conor O'Mahony (Jobs) and seconded by Tara Coogan (Jobs).

Speaker on the motion was Val Jeffrey (Exec/Revenue). Conor O'Mahony (Jobs) exercised his right to reply.

**The motion was lost.**

### Standing Order 3

**IPA report on Pay and Benefits, presented by Ciaran Rohan (General Secretary).**

Speakers on the report were Conor O'Mahony (Jobs),

Garvan O'Keeffe (Revenue) and Alan Walker (Exec/Injuries Board).

Ciaran Rohan (General Secretary) exercised his right to reply.

### Motion 3

Proposed by Edna Dowling (Exec/DSP) and seconded by Tom Allen (Exec/Revenue).

Speaker on motions 3-7 was Ciaran Rohan (General Secretary).

**The motion was carried.**

### Motions 4

Proposed by Mark Winklemann (Agriculture) and seconded by John Kennedy (Agriculture).

**The motion was carried.**

### Motions 5

Proposed by Garvan O'Keeffe (Revenue) and seconded by Paula Curran (Revenue).

Speakers on the motion were Conor O'Mahony (Jobs) and Derek Byrne (CCAIE)

**The motion was carried.**

### Motion 6

Proposed by Greg Whelan (Revenue) and seconded by Paula Curran (Revenue).

**The motion was carried.**

### Motion 7

Proposed by Mick Kearney (Revenue) and seconded by Greg Whelan (Revenue).

**The motion was carried.**

**Conference was then informed that there would be no presentation by the One Cork Project. Ballot papers were then collected by the tellers.**

### Motion 8

**Ruled out of order.**

### Motions 9

Proposed by Conor O'Mahony (Jobs) and seconded by Val Jeffrey (Exec/Revenue).

Speakers on the motion were Paula Curran (Revenue), John Condon (An Post), Alan Walker (Exec/Injuries Board), John Kelleher (Deputy General Secretary), Brian Lucas (Arts) and Garvan O'Keeffe (Revenue).

Conor O'Mahony (Jobs) exercised his right to reply.

**The motion was carried.**

**A presentation was then made by Oonagh Buckley, Director General, WRC.**



The 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 10

Proposed by Brenda Lynch (Ombudsman) and seconded by Brian McKeivitt (Ombudsman).

**The motion was carried.**

#### Motions 11 to 13

Proposed by Timmy Hennessy (Finance) and seconded by Marianne Nolan (Exec/Finance).

**The motions were carried.**

Larry Cashman (Standing Orders) then proposed to extend Conference until 5:05pm.

All motions left standing would be remitted to the Executive.

#### Motion 14

Proposed by Edna Dowling (Vice-Chairperson/DSP) and seconded by Larry Dunne (Exec/DPER).

Speaker on motion was Billy Thompson (Asst. General Secretary).

**The motion was carried.**

#### Motion 15

Proposed by Aisling Cronin (Agriculture) and seconded by Brid Farrell (Agriculture).

**The motion was carried.**

#### Motion 16

Proposed by Orla O'Brien (Jobs) and seconded by Conor O'Mahony (Jobs).

An amendment was also proposed on this motion by the proposers.

**The motion was carried.**

#### Motion 17

Proposed by Edna Dowling (Vice-Chairperson/DSP) and seconded by Eddie Hickey (Exec/An Post).

Speaker on motion was Billy Thompson (Asst. General Secretary).

**The motion was carried.**

#### Motion 18

Proposed by Conor Long (DFAT) and seconded by Peadar Carpenter (DFAT).

Speaker on the motion was Ciaran Rohan (General Secretary).

**The motion was carried.**



Ciaran Rohan, General Secretary

### Motion 19

Proposed by John Kennedy (Agriculture) and seconded by Aisling Cronin (Agriculture).

**The motion was carried.**

### Motion 20

Proposed by Conor O'Mahony (Jobs) and seconded by Orla O'Brien (Jobs).

**The motion was carried.**

### Motion 21

Proposed by Brid Farrell (Agriculture) and seconded by Pat Keena (Agriculture).

Speaker on the motion for remittance was Garvan O'Keeffe (Revenue).

**The motion was remitted.**

**All other motions were then remitted to the Executive.**

Conference was then declared closed.



**Billy Thompson, Edna Dowling, John Glennon, Ciaran Rohan, Larry Dunne and John Kelleher**

# STANDING ORDERS REPORTS

## NUMBERS 1 & 2

### 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 15 nominations for the 12 elective places on the Executive Committee; it will therefore be necessary to have an election for these places.

Five nominations were received for the six positions on the Standing Orders Committee. Branches are accordingly invited to submit further nominations in accordance with Rule 9 (d) (iii).

In all 27 motions have been received.

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

Motion 8 – The motion is ruled out of order as it notes rather than directs the Association and it does not seek any action. It is also out of order as incorrect facts are being quoted the statements in question were in respect of "senior public servants".

#### Rule Change

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

Larry Cashman (Chair)

Fiona Casey

Michael Greene

Denise O'Connell

21 March 2017

### 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 5 below. If a section finishes before the time allocated at the discretion of the Chairperson the Conference may move to the next order of business.

#### Annual Report

2. It is recommended that the Annual Report will be presented following the General Secretary's address.

The Annual Report will be open for debate. Individual items within the report may only be queried for factual accuracy.

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

#### Amendment to Motions

3. Two amendments have been submitted to Motions 16 and Motion 26 as indicated in the list of motions. Both amendments are in order. Delegates are reminded that a simple majority is required for motions and amendments to motions, except for Motion 1 Rule Change which requires a two-thirds majority of delegates present and voting in order to be passed.

#### Catering arrangements

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

# Timetable

5. Conference will commence **13.30 sharp**, and conclude at 17.00. 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 & Vice Presidents	
No. 8	General Secretary's Address and adoption of Annual Report	
No. 9	<b>Motions</b> Motion 1-27	14.30-15.15
No. 10	Presentation by One Cork Project	15.15-15.25
No. 11	Election of Officers, Standing Orders Committee and collection of Executive Committee Ballot Papers	15.25-15.30
No. 12	Presentation by Oonagh Buckley, Director General, WRC followed by Questions & Answers	15.30-16.00
No. 13	Motions resumed	16.00-16.55
No. 14	Close of Conference	16.55 – 17.00

Larry Cashman (Chair)  
Michael Greene  
Ronan Lenihan  
*Standing Orders Committee*  
11 April 2017



## ADDRESS OF THE AHCPs CHAIRPERSON JOHN GLENNON ANNUAL DELEGATE CONFERENCE – 5th MAY 2017

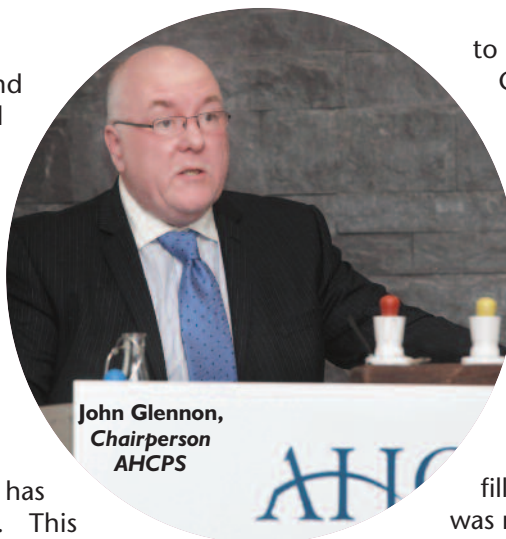
**G**ood afternoon colleagues and guests. Before I forget I would like to thank my fellow Executive Committee members, my fellow officers and the full time officials and staff of the AHCPs for their support, encouragement and assistance during the past year. I would like to especially thank Jackie Lacey whom most of you will know from your dealings with AHCPs HQ over many years.

In fact that expression “many years” has a special significance this year. This conference will be the fortieth year that Jackie has attended the AHCPs ADC. Over those forty years Jackie has been a stalwart of the AHCPs. Hard working, committed and loyal and a great person to boot. Definitely a case of the survival of the fittest. Officials have come and gone, Executive Committees have come and gone but Jackie has been the constant during all this time.

With your permission I would like, on behalf of the members of the AHCPs, to mark this occasion with a presentation to Jackie. The presentation will be made by another long serving member and contributor to the AHCPs, Larry Dunne.

On behalf of all of the AHCPs family thanks Jackie.

Unlike Jackie, Chairpersons come and go and I am about



to begin my third and final year as Chairman of the AHCPs. As I said at last years ADC I am very proud to have been elected as Chairman of the AHCPs and hope to have rendered some service during my time as an Officer of the AHCPs.

Last year I also spoke about the need for fairness in terms of the restoration of our pay. In particular I referred to the obligation of our employers to restore our pay which had been plundered by our employers to fill a gap in the public finances. That gap was not created or caused by public servants either directly or indirectly.

Since our last gathering there has been one down payment on restoration and another down payment is due in January 2018. There may be further down payments following the pay negotiations which are due to commence in the next few weeks. No matter what the outcome of those negotiations the pay of our members will be nowhere near where it was in 2007. Later today you will hear from our General Secretary who will put before you our own independently sourced research which shows there is a significant gap between the pay of our members and the pay of our comparators in the Private Sector. Full pay restoration is still a long way off and we should not lose sight of that fact in the coming year.



**Jackie Lacey, Executive Assistant, celebrating 40 years with AHCPs**



**Larry Cashman, Chair Standing Orders**

During the past year the officials and the officers have met with a number of politicians from various parties. During those meetings we have raised the issues of the link between the pay of our members and the pay of TD's and Ministers. It's fair to say that the politicians view that link as being as valuable as a lifeboat on a sinking ship. We will continue with our efforts in this regard but don't underestimate the degree to which politicians will cling to this pay lifeline.

I will leave it to Ciaran to talk in more detail about pay.

There are two specific issues which I would like to speak about in the remainder of my speech.

The first issue relates to the retention and recruitment of members by the AHCPS. We are all living in a very different Civil Service to the one most of us began our careers in. There is a lot less certainty about all aspects of our careers. We cannot assume that every person appointed as an Assistant Principal or a Principal Officer will automatically wish to join the AHCPS. The AHCPS will have to work much harder to recruit and retain members. The Executive Committee are already working on a number of initiatives which we hope will make the AHCPS more relevant to our colleagues and a more attractive option for potential members. The outcome of our efforts will be communicated to branches as soon as it has been completed.

The AHCPS will always have to rely on our branch network to attract new members. Branches have the ability to make first contact and to influence colleagues in their choices. To be effective in this area branches must be

properly organised and more importantly must be proactive in encouraging new members of our grades to join the AHCPS.

I hope to report on real progress in this vital area at next years ADC.

The second issue which I wish to speak about is the perception that Civil Servants generally and our members in particular enjoy terms and conditions which are not matched in the private sector. The evidence of our own research does not support the proposition that our pay is in excess of what would be paid in the private sector. The opposite is the case. The lack of a stampede to apply for senior management positions in the Civil Service is further evidence that the grass is not greener in the Civil Service when it comes to pay. The drastic cuts to our members pay in recent years makes the gap between private and public sector in pay even more stark. The fact of the matter is that we are underpaid in comparison to our comparators in the private sector.

The only remuneration that our members receive is basic pay and a pension. I will return to pensions shortly. Pay is only one aspect of remuneration in the private sector. Private sector remuneration includes performance pay, bonus pay, additional after hours pay, share options, subsidised services, company cars, paid insurance benefits, gifts, paid social events and pension benefits.

In addition to remuneration being limited to pay and pension there are restrictions on Civil Servants which do not apply to employees in the private sector. Those restrictions include restrictions on our right to free speech,



**Larry Dunne, Treasurer**





**Sheila Hanley, Fiona Casey, Larry Cashman, Standing Orders Committee**

our right of association particularly our right to be politically active, and our right to engage in other paid employment. Many of our members have to sign disclosure of interest forms every year which would be regarded as a breach of our right to privacy if we were private sector employees.

I personally think that comparing the private sector to the public sector is comparing apples and oranges. If our employers want to bring the public sector into line with the private sector then remuneration must be broadened to include the benefits that private sector employees enjoy and the restrictions that currently apply to our members should be reviewed to bring us into line with private sector norms.

However, I think a more honest and effective approach would be to recognise the differences and provide a remuneration package within the Civil Service that reflects the value of the work we do and evens the playing field between private sector and public sector terms and conditions for people working at our levels.

This brings me to the issue of pension entitlements. If the State wishes to have a permanent Civil Service then the payment of pensions is an inevitable consequence. The fact that many private sector employees have no pension entitlements does not lead to the conclusion that public servants should have less beneficial pension entitlements. If basic pay were the only item of remuneration there would be no civil servants. The pay rates would neither attract nor retain the talent that is required to run a modern western democracy. In the absence of the other

aspects of remuneration available in the private sector and given the restrictions which apply to Civil Servants an appropriate pension arrangement is essential.

The terms of the pension entitlement and the benefits of the pension entitlement will always be a matter of



**Joan Burton, Labour TD**





**Members in attendance Women in Leadership Seminar**

contention as it is in every employment. It is worth noting that no discussion of the pension entitlements of our private sector comparators ever takes place. While one could argue that pension entitlements in the private sector are a private matter how can you look at our member's pension entitlements without comparing them with the arrangements available to our private sector comparators.

If you were starting as an Assistant Principal next week what pension entitlements would you have. An illustration might help. Imagine Mary has been offered a position as an Assistant Principal and she arranges to meet her new Civil Service employer in the shape of Bobby. The conversation might go something like this.

Mary: Hi Bobby can I ask you about the remuneration package on offer. I heard the AHCPS have undertaken research that shows there is a significant pay gap between the Assistant Principal and my current private sector colleagues.

Bobby: Well sure we are working on pay restoration which will bridge some of the gap and anyway the AHCPS have a vested interest in making that case. Whatever about pay we do have generous pension provisions. Some people even regard them as gold plated.

Mary: Really. That's great. So what are the terms?

Bobby: The first piece of good news is that you will be able to retire at sixty eight.

Mary: Well I was hoping to retire a bit earlier than that. Can I retire any earlier?

Bobby: Of course you can but you won't get your pension entitlements until you are sixty eight.

Mary: At least the terms of the pension are very generous. I hear the amount is based on my retirement salary.

Mary: Well it certainly was at one stage but we had to change that and it's now a career average calculation. But sure a person of your talents will surely rise through the ranks quickly which will beef up your pension entitlement.

Mary: At least my contributions are limited.

Bobby: Oh Dear, Mary. More bad news. That was the case but now you contribute 6.5 per cent to your



**Dr. O.Quinn, Edna Dowling,  
Ciaran Rohan & Josephine Feehily  
Women in Leadership Seminar**





**Patricia King, Maeve McElwee, Edna Dowling, Ciaran Rohan, Joan Burton, Josephine Feehily & John Kelleher**

pension. Have I mentioned the pension levy of eight per cent?

Mary: No

Bobby: Well the good news is that the pension levy has to be removed as it owes its origins to the FEMPI legislation.

Mary: Good news at last.

Bobby: MMMM. Well there's been a lot of talk in the media we will watch that one.....

Mary: So to summarise. I can only retire at sixty eight with a career average pension calculation. I will have to contribute six and a half per cent towards that pension and maybe more. A significant portion of my pension will be the old age contributory pension that every PRSI person gets. Not quite gold plated is it?

Bobby: Sure you never want to believe what you read in the papers.

I should say that any resemblance to persons live or dead is purely accidental. The point of this story is that all that

glitters is not gold plated at least where pensions are concerned.

In a scenario where the only form of remuneration is basic pay and a pension then both items require a far greater significance than they do in the private sector. It's about time a more realistic discussion took place about the actual terms and conditions of Civil Servants and not the perceived terms and conditions. The Civil Service as an employer is competing with the private sector. I seriously doubt that the current remuneration package will entice the type of candidate that the Civil Service needs in the future. If our employer wants to ape the private sector then at least be honest and fair and look at all aspects of the comparison and not just basic pay. I hope this speech will be the start of a process to look at what is available to our private sector comparators in terms of remuneration and the start of a review of the restrictions which apply to our grades, restrictions which no private sector comparator would tolerate.

Thank you for your attention and I hope you enjoy the conference and the social activities arranged for the day.

## ADDRESS OF THE AHCPs GENERAL SECRETARY

### CIARAN ROHAN

#### Chairman, Delegates and Guests

After 8 long years without any pay increase and three pay cuts, the past year did, at least, mark a defining moment for members of this Association. In accordance with the terms of the Lansdowne Road Agreement (LRA), increases in pay, of a combined value of €1,000 for every Public Servant, were paid on 1 January 2016 and 1 January 2017 by way of an adjustment in the pension levy.

The terms of Lansdowne Road Agreement also confirmed the Haddington Road commitment to restore the **third** pay cut in two phases (approximately two and three quarter percent on the 1st of April 2017 and approximately two and three quarter percent on the 1st of January, 2018). It further provided for an increase in salary scales of €1,000 on the 1st of April 2017. Those earning over €65,000 were excluded from this latter element.

The Programme for Government agreed between the two largest parties in the Dáil, re-stated a commitment to the terms of the Lansdowne Road Agreement and provided for the establishment of a Public Service Pay Commission (PSPC)

Over the course of the recession, it became customary to refer to the outgoing year in momentous terms. In all cases this was meant in a negative way. The outgoing year of 2016 was, at least, momentous in marking a turning of fortunes. The welcome announcement of pay restoration and the return of decent career prospects for members were undoubtedly, welcome. However, they mark only the start of the challenges that all public service unions face in seeing the restoration of what has been lost. There is still a long way to travel on the road to full restoration but the Executive is determined to follow its path to a conclusion.

As ever, new threats to conditions will have to be faced in the coming years. However, as the more favourable economic conditions of 2016 have shown, it is possible for us to make progress in seeking restoration and, going forward, to seek to have that restoration accelerated and to get into a normal pay determination process free from



Ciaran Rohan, AHCPs General Secretary

political or any other interference.

As part of the Executive Committee's pay strategy, the Institute of Public Administration (IPA) were commissioned to carry out a pay and benefits research study. This report is available to you today we will have an opportunity to go through it later.

A consequence of all of the above is that 2017 promises to be a very active year on the pay front.

#### Engagement with Political Parties

In the last year the Association has continued its engagement with the political parties. We held meetings with Fine Gael, Fianna Fáil, Sinn Féin and Labour. Three key issues were

raised at these meetings:

1. A commitment to Pay Restoration as part of the Lansdowne Road Agreement;
2. A Fair Way to Fair Pay; and
3. Break the link between the pay of Principal Officers and TDs

All of the parties committed to Pay Restoration as part of the Lansdowne Road Agreement and all supported the establishment of the Public Service Pay Commission. The Executive Committee looks forward to the imminent report of the Public Service Pay Commission and notes that the Commission's first priority is to set out a timetable for the **FULL** restoration of the Financial Emergency cuts. We also look forward to a subsequent invitation to talks on meaningful pay negotiations.

In relation to the third issue, the political parties we met were not prepared to consider breaking the link between the TD and Principal Officer.

We will continue to draw attention to the manner in which our grades are disadvantaged specifically for political reasons because of this link.

There was a welcome increase in the number of promotions in Departments in the last year. However, it is very clear given the increasing workloads of members that more needs to be done in Civil Service recruitment to



address serious staffing shortages and the pending retirement cliff. With regard to promotions to Principal Officer, the Arbitration Board ruled on 7th July 2015 that Principal Officers are to be appointed in a sequence requiring the first two in every three to be from the Open PO Panel followed by one internal appointment. Part of the finding is that the arrangements would be reviewed after two years in operation.

This review is now imminent. The Association and many departments would favour a modification of the sequence. This would allow more emphasis on specific open competitions for specific posts in departments to more scientifically match skills with the specific business needs of a department.

Turning to the Semi-State area, in An Post members, on the 1st of May last year, received a first pay increase since 2008 following a Labour Court Recommendation. A process followed of identification and agreement on cost saving measures that were subsequently verified by a Monitoring Group. This allowed agreement to follow on the application of Hay Market Movement for our members in that category also effective from the 1st May 2016.

A Company Review is currently being conducted by McKinsey Consultants and was initiated by Mr McRedmond following his appointment as CEO. The Association has had meetings with McKinseys emphasising the important role of our grades as senior managers in any change management process.

It is clear any future development on pay are intrinsically linked to the McKinsey review and recommendations on restructuring and growth areas.

The Association has continued to highlight the Foreign Travel and Chairman's and Delegates Allowance. It should be noted that ordinary travel & subsistence payments do not take account of the infringement on personal time connected with regular foreign travel which very frequently involve 'red eye' flights etc. In addition, there is an intrusion into family life and the private responsibilities of individuals. We are aware of cases where members have responsibilities as carers or there are complicated family circumstances that do not make the management of foreign travel an easy task for such members.

At a time when members are tasked with additional workloads and responsibilities, we believe that those that take on regular or frequent foreign travel as part of fulfilling duties abroad should be paid a reasonable level of compensation.

This issue will form part of the Association's agenda in the forthcoming pay talks.

Most members are aware that there was a very clear anti-family-friendly theme running through the Haddington Road and Lansdowne Road agreements. This particularly impacted on the grades that the Association represents.

There are currently over 400 members availing of flexitime. However, newly-appointed APs are not allowed to access flexible working hours in those departments and agencies that have flexi time at the AP grade. This flexibility is mainly sought for family reasons and mitigates against members balancing work life responsibilities. There is also very strong anecdotal evidence that the flexitime issue allied with the pay cuts is providing a disincentive to promotion for the HEO grade. The Association lodged a claim at General Council seeking the reversal of the policy on the basis that it is also inequitable where existing APs have the facility but newly appointed APs do not. Positive discussions have taken place with DPER and we hope to have a good outcome shortly. It should be noted that many Personnel Officers and Managers also want this issue addressed.

It is the Association position that once flexible hours are allowed on an optional basis for newly appointed APs that we will engage with departments where no members have FWH to have a like option introduced. Some departments have already signalled an interest of this nature once the general restriction is removed. These departments recognise the progressive nature of such schemes.

In conclusion I could not have done the job without the support of some key people whom I would like to thank.

I want to thank the Officers, Larry, Edna and John and the Executive Committee for their help and support over the past year.

I want to thank the Standing Orders Committee for their customary care and attention to organising conference business. I also want to thank Tom Quigley, Mark Crowther and Joe Brennan for helping out today.

I want especially to thank the people with whom I work on a day to day basis in the Association, Dorothy, Jennifer, Jackie, Billy and John.

Finally, I want to thank the branch officers and you, the members, for your help this year. It is an honour and privilege to work with you all as General Secretary and I wish you well for the forthcoming year.

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

Thank you.



**Health Branch delegates voting at Annual Delegate Conference 2017**



**Larry Dunne Treasurer and  
Willie McIntosh, Education & Skills**



**Bernard Fitzpatrick, Julia Tarrant & Eltin Moran  
DEASP Delegates**



## 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.



**Dr. Orlaigh Quinn, Secretary General, Business Enterprise & Innovation at Women in Leadership Seminar**

## 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 9(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 9 Executive Committee meetings between  
12 June 2017 and 13 March 2018.  
Attendances were as follows:

Name	Possible Attendances	Attendances
Glennon John	9	9
Dowling Edna	9	8
Dunne Larry	9	9
Allen Tom	9	8
Fanthom Tom	9	8
Hickey Eddie	9	8
Hicks Billy	9	6
Holleran Noel	9	8
Jeffrey Val	9	8
O'Halloran Jackie	9	4
McIntosh Willie	9	8
Moran Eltin	9	9
Murchan Michael *	9	8
Noonan Trevor	9	6
Nolan Marianne	9	7
O'Connor Mark	9	4
Walker Alan *	9	7

\* members co-opted following ADC 2017

# WRC PUBLIC SERVICE STABILITY AGREEMENT 2018-2020



An Coimisiún um Chaidreamh san Áit Oibre  
Workplace Relations Commission

Áras Lansdún, Bóthar Lansdún, Droichead na Dothra,  
Baile Átha Cliath 4, Éire.  
Lansdowne House, Lansdowne Road, Ballsbridge, Dublin 4, Ireland.

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08 June 2017



The attached document represents the outcome of discussions facilitated by the Workplace Relations Commission in respect of the extension of the Lansdowne Road Agreement and the previous Public Service Agreements.

This proposal aims to assist significantly the unwinding of financial emergency measures legislation as it has applied to public servants since 2009. It is also intended to support the sustainability of public service pension schemes over the longer term.

This proposals seek to be fair to the many and varied groups of public servants who have been affected by the measures taken and who fall to be covered by the public service agreements.

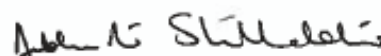
The Commission commends the attached proposed agreement to the parties.



Oonagh Buckley  
Director General



Anna Perry  
Director of Conciliation



Aibheann Ní Shuilleabhain  
Deputy Director of Conciliation

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## 1. Introduction

### 1.1. Extension of the Lansdowne Road Agreement

- 1.1.1. This Agreement is an extension of the Lansdowne Road Agreement and applies for the period 1 January 2018 to 31 December 2020. Provisions of the Lansdowne Road Agreement (and earlier agreements as appropriate) continue to apply, save where varied by this Agreement.

### 1.2. Economic and Fiscal Context

- 1.2.1. The Parties specifically recognise the contribution made by public servants to the recovery of the Irish economy through both increased productivity and reductions in their remuneration. In particular, the Parties note the €2.2 billion savings per annum achieved through measures introduced under the Financial Emergency Measures in the Public Interest Acts 2009-2013.
- 1.2.2. These discussions have taken place against the backdrop of improved performance of the economy but in an environment where significant fiscal challenges and constraints remain and where substantial risks to the economy exist, not least Brexit.
- 1.2.3. In particular:
- Ireland is still recording a headline deficit and must continue to reduce the gap between revenue and expenditure.
  - Forecasts for 2017 in the Stability Programme Update is for a General Government Deficit of 0.4 per cent of GDP, or €1.2 billion. These projections however are predicated on the continued operation of the Financial Emergency Measures in the Public Interest Acts 2009-2013 as ameliorated by the Financial Emergency Measures in the Public Interest Act 2015.
  - Moreover, the rules of the preventive arm of the Stability and Growth Pact require improvements in the structural budget balance each year until the Medium Term Budgetary Objective, a structural deficit of 0.5 per cent of GDP is achieved. This in turn can only be delivered by fiscal prudence, and avoiding excessive increases in expenditure or tax cuts.
- 1.2.4. The parties note the analysis of the Public Service Pay Commission in relation to the economic and fiscal environment, which stated that “risks in the form of Brexit and domestic competitiveness have the potential to pose significant challenges to the Irish economy and the national finances. Overall the constraints on the national finances have reduced considerably since 2010, however the levels of debt remain elevated following the fiscal crisis. While the medium term position is expected to continue to improve...Government must continue to act prudently regarding the management of the national finances.”
- 1.2.5. Accordingly, in reaching this Agreement, the parties have given particular recognition to the uncertain but potentially significant risk for Ireland associated with Brexit.

- 1.2.6. Improvements in the economy have allowed the Government to begin a policy of unwinding FEMPI legislation for public servants under the Public Service Stability Agreement 2013-2018.
- 1.2.7. It is intended that this Agreement will facilitate the final unwinding of the FEMPI legislation. However, in acknowledgement of the economic and fiscal context outlined above, and the need for sustainability and continued prudence in pay bill management, the Parties are agreed that this final unwinding shall be on a phased basis and that any Act necessary to effect the changes outlined herein will reflect such phasing.
- 1.2.8. The Parties recognise the importance of a stable industrial relations environment for the public service and for those who depend on public services across society. They commit to maintaining a stable environment to avoid disputes that would affect levels of service to the public through the industrial peace, dispute resolution and governance provisions set out in this Agreement.
- 1.2.9. The public service pay provisions of this Agreement are dependent, in the case of each sector, organisation and grade, on satisfactory achievement of the provisions on cooperation with flexibility and ongoing change; satisfactory implementation of the agenda for reform and productivity set out in this Agreement and the maintenance of stable industrial relations and the absence of industrial action in respect of matters covered by this Agreement.

## 2. Supporting ongoing reform and delivering productivity and accountability

### 2.1. Our Public Service 2020 - Development and Innovation Framework

- 2.1.1. Public service reform is a key priority for Government. Ongoing change is critical to ensuring that the public service can adapt to meet the challenges of a rapidly changing environment.
- 2.1.2. The parties note that the next phase of Public Service Reform – *Our Public Service 2020 - Development and Innovation Framework* – is currently being developed and will be published later this year. It will seek to build on the progress made under the first two plans published in 2011 and 2014. The Framework is structured to support two high level goals of the plans, which are to improve outcomes for the public and to build resilient and agile public service organisations. Through a focus on outcomes, the Framework will promote a culture of continuous improvement and innovation across our public service.
- 2.1.3. This next phase of public service reform will focus on ensuring strategy and policy formulation is robust, forward-looking and joined-up. Recognising that the success of our public service begins with our people, it will look to develop our people within strengthened organisations. There will be a strong emphasis on improving outcomes for citizens, improving engagement with customers and working to improve accessibility of services and the quality of services. To support the delivery of more efficient and cost-effective services, new approaches to services and also to the better use of our data will be embedded. To support the two high level goals, evaluation skills in policy making will be strengthened and value for money in spending decisions supported.

### 2.2. Equality and Diversity

- 2.2.1. In implementing this Agreement, public service bodies shall have regard to the need to eliminate discrimination, promote equality and protect human rights, including for their staff.

### 2.3. Delivering Greater Productivity

- 2.3.1. The Parties agree to the extension of the Public Service Stability Agreement 2013 – 2018 until December 2020. In this context, Paragraphs 3.1 to 3.5 relating to ‘Delivering Greater Productivity’ will continue to apply, with paragraph 3.2 to be updated to include the following:

‘The Government’s reform agenda includes but is not limited to the forthcoming “Our Public Service 2020 – Development and Innovation Framework” and:

- in the Civil Service - the Civil Service Renewal Plan;
- in the Education Sector - the Action Plan for Education 2016 – 2019 and underpinning strategies and developments, including the Further Education

and Training Strategy; Curricular Reform within Schools; Action Plan to Expand Apprenticeship and Traineeship in Ireland 2016-2020; the National Skills Strategy 2025; the National Strategy for Higher Education to 2030; and the National Strategy to Improve Literacy and Numeracy (2011 to 2020);

- in the Local Government Sector - the Action Programme for Effective Local Government - Putting People First, and a continuing commitment to engagement on ongoing change and reform in the Fire and Water services in accordance with the terms of reference of the nationally established groups, i.e. the Fire Services National Oversight and Implementation Group (FSNOIG) and the Irish Water Consultative Group (IWCG), and the library service;
- in the Health Sector - major health reforms as determined by Government, including national strategies and health policies designed to support high quality care and maximise health outcomes, ongoing implementation of Healthy Ireland, the national framework for action to improve the health and wellbeing of the people of Ireland, and other reforms implemented following consideration of The Future of Health Care Oireachtas Committee report, including any associated structural reforms;
- in the Justice sector - the Modernisation and Renewal Programme 2016-2021, which includes the agreed recommendations of the Garda Inspectorate Report, "Changing Policing in Ireland", and any recommendations agreed by Government that will arise from the Commission on the Future of Policing in Ireland; and
- in the Prisons sector - the Irish Prison Service Strategic Plan 2016-2018.
- in the Defence sector - ongoing reform, modernisation and transformation initiatives, including in relation to the implementation of the White Paper on Defence, 2015.'

## **2.4. Rostering**

- 2.4.1. The main purpose of a roster system is to ensure that requisite staff cover is available to meet safe and efficient operational requirements, while providing flexibility for modern service delivery, and that individual staff members have sufficient predictability of attendance.
- 2.4.2. The parties are committed to undertaking ongoing reviews of rostering arrangements as appropriate to the service delivery and work operational needs of the sector concerned. Any such reviews will be comprehensive in scope taking into account the optimum allocation of staffing resources to meet particular local business requirements. Any changes made will be agreed and in the event of issues arising between the parties, the matter shall be referred to the LRA Oversight Body in the final instance.



## **2.5. Time and Attendance**

- 2.5.1. It is recognised by the parties that electronic time and attendance systems are an ongoing feature of best organisational practice in delivering efficient and responsive public services in the context of business needs. Time and attendance systems are necessary for: pay administration, HR systems, data gathering, work rostering regimes and pension systems.
- 2.5.2. Where it is proposed to introduce, further develop, modernise through new technology or update time and attendance systems in public service organisations, there will be consultation and full adherence to the industrial relations clauses of this Agreement for the resolution of matters of mutual interest to the parties that may arise from change proposals in this regard. The development of time and attendance systems will have regard to legal requirements in respect of data protection, storage, appropriate use of information and employee privacy. Any changes made will be agreed and in the event of issues arising between the parties, the matter shall be referred to the LRA Oversight Body in the final instance.

## **2.6. Professionalisation**

- 2.6.1. The parties are agreed to full co-operation with any reskilling programmes for identified needs areas, such as ICT, HRM, finance and project management skills:
- 2.6.2. Such programmes will benefit all parties, by:
  - Allowing organisations to respond effectively to changing requirements and/or technological improvements.
  - Improving efficiencies within sectors.
  - Allowing sectors to develop clearly defined career structures and mobility opportunities for staff, where this is possible.

## **2.7. Performance and Accountability**

- 2.7.1. The parties are agreed that robust and appropriate performance management and individual accountability are essential and that systems to monitor these have made an important contribution thus far to the modernisation of the public service.
- 2.7.2. Compliance with this Agreement requires that appropriate performance management systems must be fully implemented in those sectors where they do not currently exist by 1 January 2019.

## **2.8. Public Service Mobility**

- 2.8.1. Paragraph 1.8 of the CPA provided for the elimination of barriers to a unified Public Service labour market. In this context it is recognised that certain barriers continue to exist which impede mobility and career progression opportunities for existing public servants.
- 2.8.2. Action 15 of the Civil Service Renewal Plan commits to the expansion of career progression and mobility opportunities for staff across geographic, organisational and sectoral boundaries.

- 2.8.3. Building on earlier work on the standardisation of terms and conditions of employment across the Public Service, the parties agree to review current arrangements for starting pay on transfer and promotion in the public service with a view to simplifying and modernising the current arrangements and removing impediments to cross sectoral mobility.

## **2.9. Standardisation of Payroll Arrangements**

- 2.9.1. The parties note the public service move to National Shared Service Centres for sectoral and back office functions in general and payroll services in particular. In this regard, the standardisation of pay roll operations has the potential to maximise efficiencies and economies of scale across the public service. However, the parties are agreed there is an ongoing need to balance efficiencies from standardisation of pay roll functions with the reasonable needs of employees in relation to the payment of wages on a consistent basis at a mutually agreed pay interval.
- 2.9.2. The parties also recognise that modern pay roll operations can require reasonable payment in arrears arrangements. This will ensure there is an adequate time period to accommodate required pay roll changes on an ongoing basis. This will help to ensure that payments reflect changing circumstances and will reduce the potential for overpayments arising. This is of benefit both to the pay roll administrator and the employee. In these circumstances the parties are agreed that subject to consultation and no monetary loss to the employee, pay roll operations can be modified to provide for the introduction of adequate payment in arrears arrangements where a business case can be established.

## **2.10. Apprenticeship and Traineeship in the Public Sector**

- 2.10.1. In line with Ireland's participation in the European Commission's 'European Alliance for Apprenticeships', the parties agree to support and facilitate the implementation of the Action Plan for apprenticeship and traineeship in Ireland 2016 to 2020. The Action Plan, which covers the public service, builds on the Programme for Government, provides for a significant expansion of apprenticeships and traineeships in all major economic sectors, and commits to examining the potential for public service engagement with the apprenticeship scheme.
- 2.10.2. It is acknowledged by the parties that an increase in public service apprenticeship and traineeship registrations is appropriate. It is agreed that apprenticeship and traineeship numbers will expand incrementally, on a sectoral basis. An assessment of manpower requirements and the identification of suitable, sustainable positions will be conducted within twelve months. It is also agreed that public sector apprenticeship and traineeship registration will be monitored over the period of the Agreement in each sector in a manner agreed by the sectoral parties. Recruitment and selection for such positions will also have regard to youth unemployment and local labour requirements.

## **2.11. Recruitment**

- 2.11.1. It is recognised that there is a range of existing provisions in place to provide for open recruitment across the public service. Nevertheless, in line with the business requirements of public service organisations, the parties agree to discuss the scope

for increased open recruitment where this is appropriate to meet particular organisational needs (save where otherwise provided for in legislation).

- 2.11.2. There will be agreement of protocols between the parties for ongoing cooperation with atypical forms of recruitment, such as, but not limited to: apprenticeship-type arrangements, internships, clinical placements in care settings, job activation initiatives and work experience placements. Such cooperation will be contingent on ongoing consultation with staff representatives regarding any such arrangements.

## **2.12. Working Hours**

- 2.12.1. It is the view of Government that increased productivity measures, including additional working hours, agreed by the parties in the Haddington Road Agreement make a significant and ongoing contribution to a modern public service.
- 2.12.2. However, in recognition of particular work-life balance issues that may arise, it is agreed that an opportunity shall be offered between 1 January and 1 April 2018 and at the end of this agreement (1 January to 1 April 2021) to permanently revert to the pre-Haddington Road Agreement hours. Any individuals exercising this option will have their pay reduced commensurately, in line with previous arrangements. The application of this arrangement at the sectoral level will depend on service delivery requirements and business needs.

## **2.13. Working Patterns**

- 2.13.1. The parties reaffirm the need to build on previous improvements in the efficiency and effectiveness of public service delivery. It is recognised that the public service must continue to modernise if it is to continue to meet the expectations and requirements of our complex and diverse society.
- 2.13.2. It is therefore accepted that work must be organised in a manner that best reflects the needs of service users. It is agreed that there will be meaningful engagement with management on such initiatives.

## **2.14. Work-life balance**

- 2.14.1. The public service has pioneered work-life balance arrangements, which support the recruitment and retention of staff and contribute to wider public policy objectives, including those of increasing and maintaining female participation in the labour market, and achieving gender balance in career progression.
- 2.14.2. The parties agree that access to work-life balance arrangements, including flexible working and other arrangements, should be available to the greatest extent possible across the public service subject to service and business needs and local implementation.
- 2.14.3. In those areas where flexi-time currently exists and, with full regard to service delivery requirements and business needs, arrangements may be made to enable annual leave in excess of the statutory minimum to be used on the flexi-clock to allow staff to reduce their working hours to address work-life balance issues that may arise. This will initially be done on a confined pilot basis, with a view to further



extension, subject to a comprehensive assessment of the operational and cost implications.

- 2.14.4. Management in each sector will also establish mechanisms to monitor progress in relation to gender balance in career progression.
- 2.14.5. The parties further agree that disputes over the local and sectoral implementation of work-life balance policies should be processed through the normal dispute resolution processes.

## 2.15. Agency Staffing

- 2.15.1. Management will engage with the parties with a view to minimising the use of agency as far as possible and practicable over the lifetime of the Agreement.

### 3. Recruitment and Retention

- 3.1.1. The parties note the Public Service Pay Commission stated in their Report, at Paragraph 6.35, that ‘consideration could be given to commissioning a more comprehensive examination of underlying difficulties in recruitment and retention in those sectors and employment streams where difficulties are clearly evident.’
- 3.1.2. Accordingly, the parties agree that:
- The parties to this Agreement will have the opportunity to make submissions to the Commission on this matter.
  - The Commission will conduct a comprehensive examination and analysis of the particular issues in question, commissioning external expertise as required, and taking into account the full range of causal factors in each case. The Commission will be asked to generate options for resolving the issues identified. In this regard the Commission will develop specific methodological and analytical criteria to support it in carrying out this exercise.
  - The Commission will be asked to complete this exercise by end-2018.
  - The Commission will advise the relevant parties on the outcome of its assessment, which will then be the subject of discussion between the relevant parties. It is accepted by the parties that the output from this exercise will not give rise to any cross-sectoral relativity claims.
  - The implementation of any proposals that may arise on foot of the Commission’s report will fall to be considered by the parties.

## 4. New Entrants

- 4.1.1. The Government as employer considered it appropriate, during a time of unprecedented crisis, to introduce alternate arrangements for terms and conditions of employment for future public service employees. The Haddington Road Agreement provided for revised salary scales in order to address the differential pay scale arrangements between those public servants recruited at entry grades since 1 January 2011 and those who entered before that date. In addition agreement was reached on salary scale ameliorations introduced in respect of certain categories of primary and secondary level teachers.
- 4.1.2. The Parties acknowledge the issues of concern in relation to the increased length of the salary scale in certain instances in respect of post January 2011 entrants.
- 4.1.3. Accordingly, it is agreed that an examination of the remaining salary scale issues in respect of post January 2011 recruits at entry grades covered by parties to this Agreement will be undertaken within 12 months of the commencement of this Agreement. On conclusion of this work, the parties will discuss and agree how the matter can be addressed and implemented in a manner that does not give rise to implications for the fiscal envelope of this Agreement and that has regard for the medium term fiscal framework. Any outcome will be restricted to parties adhering to this Agreement.

## 5. Pay

### 5.1. Unwinding of FEMPI

- 5.1.1. As part of the progressive ongoing reduction of the impact on the remuneration and other terms and conditions of all public servants through the Financial Emergency Measures in the Public Interest Acts, the Parties have reached agreement to provide for a fiscally sustainable programme of public service pay measures as follows:

#### 2018

- 1 January 2018 annualised salaries to increase by 1%;
- 1 October 2018 annualised salaries to increase by 1%.

#### 2019

- 1 January 2019 annualised salaries up to €30,000 to increase by 1%;
- 1 September annualised salaries to increase by 1.75%.

#### 2020

- 1 January 2020 annualised salaries up to €32,000 to increase by 0.5%;
- 1 October 2020 annualised salaries to increase by 2%.

### 5.2. Outstanding Adjudications

- 5.2.1. While recognising that the main priority of this Agreement is the phased unwinding of the FEMPI legislation, the parties commit to entering into a process to conclude by end-September 2018 which will involve engagement in relation to an appropriate, time-bound process for addressing any outstanding adjudications, having due regard to the question of their continued validity and cost implications.



## 6. Pensions

### 6.1. Additional Superannuation Contribution

- 6.1.1. The parties note that the Government intends to introduce legislation to give effect to the public service pay proposals above. In doing so, and taking account of the analysis provided by the Public Service Pay Commission, the Government has indicated the proposed legislation will provide for the conversion of the existing Pension Related Deduction (PRD) provided for under the Financial Emergency Measures in the Public Interest Act, 2009 (as amended) into a permanent Additional Superannuation Contribution (ASC).
- 6.1.2. This new contribution will be in addition to the existing superannuation contribution made by public servants currently and will apply to pensionable remuneration only from 1 January 2019. This is intended to underpin the sustainability of public service pensions
- 6.1.3. In addition to the pay adjustments provided for above, the present thresholds, bands and rates in respect of the Pension Related Deduction will be modified in conversion to the Additional Superannuation Contribution (ASC) to reflect the differentiated pension benefits accruing to public servants in accordance with the following tables:

Public Servants who are Members of pre-2013 Pension Schemes with Standard Accrual Terms	
1 January 2019	
Band	Rate
Up to €32,000	Exempt
€32,000 to €60,000	10%
€60,000 plus	10.5%

1 January 2020	
Band	Rate
Up to €34,500	Exempt
€34,500 to €60,000	10%
€60,000 plus	10.5%

All Public Servants who are Members of the Single Public Service Pension Scheme	
1 January 2019	
Band	Rate
Up to €32,000	Exempt
€32,000 to €60,000	6.66%
€60,000 plus	7%

1 January 2020	
Band	Rate
Up to €34,500	Exempt
€34,500 to €60,000	3.33%
€60,000 plus	3.5%

Public Servants who are Members of pre-2013 Pension Schemes with Fast Accrual Terms	
(Unchanged)	
Band	Rate
Up to €28,750	Exempt
€28,750 to €60,000	10%
€60,000 plus	10.5%

## 6.2. Public Service Pensions in Payment

6.2.1. Future policy on public service pensions in payment for the duration of this Agreement will be guided by:

- The need to adopt an equitable approach to the various public service pensioner cohorts who are now not only differentiated by amount of pension in payment (determined by grade and service) as heretofore but also by date of retirement (in particular pre and post end-February 2012).
- Accordingly, for those who retired or will retire post end-February 2012, to the extent that they retired on reduced salaries, they will receive pension increases in line with pay increases received by their peers currently in employment in accordance with the terms of the collective agreement.

- When alignment is achieved between pre and post end-February 2012 pensioners, as will happen progressively for salary pay ranges up to €70,000 in 2020 under the proposed collective agreement, pay increases will continue to benefit pensions in payment for the duration of this Agreement.

### **6.3. Section 40 of the Public Service Pensions Act 2012**

- 6.3.1. The Government, in acknowledgement of the increase in pension contributions required of public servants in respect of the Additional Superannuation Contribution (ASC), have committed not to extend the application of Section 40 of the Public Service Pensions (Single Scheme and Other Provisions) Act 2012 to pre-existing public service pension schemes for the duration of this Agreement.

### **6.4. Mandatory Retirement Age**

- 6.4.1. On foot of one of the recommendations of a Report by an Interdepartmental Working Group, the Department of Public Expenditure and Reform, with Public Service employers, was tasked to review the current statutory and operational considerations giving rise to barriers to extended participation in the public service workforce up to and including the current and planned age of entitlement to the Contributory State Pension. This review is expected to be completed shortly.
- 6.4.2. In the context of this review, the parties have noted the strong views expressed by the staff side that the issues raised for employees caused by the prevailing maximum mandatory retirement ages in the public service need to be addressed as soon as possible. Future policy in this area will be considered by Government. In this regard, the staff side will be consulted in relation to any proposals proposed by Government.

## 7. Resolving Disagreements

- 7.1.1. The Parties are committed to ensuring that problems, where they arise, are dealt with in an effective and timely way.
- 7.1.2. In this regard, the parties reaffirm their commitments under previous Public Service Agreements, most recently in paragraph 4.1 of the Public Service Agreement 2013-2018, which obliges all parties to:-
  - recognise the importance of stable industrial relations and maintain a well-managed industrial relations environment;
  - ensure that they have well developed communication channels;
  - seek to resolve problems before they escalate into industrial disputes;
  - resolve disagreements where they arise promptly; and
  - co-operate with the implementation of change pending the outcome of the industrial relations process conducted in a timely fashion.
- 7.1.3. With a view to ensuring swift resolution of disagreements on matters covered by this Agreement, it is further agreed, where the Parties involved cannot reach agreement within 4 weeks, to refer disputes by either side to the WRC and if necessary to the Labour Court (or, where such apply, to other agreed machinery). Where a Conciliation or Arbitration Scheme applies, the issue will be referred within 4 weeks, to the Conciliation machinery under the Scheme and, if unresolved, to the Arbitration Board, alternatively, to other agreed machinery. The outcome from the industrial relations or arbitration process will be binding and final.
- 7.1.4. Where difficulties arise in the operation of the above, the Oversight Body shall engage proactively with the parties to ensure compliance with the provisions of the Agreement.



## **8. Ensuring Compliance with this Agreement**

### **8.1. Maintenance of Industrial Peace**

- 8.1.1. The delivery of industrial peace is an essential requirement of this Agreement. Accordingly, all forms of industrial action are precluded in respect of any matters covered by this Agreement, where the employer, trade union or staff association are acting in accordance with the provisions of this agreement.

### **8.2. LRA Oversight Body**

- 8.2.1. The Lansdowne Road Agreement Oversight Body will oversee compliance with industrial peace requirements across sectors, in conjunction with sectoral oversight bodies.
- 8.2.2. The LRA Oversight Body will be responsible for proactively addressing matters of implementation and interpretation during the term of this Agreement, including:
- addressing any anomalies that may arise under this Agreement;
  - addressing any major disputes that arise;
  - making the final determination on whether a dispute shall be determined in accordance with the procedures laid out in the Agreement;
  - determining any matter associated with the correct operation of dispute resolution procedures including the question of timelines, cooperation with disputed change, etc;
  - determining the correct operation of those procedures in any case where that matter is disputed; and
  - adjudicating in the event of a dispute regarding compliance with the outsourcing provisions of this agreement.

### **8.3. No Cost Increasing Claims**

- 8.3.1. The parties agree that there will be no cost-increasing claims for improvements in pay or conditions of employment by trade unions, Garda and Defence Force associations or employees during the period of the Agreement.

### **8.4. Review of Agreement**

- 8.4.1. The Parties affirm that public service pay and pensions and any related issues shall not be revisited over the lifetime of this Agreement.
- 8.4.2. In cases where the assumptions underlying this Agreement (particularly as regards adverse, material changes in economic circumstances) need to be revisited, the parties commit to prior engagement.

# **IPA REPORT ON PAY AND BENEFITS RESEARCH STUDY FOR THE AHCPs MAY 2017**



## **REPORT ON PAY AND BENEFITS RESEARCH STUDY FOR THE ASSOCIATION OF HIGHER CIVIL AND PUBLIC SERVANTS**

**by the  
INSTITUTE OF PUBLIC ADMINISTRATION**

**MAY 2017**

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# EXECUTIVE SUMMARY

## TERMS OF REFERENCE

The AHCPS sought:

1. An objective evaluation of the work performed by the grades it represents in order to provide a solid basis to carry out a comparison with similar sized jobs in the private sector; and,
2. A report setting out the comparison of the pay and benefits of the grades in question with the private sector comparators.

## CONTEXT

Government and public expectations of the civil and public service continue to grow. Decreasing resources in terms of staff numbers and an increasing and diverse population require major innovative shifts and pose challenges to the structure, systems and strategies of the civil service. There is now a more pressing demand for strong strategic and operational senior management. The skills required in this more complex environment by the holders of civil service grades covered by the study include the requirement to exemplify public service values, demonstrate resilience, accept accountability and manage cross cutting issues in a more fragmented political system.

- The resource decisions taken since the economic crisis have included three pay cuts, longer working hours, delayed payment of increments, redeployment and an embargo on recruitment.
- The resulting workload pressures have caused a significant reporting of work overload at senior levels.

These changes in the environment are impacting on the attractiveness of the civil service as a place to work for senior managers. A challenge for recruitment is that remuneration is a competitive issue and is higher in the private sector for senior positions comparable to senior civil service grades. TLAC and PAS conclude that civil service remuneration for senior management levels cannot compete with that on offer in the private sector. This has implications for the attraction of new senior talent to the civil service.

## PAY AND BENEFIT ANALYSIS

The role of Principal Officer, Assistant Principal Officer, Campus Governor and Governor Grades 1, 2 and 3 were compared with similar sized roles in the private sector in terms of both Base Pay and Total Pay.

This study concludes that the remuneration for the grades covered by the study are not competitive when compared to equivalent Base Pay and Total Pay for comparator positions in the private sector. Private sector Total Pay is inclusive of both Base Pay and Bonus Payments.



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The conclusions are that:

- The salary of Principal Officer would need to be increased by 38% to match the equivalent in terms of Base Pay in the private sector. When the value of Total Pay in the private sector is factored in the 38% rises to 60%.
- The salary of Assistant Principal Officer would need to be increased by 18% to match the equivalent in terms of Base Pay in the private sector. When the value of Total Pay in the private sector is factored in the 18% rises to 30%.
- The salary of Campus Governor would need to be increased by 30% to match the equivalent in terms of Base Pay in the private sector. When the value of Total Pay in the private sector is factored in the 30% rises to 50%.
- The salary of Prison Governor Grade 1, 2 and 3 would need to be increased by 21% to match the equivalent in terms of Base Pay in the private sector. When the value of Total Pay in the private sector is factored in the 21% rises to 43%.

### PENSION

Over the last number of years, significant changes have occurred in relation to the provision of pensions in the public and private sectors. In the public sector, a significant development has been the increase in employee contributions. In the private sector, a significant development, which makes like with like comparisons difficult, has been the decline in defined benefits schemes.

A broader discussion and summary of changes to policy for civil service pensions and the position in the private sector is provided in Section 6 of this report.

The conclusion of the IPA research is that a more detailed study is required to accurately compare the provisions in both sectors.

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### 1. INTRODUCTION

The Institute of Public Administration (IPA) was commissioned by the Association of Higher and Civil Public Servants (AHCPS) to carry out research to compare the pay and benefits of its members to that of similar positions in the private sector.

The AHCPS sought an objective evaluation of the work performed by the grades it represents in order to provide a solid basis to carry out a comparison with similar sized jobs in the private sector.

### 2. TERMS OF REFERENCE

The requirements of the AHCPS were outlined at a meeting with senior officials of the Association and representatives of the IPA. It was agreed that the requirements of the research study were as follows:

- To evaluate the positions of Principal Officer, Assistant Principal Officer and Prison Governor;
- To use the evaluations of these positions to identify similar positions in the private sector;
- To use published pay surveys (e.g. the Chartered Institute of Personnel and Development (CIPD) and Irish Business and Employers Confederation (IBEC) recent pay surveys) to determine the pay and benefits of private sector positions comparable to the grades in question;
- To prepare a report setting out the comparison of the pay and benefits of the grades in question with the private sector comparators.

### 3. METHODOLOGY

The methodology used in conducting this research is outlined below.

#### 3.1 DESK RESEARCH

In the first instance the project team members familiarised themselves with background information relevant to the conduct of this research study e.g. previous benchmarking reports and AHCPS submissions and other relevant data. In particular, it was considered that any information on previous decisions relating to how civil service pay in general should be compared to private sector pay would be relevant.

#### 3.2 JOB ANALYSIS AND EVALUATION

To evaluate the positions of Principal Officer, Assistant Principal Officer and Prison Governor it was decided to collect data by way of a Job Analysis Questionnaire. The aim was to get a measure of and understand the nature of the roles in terms of the knowledge required to carry out the functions, the typical types of decisions taken at these levels, the span of control in terms of resources managed

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and the amount of autonomy each role enjoys. The Job Analysis Questionnaire is included at **Appendix 1**.

In response to the Job Analysis Questionnaire, replies were received from a range of Principal Officers, Assistant Principal Officers and Prison Governors. The respondents to the questionnaire were representative of a broad extent of Civil Service Departments and Public Sector Agencies.

This stage of the research also involved preparing role descriptors and a job sizing methodology so that the jobs could be compared with comparators in the private sector. This job sizing was used to determine which levels in the private sector are most comparable to the grades in question and which particular private sector jobs are suitable comparators.

### 3.3 ANALYSIS OF PAY SURVEYS

Armed with the job sizing methodology, current private sector pay surveys were examined to extract the pay and benefits data of the comparator grades. This involved discussions with the publishers of the surveys to gain information on their methodology and their advice on appropriate comparator data. A range of published surveys and unpublished data was available to the research team however, the primary source was the IBEC Salary Survey, 2016.

### 3.4 ANALYSIS

The analysis stage of the research study involved analysing data at various levels – base pay data, total pay data and data related to other benefits (e.g. share options, pension entitlements, car provision etc.) and determining the appropriate comparator information for the grades in question. This involved ranking the private sector data in terms of upper quartile, median and lower quartile and determining the appropriate comparator for the grades in question.

### 3.5 FINAL REPORT

The final report contains the findings and conclusions of the study in relation to this pay and benefits research study.

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### 4. CONTEXT FOR THE STUDY

The following paragraphs set out the broad context within which the study has been conducted.

#### 4.1 CHANGING CIVIL SERVICE ENVIRONMENT

Government and public expectations of the civil and public service have grown. The population of the state is also growing. At the same time, until recently numbers working in the civil and public service have been falling. In 2008, there were approximately 73 public service employees per 000 population. In 2016, the equivalent figure was 63 per 000 population (Boyle, 2016).

The net impact of the reduction in public sector employee numbers and in particular the reduction in civil service employee numbers has given rise to new challenges and places specific demands on managers at higher grades and for Principal Officer and Assistant Principal Officer post holders in particular. The challenge for the future is to address, within a smaller resource base, more complex and more difficult issues which require major innovative shifts in how the civil and public service operates.

The Civil Service Renewal Plan (Department of Public Expenditure and Reform, 2014) has had a significant impact on the culture and environment within which civil servants operate.

A number of trends impacting on the civil service, and in particular on management grades in the civil service, are discernible:

- One trend is the increased centralisation of power and control;
- A second trend is more open recruitment and an increasing emphasis on specialisation and professionalisation;
- A third trend is more use of commissioning and contracting out of services, allied with rationalisation and more use of shared services;
- A fourth trend is a greater use of new models of service delivery, and an increasing emphasis on digital governance;
- A fifth trend is a changing civil and public service collective bargaining environment with changed terms and conditions of employment.

As noted in the Senior Public Service (SPS) Leadership Development Strategy (Department of Public Expenditure and Reform, 2013, p.5), there is now a *'more complex environment that poses challenges to the structures, systems and strategies that have served us in the past. Factors such as the economic crisis, the increased importance of citizen orientation and quality of civil and public services, in addition to the need for permanent reform and change, demands strong strategic and operational top management'*.

These changes in the environment in which the civil and public services operate have impacted on the skills and competencies required of managers in the civil and public service. The environment is much more complex than previously and managers are often operating in a politically charged environment representing the department in fora such as the Public Accounts Committee where there is greater scrutiny, visibility and transparency called for. Managers are increasingly required to



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engage with key external stakeholders and decision makers in the public and private sectors through various stakeholder fora on a continual basis.

More attention is being given to competencies such as exemplifying civil and public service values, resilience, accountability, managing crosscutting issues, and the relationship with the more fragmented political system. Compared to other European countries, senior civil servants in Ireland rate a focus on outcomes and results, transparency and open government as more important reform trends than their counterparts (Boyle, 2014).

### 4.2 CHANGING CIVIL AND PUBLIC SERVICE

At the same time as these changes in the environment are taking place, there are changes in the civil service itself. As noted in the Civil Service Renewal Plan (Department of Public Expenditure and Reform, 2014, p.7): *'In the next 6 years, 12.6% (4,400) of the Civil Service and 31.9% of senior management in the Civil Service (Principal Officer and above) will be over 60 years of age and have served 40 years or more. The rate of retirement during this period is likely to increase significantly'*.

With regard to pay and conditions, the Croke Park and Haddington Road Agreements saw the introduction of initiatives such as:

- Longer working hours;
- Delay in the payment of increments;
- 3 pay cuts;
- Reduced annual leave entitlement;
- Reduced sick leave entitlement.

The associated legislation (Financial Emergency Measures in the Public Interest Act, 2009, 2010 and 2013) was necessary to introduce pay cuts and a pension levy for all public servants in 2009 and 2010 and further pay cuts for those earning above €65,000 per annum in 2013. The Lansdowne Road Agreement began a partial and phased restoration of the pay cuts.

Looking beyond changes in pay and via retirements, there has been considerable redeployment of staff across the civil and public service in the context of reduced resources and numbers. Civil Service Departments and Public Bodies and individual civil and public servants have had to increase their flexibility and mobility to work together across sectoral, organisational and professional boundaries.

Such changes inevitably have implications for the workload and requirements placed on senior civil servants. With regard to the statement, *'I regularly feel overloaded or unable to cope'*: 43 per cent of Irish senior civil servants surveyed in 2014 rather agreed with this statement and 38 per cent rather disagreed. This response differed from the European average, where 60 per cent disagreed that they feel overloaded or unable to cope. This suggests that the impact of the downsizing of the civil and public service has put additional workload pressures on senior civil servants which have affected their views on being able to cope with the workload (Boyle, 2014).

There is a particular concern with regard to the grades of Principal Officer, Assistant Principal Officer, Governor and equivalent, as these are both important managerial positions in their own right, but

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also a key source for top management recruitment. A study by PublicPolicy.ie (2014) of recruitment and retention of senior civil servants showed that:

*“Since a significant majority of TLAC (Top Level Appointments Committee) appointments are, and are likely to continue to be, sourced from within the civil service, recruits at administrative officer/assistant principal level and those advanced to these levels should be viewed as the seedbed of candidates for the vast majority of top civil service roles. The ability to ensure the sourcing of high calibre graduates will be a key determinant of the quality of candidates ultimately available for top civil service positions.”*

### 4.3 IMPACT OF CHANGES IN THE ENVIRONMENT ON RECRUITMENT

These changes to the environment and within the civil service are impacting on the attractiveness of the civil service as a place to work for senior managers. Some quotes from the Public Appointments Service (PAS) 2015 annual report illustrate this point with regard to remuneration:

*“... there are some roles where PAS is finding it more challenging to source candidates. In 2015, PAS managed the recruitment process for a number of specialist roles primarily in HR, IT and Finance at a senior level in Government Departments and the broader Civil Service. Feedback from our executive search function suggests that candidates have been very interested in these roles, particularly given the opportunity to make a difference at a senior level in large scale organisations, such as Government Departments. However, the challenge has been that the remuneration (salary and benefits) the candidates currently earn is at least 30% higher than that on offer in the Civil Service (p.12).*

*Remuneration has become more of a competitive issue in public service recruitment as private sector organisations use remuneration as part of their overall approach to develop, attract and retain talent. This has now become a real disincentive to potential candidates from the private sector who are interested in working in the public service (p.12).”*

PAS noted that the perceived reputational risk and impact of media scrutiny remains a significant barrier. These issues relate to the changing, more challenging, and complex environment within which senior civil and public servants must operate as detailed in section 4.1 above.

A TLAC report of 2016 further stresses the fact that a gap is opening up with the private sector in terms of the ability to recruit and retain high calibre staff at senior levels:

*“The decreasing diversity of applicant pools in 2015 was mainly due to a significant reduction in applications from the private sector. Some reduction in applications from private sector candidates might be expected in the context of an improving economic situation. Nonetheless, the fall in applications from suitable candidates has been very sharp. Feedback from the executive search process indicates that the remuneration for these posts frequently cannot compete with that on offer in the private sector notwithstanding that senior Civil Service roles have attracted some quality private sector applicants previously due to factors other than the remuneration package (TLAC, 2016, p.18).*

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The Industrial Relations News (IRN 46/2016) article commenting on the Department of Public Expenditure and Reform (DPER) submission to the Public Service Pay Commission notes that the recruitment issues that may exist are at Senior Level and for specialist skills:

*“A review of Senior Executive Campaigns completed by PAS in 2015 found that average number of applications for senior positions had declined from 29 in 2014 to 25 in 2015 and that private sector applications had declined from 45% to 22% overall. The number of appointments from outside the Civil Service continued to fall somewhat from previous years with 20% of appointees being non-Civil Service candidates, compared with 23% of appointments in 2014 and 24% of appointments in 2013.”*

The Irish Times (28 March, 2017) reported on the submission of the Department of Transport to the Public Service Pay Commission that the department argued that *“the traditional “draw” of a good public service pension is no longer sufficient to attract potential employee”*. The article goes on to quote from the department’s submission that:

*“We are beginning to experience recruitment, and more often retention, issues with general service staff in an increasingly competitive marketplace, where the traditional attractors to the Civil Service are no longer attracting the numbers of quality staff we need.”*

*“Although the salary has a large part to play in these issues, anecdotal evidence suggests that it is not always competitive with the Irish private sector packages in terms of pay, pension and additional extras, e.g. healthcare, pension contributions.”*

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### 5. JOB ANALYSIS AND COMPARATOR DATA – PRINCIPAL OFFICER AND ASSISTANT PRINCIPAL OFFICER POSITIONS

In analysing the positions of Principal Officer and Assistant Principal Officer the project team were anxious to understand each role in terms of the knowledge and skills required to carry out the jobs successfully, the breadth of leadership and management responsibility of each position, the complexity of issues being faced by each position and the results or outputs achieved.

#### 5.1 ROLE OF PRINCIPAL OFFICER

In broad terms, the Principal Officer can be described as a pivotal role in the civil service. Reporting to an Assistant Secretary, a Principal Officer plays a key leadership role in the review, development and execution of government policy for a wide variety of national policy areas.

The position is varied in nature ranging from the specialist positions in the diplomatic service to heads of the staff functions of Human Resources, Finance, Corporate Services, and Information Technology to general civil service leadership functions.

Normally managing a large team, a Principal Officer is required to provide leadership, motivation and direction. The job encompasses a wide range of functions including – providing high level advice to the Government, managing complex policy development and execution, managing the operation of large scale national services and related policy initiatives, guiding legislation through the system and influencing critical stakeholders including the appropriate Minister. The position also involves financial planning, regulatory development, attendance at Oireachtas Committees and the implementation of governance standards across all state and semi-state organisations.

Principal Officers are key participants in the top management process of Departments/Offices with a critical leadership role in developing and implementing government policy and ensuring that the legislative and policy frameworks are in place in the economic, financial, international, environmental and social arenas etc.

Principal Officers are key drivers of the Civil Service Renewal Plan which outlines a vision for the Civil Service including practical changes that will create a more unified, professional, responsive, open and accountable Civil Service, providing a world-class service to the State and to the people of Ireland.

#### 5.2 PRINCIPAL OFFICER COMPETENCIES

The Public Appointments Service (PAS) competencies for the position of Principal Officer level are: Leadership and Strategic Direction; Judgement and Decision Making; Management and Delivery of Results; Building Relationships and Communication; Specialist Knowledge; Expertise and Self Development; and, Drive and Commitment to Public Service Values. The competencies and the effective performance indicators are attached as **Appendix 2**.



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### 5.3 ROLE OF ASSISTANT PRINCIPAL OFFICER

In broad terms, the role of Assistant Principal Officer is to participate in the development, implementation and review of national policies covering all areas of Government policy.

As is the case with the Principal Officer, the Assistant Principal Officer position is varied in nature ranging from the specialist positions in the diplomatic service to heads of the staff functions of Human Resources, Finance, Corporate Services, and Information Technology to general civil service leadership functions.

Reporting to a Principal Officer an Assistant Principal is involved in leading and motivating teams of people, analysis of public policy issues, provision of advice, engaging with and managing both internal and external stakeholders, delivering programmes and the management and delivery of services to the citizen.

While the demanding environment in which Assistant Principal Officers work is resource constrained and results focussed, the work is citizen driven and focused on the delivery of quality services. The Assistant Principal Officer is a senior managerial grade in the Civil Service and is a critical post in terms of ensuring effective service delivery to the public.

Assistant Principal Officers are key participants in the senior management process of Departments/Offices with a critical management role in implementing Government policy. In cooperation with Principal Officers, they are also key drivers of the Civil Service Renewal Plan. They play a central role in driving organisational change. They report to a Principal Officer but will also advise and interact with senior management in respect of their areas of responsibility. Assistant Principal Officers are required to act as representatives for their Departments/Offices and represent the country at European and International levels and in a range of stakeholder fora.

Assistant Principal Officers are also key participants in the top management process of Departments/Offices with a critical role in developing and implementing government policy and ensuring that the legislative and policy frameworks are in place in the economic, financial, international, environmental and social arenas etc. With the reduction in numbers at Principal Officer level Assistant Principal Officers are called on to play the key leadership role in developing and implementing policy.

### 5.4 ASSISTANT PRINCIPAL OFFICER COMPETENCIES

The Public Appointments Service (PAS) competencies for the position of Assistant Principal Officer level are: Leadership; Analysis and Decision Making; Management and Delivery of Results; Interpersonal and Communication Skills; Specialist Knowledge; Expertise and Self Development; and, Drive and Commitment to Public Service Values. The competencies and the effective performance indicators are attached as **Appendix 3**.

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### 5.5 ROLE DESCRIPTORS USED FOR PRIVATE SECTOR COMPARISONS

To enable the project team to source private sector data for comparable roles to those of Principal Officer and Assistant Principal Officer a brief role descriptor was prepared for each of the positions. Of necessity, this descriptor had to be generic and allow for easy comparison with similar positions in the private sector.

The **role descriptor** prepared for the position of **Principal Officer** specified that the role required a seasoned professional with at least eight years' experience, a professional qualification or equivalent experience was seen as essential, strong leadership and management ability, strategic and operational capacity, deep knowledge of governance systems and procedures, strong decision making ability and strong negotiating and influencing ability.

The **role descriptor** prepared for the position of **Assistant Principal Officer** specified that the role required an experienced professional with at least five years' experience, a professional qualification or equivalent experience was seen as essential, as were management and operational experience, strong communications and influencing skills and strong decision making and analytical ability.

Using these profiles, the project team primarily drew on data from the IBEC Salary Survey, 2016 for positions which best matched the profiles.

The analysis that follows is based on comparing the average salaries of Principal Officer and Assistant Principal Officer with the median salaries of comparator positions in the private sector. The figures for Principal Officer and Assistant Principal Officer are an average figure and one based on salary scales as at 1 April 2017 as set out in **Appendix 4**.

### 5.6 PAY AND BENEFITS ANALYSIS

#### 5.6.1 PUBLIC SECTOR AND PRIVATE SECTOR PAY – THE CONTEXT

The Central Statistics Office (CSO) and the Economic and Social Research Institute (ESRI) have reported that while average pay in the public sector is higher than that in the private sector those at the top earn more in the private sector.

Obviously, within the private sector the experience is very varied. Those working in construction or hospitality have pay rates today that are still below those of 2008 while those working in the IT sector and manufacturing, have, on average, higher pay rates than before the crash. The CSO report that since the crash IT salaries have increased by 10% and retail by 7%. Construction salaries on the other hand have decreased by 5% (CSO 2016).

Between 2008 and 2013 there was a two speed economy in regard to pay in the private sector – one covering larger companies and those in the high technology and electronic sectors where pay increases were being awarded at modest average rates, the other covering smaller traditionally low paying industries where a pay freeze was in operation. Pay increases where they were awarded ranged from 2 to 5%. (Public Policy Advisers Network 2014).

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IBEC report that just under 70% of companies awarded median increases of 2% in 2016 with 30% reporting no increases. (IBEC 2016).

Salary markets continue to be sluggish and increases, where they are being paid, are at very modest levels. It should be said however, that in spite of the relatively stagnant nature of the market in general, salaries remain competitive for scarce skills and increases above the norm are evident particularly in larger corporations, multi-nationals and companies in high technology and electronic services.

### 5.6.2 SALARY COMPARISON AND ANALYSIS FOR THE POSITION OF PRINCIPAL OFFICER

Based on the role descriptors prepared for the position of Principal Officer the most appropriate comparator positions in the IBEC Salary Survey, 2016 are the private sector positions of Head of Regulatory Affairs, Finance Director, Head of Human Resources and Head of Quality Assurance and Quality Control in companies with between 250 and 400 employees.

Our experience in job matching suggests that this size of company is the most appropriate comparator because these positions in this size of company are the most appropriate match for the position of Principal Officer. For companies employing more than 400 employees the most appropriate matching positions would be lower in the managerial hierarchy.

Table 1 contains an extract of the data from the IBEC Salary Survey, 2016 relating to the four job titles. The table shows the title of the position, the number of positions and the market current basic salary at four distinct levels - the Upper Quartile, the Median, the Lower Quartile and the Median for companies employing more than 250 employees. The median of the private sector market is deemed the most appropriate point for comparison because, unlike an average figure, it is not distorted by "outlying" figures.

The Upper Quartile denotes the salary point which divides the market where 25% of the market pay above the point and 75% pay below that point. The Median denotes the salary point which divides the market where 50% of the market pay above the point and 50% pay below that point. The Lower Quartile denotes the salary point which divides the market where 75% of the market pay above the point and 25% pay below the point.

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**Table 1 – Upper Quartile, Median and Lower Quartile for Comparator Positions in the IBEC Salary Survey, 2016**

Job Titles & Number of Positions in IBEC Survey	TOTAL IBEC SURVEY SAMPLE – BASE PAY			Median for Sample of Companies with 250 + employees - €
	Upper Quartile - €	Median - €	Lower Quartile - €	
<b>Head of Regulatory Affairs (10)</b>	169,950	128,000	85,869	169,950
<b>Finance Director (40)</b>	130,360	105,572	92,040	126,200
<b>Head of Human Resources (56)</b>	127,213	112,477	100,011	117,460
<b>Head of Quality Assurance/Quality Control (101)</b>	115,414	91,000	65,000	108,171

**SOURCE: IBEC Salary Survey, 2016**

The IBEC Salary Survey, 2016 data includes data for companies employing between 100 and 249 employees and for companies employing more than 250 employees. However, it does not provide a median salary for the matching positions for companies employing between 250 and 400 employees. It is considered that salary data for positions in companies of this size (250 to 400 employees) would provide the basis for an appropriate comparison between positions in the public and private sectors.

For the purpose of this analysis, it was necessary to calculate an “adjusted median” for companies employing between 250 and 400 employees for the four private sector positions identified in Table 1 as described below.

In order to calculate the appropriate “adjusted median” it was necessary to exclude the top 25% of salaries on the assumption that these would cover companies employing more than 400 employees. We then constructed a scale using the upper quartile of the positions concerned as a maximum point and the median salary for positions in companies employing between 100 and 250 employees as the minimum point.

A new median was calculated by taking the mid-point between each of these observations. This median would best represent the median for companies employing 250 to 400 employees.

The calculations are set out in Table 2 below.



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**Table 2 – Calculation of the IPA Average Adjusted Median for Selected Private Sector Comparator Positions for the Principal Officer Position**

IBEC Survey Positions	IBEC BASE PAY SURVEY DATA		IPA CALCULATED Adjusted Median - €
	Upper Quartile - €	Median (100-250 employees) - €	
Head of Regulatory Affairs	169,950	103,000	136,475
Financial Director	130,360	110,007	120,184
Head of Human Resources	127,213	107,500	117,356
Head of Quality Assurance /Quality Control	115,414	92,000	103,707
<b>Average Adjusted Median for Comparison with Principal Officer Average</b>			<b>119,430</b>

The **IPA average adjusted median** for comparator positions in the private sector from this analysis is **€119,430**.

The **current base pay comparison** of the average<sup>1</sup> of the Principal Officer salary on 1 April 2017 with the private sector for comparator positions is as follows:

Principal Officer Average	IPA Average Adjusted Median	% Difference
€86,266	€119,430	<b>38%</b>

This analysis shows that the base pay of Principal Officer would need to be increased by 38% to ensure parity with the comparator private sector positions. While base pay is the main component of remuneration in both the public and private sectors, the private sector positions also enjoy variable performance bonus payments which, when added to base pay constitute what is called Total Pay. Variable bonus payments are not part of the remuneration package of the Principal Officer grade.

Based on the IBEC data the average bonus paid to positions comparable with Principal Officer is 18%.

The **total pay comparison** between the average of the Principal Officer and the comparator private sector positions is as follows:

<sup>1</sup> The PO “average” figure used in the analysis in this section of the report is midpoint of the Pre & Post 1995 PO scale – see Appendix 4.

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Principal Officer Average	IPA Average Adjusted Median by 18%	% Difference
€86,266	€138,480	60%

### 5.6.3 SALARY COMPARISON AND ANALYSIS FOR THE POSITION OF ASSISTANT PRINCIPAL OFFICER

Based on the role descriptors prepared for the position of Assistant Principal Officer the most appropriate comparator positions in the IBEC Salary Survey, 2016 are the private sector positions of Financial Controller, Information Technology Manager, Learning and Development Manager and Human Resources Manager in companies with between 250 and 400 employees.

Our experience in job matching suggests that this size of company is the most appropriate comparator because these positions in this size of company are the most appropriate match for the position of Assistant Principal Officer. For companies employing more than 400 employees the most appropriate matching positions would be lower in the managerial hierarchy.

Table 3 contains an extract from the data from the IBEC Salary Survey, 2016 relating to the four matching positions. The table shows the title of the position, the number of positions and the market current basic salary at four distinct levels - the Upper Quartile, the Median, the Lower Quartile and **the Median for companies employing more than 250 employees**. An explanation of the terms Upper Quartile, Median and Lower Quartile is contained in the analysis for Principal Officer set out above.

**Table 3 – Upper Quartile, Median and Lower Quartile for Comparator Positions in the IBEC Salary Survey, 2016**

Job Titles & Number of Positions in IBEC Survey	TOTAL IBEC SURVEY SAMPLE – BASE PAY			Median for Sample of Companies with 250 + employees - €
	Upper Quartile - €	Median - €	Lower Quartile - €	
<b>Financial Controller (100)</b>	91,234	77,858	65,000	94,718
<b>Information Technology Manager (66)</b>	86,694	74,629	61,500	85,463
<b>Learning and Development Manager (16)</b>	86,584	71,540	55,374	78,280
<b>Human Resources Manager (102)</b>	86,492	72,321	59,872	74,714

**SOURCE: IBEC Salary Survey, 2016**

As noted above, the IBEC Salary Survey, 2016 data includes data for companies employing between 100 and 249 employees and for companies employing more than 250 employees. However, it does

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not provide a median salary for the matching positions for companies employing between 250 and 400 employees. It is considered that salary data for positions in companies of this size (250 to 400 employees) would provide the basis for an appropriate comparison between positions in the public and private sectors.

For the purpose of this analysis, it was necessary to calculate an “adjusted median” for companies employing between 250 and 400 employees for the four private sector positions identified in Table 3 as described below.

In order to calculate the appropriate “adjusted median” it was necessary to exclude the top 25% of salaries on the assumption that these would cover companies employing more than 400 employees. We then constructed a scale using the upper quartile of the positions concerned as a maximum point and the median salary for positions in companies employing between 100 and 250 employees as the minimum point.

A new adjusted median was calculated by taking the mid-point between each of these observations. This median would best represent the median for companies employing 250 to 400 employees.

The calculations are set out in Table 4 below.

**Table 4 – Calculation of the IPA Average Adjusted Median for Selected Private Sector Comparator Positions for the Assistant Principal Officer Position**

IBEC Survey Positions	IBEC BASE PAY SURVEY DATA		IPA CALCULATED Adjusted Median - €
	Upper Quartile - €	Median (100-250 employees) - €	
Financial Controller	91,234	80,000	85,617
Information Technology Manager	86,694	63,934	75,314
Learning and Development Manager	86,584	71,573	79,079
Human Resources Manager	86,492	71,500	78,996
Average Adjusted Median for Comparison with Assistant Principal Officer Average			<b>79,751</b>

The **IPA average adjusted median** for comparator positions in the private sector from this analysis is **€79,751**.

The **current base pay comparison** with the average of the Assistant Principal Officer salary on 1 April 2017 is as follows:

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Assistant Principal Officer Average - €	IPA Average Adjusted Median - €	% Difference
67,711	79,751	18%

This analysis shows that the base pay of Assistant Principal Officer would need to be increased by 18% to ensure parity with the comparator private sector positions.

While base pay is the main component of remuneration in both the public and private sectors, the private sector positions also enjoy variable performance bonus payments which, when added to base pay constitute what is called Total Pay. Variable bonus payments are not part of the remuneration package of the Assistant Principal Officer grade.

Based on the IBEC data the average bonus paid to positions comparable with Assistant Principal Officer is 10%

The **total pay comparison** between the average<sup>2</sup> of the Assistant Principal Officer and the comparator private sector positions is as follows:

Assistant Principal Officer Average	IPA Average Adjusted Median by 10%	% Difference
€67,711	€87,726	30%

### 5.7 OTHER BENEFITS

IBEC data also shows that 29% of the organisations covered by the data analysis have share option schemes for the comparator grades and 12% have profit share schemes. It is difficult to include this data in the analysis because these are not universal schemes.

In the private sector there are a number of benefits which do not apply in the public sector. For example, for positions comparable to Principal Officer a company car to the value of €40,000 or a car allowance of €18,000 is provided. For positions comparable to Assistant Principal Officer, the figures are €34,000 and €11,000. This is standard in 60% of companies.

In addition, 60% of companies pay €1,500 towards medical insurance. Other perquisites may include the payment of professional subscriptions, club subscriptions, life insurance and income protection.

These benefits further enhance the remuneration advantages of the private sector comparator positions compared with the Principal Officer and Assistant Principal Officer positions.

<sup>2</sup> The AP “average” figure used in this section of the report is the average of the two mid points 3 & 4 of the Pre & Post 1995 AP scale – see Appendix 4.



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## 5.8 ANALYSIS OF CAMPUS GOVERNOR AND GOVERNOR GRADES 1, 2 AND 3 IN THE PRISON SERVICE

For an analysis of the position in relation to the Campus Governor and Governor Grades 1, 2 and 3 in the Prison Service see **Appendix 5**.

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## 6. PENSION

### 6.1 PUBLIC SECTOR

The pension and lump sum provisions applying to Principal Officers and Assistant Principal Officers are based on a defined benefit pension scheme and is calculated on 1/80<sup>th</sup> of gross pensionable remuneration for each year subject to a maximum of 40/80ths or half salary. The lump sum is calculated on 3/80ths of gross pensionable remuneration for each year of service subject to a maximum of 120/80ths or one and a half times salary. A spouse's pension is 50% of the pension entitlement in the event of death after retirement and there is also a life cover scheme which covers 1.5 times salary in the event of death in service.

### 6.2 PRIVATE SECTOR

In the private sector the position in regard to pensions is complex. The Pensions Authority Annual Report, 2015 shows that there are 67,125 Defined Contribution schemes and 715 Defined Benefit schemes registered. There has been a continuing fall in the number of defined benefit schemes because of the increasing cost of funding such schemes.

Those participating in defined contribution schemes are entitled to all investment returns while bearing an investment risk. 25% of the pension fund is payable tax-free on retirement (subject to not exceeding 1.5 times salary) and the remainder can be re-invested in an annuity or approved retirement fund.

In the context of superannuation benefits, it is recognised that they should be referenced in reaching any findings. Traditionally, comparisons for marker grades in the public service with their private sector counterparts applied a 5% 'discount' to public service pay rates in recognition of the value of public service pension arrangements. However, the 2007 independent Benchmarking Body applied a 12% discount.

Consequently, 2007 is the last time that the value of Public Service Pensions was looked at on a substantive basis. It is therefore considered reasonable for us to place this cost of 12% on the value of the employee contribution of Public Service Pensions in keeping with the independent findings of the Benchmarking Body.

### 6.3 CHANGING LANDSCAPE

In any event, the situation has changed significantly and the value of public service pension arrangements has declined substantially in recent years.

- All staff appointed since April 1995 pay a 6.5% pension contribution – obviously a much higher number and a greater percentage of staff overall than in 2007.
- All staff appointed since 2004 have a raised retirement age of 65.

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- All staff appointed since 2013 are in a career average scheme (with reduced benefits in many cases) with an effective minimum retirement age of 68.
- In a career average scheme the pension is calculated based on an average of an individual's salary throughout his / her career. Consequently, time served at low salary points or at more junior entry grade positions will have a bearing on pension entitlement.
- In the civil service the majority of staff of over 19,000 are post-1995. 17% of staff are post-2004 employees and 10% of staff are already covered by the 2013 'career average scheme'. This is a substantial reform that it could be argued has reduced the cost of civil service pensions to the Exchequer.
- In his Introductory Statement at the meeting of the Select Sub-Committee on Public Expenditure and Reform on the Public Expenditure and Reform Group of Estimates, Paschal Donoghue TD, Minister for the Department, proposed a net provision of €359.9m for superannuation. This represented a decrease of some €32m or an 8% drop on the 2016 net estimate. The Minister directly attributed this to an increase in contributions from the Single Public Service Pension Scheme.

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### 7. CONCLUSION

The complex demands on public servants coupled with decreasing staff resources (*as outlined in section 4.1*) and an increasing and diverse population are posing serious challenges to existing structure, systems and strategies. The requirement of senior management to keep abreast of these demands is requiring the development of new skills and competencies. In a significant number of cases the result of the demands is a pressurised environment with a significant number reporting work overload. This coupled with a reported lack of competitiveness at salary levels for senior management (*as noted in section 4.3*) means that the numbers applying for senior civil service positions from the private sector is decreasing.

The role of Principal Officer, Assistant Principal Officer, Campus Governor and Governor Grades 1, 2 and 3 were compared with similar sized roles in the private sector and salaries were compared on the basis set out in the report.

This study concludes that the remuneration for the grades covered by the study are not competitive when compared to equivalent Base Pay and Total Pay for comparator positions in the private sector. Private sector Total Pay is inclusive of both Base Pay and Bonus Payments.

The conclusions are that:

- The salary of Principal Officer would need to be increased by 38% to match the equivalent in terms of Base Pay in the private sector. When the value of Total Pay in the private sector is factored in the 38% rises to 60%.
- The salary of Assistant Principal Officer would need to be increased by 18% to match the equivalent in terms of Base Pay in the private sector. When the value of Total Pay in the private sector is factored in the 18% rises to 30%.
- The salary of Campus Governor would need to be increased by 30% to match the equivalent in terms of Base Pay in the private sector. When the value of Total Pay in the private sector is factored in the 30% rises to 50%.
- The salary of Prison Governor Grade 1, 2 and 3 would need to be increased by 21% to match the equivalent in terms of Base Pay in the private sector. When the value of Total Pay in the private sector is factored in the 21% rises to 43%.

Other benefits enjoyed by the private sector including car provision and payment of health insurance, which are not enjoyed by the civil service equivalent grades, would add further to the differences shown in base pay and total pay.

In relation to pensions, it is noted that significant changes have occurred in relation to the provision of pensions in the public and private sectors in the last number of years. For instance, in the public sector, a significant development has been the increase in employee contributions. In the private sector, a significant development, which makes like with like comparisons difficult, has been the decline in defined benefits schemes.

The report, while explaining pension provision in both sectors, recommends an actuarial study to allow for an expert comparison between the two sectors.



## APPENDIX 1 – JOB ANALYSIS QUESTIONNAIRE

### JOB ANALYSIS SURVEY QUESTIONNAIRE FOR PRINCIPAL OFFICER, ASSISTANT PRINCIPAL OFFICER AND GOVERNOR POSITIONS

#### *INTRODUCTION - COVER NOTE*

The Institute of Public Administration (IPA) has been engaged by the Association of Higher Civil and Public Servants (AHCPS) to:

- Analyse and evaluate the positions of Principal Officer and Assistant Principal Officer in the Civil Service and the positions of Governor in the Prison Service;
- Prepare a report setting out the comparison of the pay and benefits of the grades in question with private sector comparators.

In light of this, the IPA Research Team would like your cooperation in completing this Job Analysis Survey Questionnaire. All information returned will be treated in strict confidence and all conclusions presented will be reported in a manner that protects the confidentiality of those participating in the survey.

A number of those who complete the Job Analysis Survey Questionnaire may subsequently be invited by the IPA Research Team to participate in Focus Groups to:

- Verify and validate the Job Analysis Survey findings and conclusions;
- Seek further clarity on the nature of the roles etc. as required.

**The closing date for return of completed questionnaires is: Monday the 5<sup>th</sup> of December 2016.**

Thank you in anticipation of your cooperation in completing this questionnaire.

**Edwin Maguire**

Senior HRM Consultancy Specialist,  
Institute of Public Administration.

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## JOB ANALYSIS SURVEY QUESTIONNAIRE

- 1 TITLE AND GRADE OF JOB HOLDER:**
- 2 DEPARTMENT AND SECTION:**
- 3 NAME OF RESPONDENT:**
- 4 PURPOSE OF YOUR JOB**  
Please give in one or two sentences the basic reason why your job exists.
- 5 DIMENSIONS**  
Please quote figures which give a picture of your job, as follows:
  - (a) Annual budgetary amounts which your job directly or indirectly controls or influences.
  - (b) Number and grades of people reporting to you.
  - (c) Any other statistics relating to your work.
- 6 PRINCIPAL ACCOUNTABILITIES** *(Restricted to 200 words maximum)*  
Please list the principal accountabilities of your job specifying the areas of responsibility and the outcome required. The Principal Accountabilities (otherwise known as Principal Objectives or Key Result Areas) are statements of the ongoing end results required of a job.
- 7 HARDEST PART OF YOUR JOB** *(Restricted to 200 words maximum)*  
Please describe the most difficult, complex or challenging parts of your job.
- 8 SCOPE FOR IMPACT** *(Restricted to 200 words maximum)*  
Please describe the impact of your work by giving two or three examples of past actions and their outcomes which illustrate what your job accountabilities mean in practice.
- 9 ORGANISATION**  
Please show your job's position within the organisation structure by clearly indicating with full job titles (or attach an organisation chart showing):
  - your job,
  - jobs reporting to you,
  - your immediate manager and their manager,
  - others who report to your manager.
- 10 JOB CONTEXT** *(Restricted to 200 words maximum)*  
Please describe the context or working environment and the setting within which your job operates.
- 11 KNOWLEDGE AND EXPERIENCE** *(Restricted to 200 words maximum)*  
Please list the qualifications/training, skills, knowledge and experience which are necessary to enable you to perform your job fully and effectively. Only include what is required for your job; this may not be same as all the qualifications, skills etc. that you have.
- 12 ADDITIONAL INFORMATION** *(Restricted to 200 words maximum)*  
Please briefly explain any aspects of your job which you think have not been adequately covered in previous questions and which you feel are important to fully understand it.

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## APPENDIX 2 – PAS PRINCIPAL OFFICER LEVEL COMPETENCIES

Effective Performance Indicators	
<b>Leadership &amp; Strategic Direction</b>	Leads the team, setting high standards, tackling any performance problems & facilitating high performance
	Facilitates an open exchange of ideas and fosters and atmosphere of open communication
	Contributes to the shaping of Departmental / Government strategy and policy
	Develops capability and capacity across the team through effective delegation
	Develops a culture of learning & development, offering coaching and constructive / supportive feedback
	Leads on preparing for and implementing significant change and reform
	Anticipates and responds quickly to developments in the sector/ broader environment
	Actively collaborates with other Departments, Organisations and Agencies
<b>Judgment &amp; Decision Making</b>	Identifies and focuses on core issues when dealing with complex information/ situations
	Assembles facts, manipulates verbal and numerical information and thinks through issues logically
	Sees the relationships between issues and quickly grasp the high level and socio-political implications
	Identifies coherent solutions to complex issues
	Takes action, making decisions in a timely manner and having the courage to see them through
	Makes sound and well informed decisions, understanding their impact and implications
<b>Management &amp; Delivery of Results</b>	Strives to effectively balances the sectoral issues, political elements and the citizen impact in all decisions
	Initiates and takes personal responsibility for delivering results/ services in own area
	Balances strategy and operational detail to meet business needs
	Manages multiple agendas and tasks and reallocates resources to manage changes in focus
	Makes optimum use of resources and implements performance measures to deliver on objectives
	Ensures the optimal use of ICT and new delivery models
	Critically reviews projects and activities to ensure their effectiveness and that they meet Organisational requirements
<b>Building Relationships &amp; Communication</b>	Instils the importance of efficiencies, value for money and meeting corporate governance requirements
	Ensures team are focused and act on Business plans priorities, even when faced with pressure
	Speaks and writes in a clear, articulate and impactful manner
	Actively listens, seeking to understand the perspective and position of others
	Manages and resolves conflicts / disagreements in a positive & constructive manner
	Works effectively within the political process, recognising & managing tensions arising from different stakeholders perspectives.
	Persuades others; builds consensus, gains co-operation from others to obtain information and accomplish goals
<b>Specialist Knowledge, Expertise and Self Development</b>	Proactively engages with colleagues at all levels of the organisation and across other Departments/Organisations and builds strong professional networks
	Makes opinions known when s/he feels it is right to do so
	Develops and maintains skills and expertise across a number of areas that are relevant to his/her field and recognised by people internal and external to the Department/ Organisation
<b>Drive &amp; Commitment to Public Service Values</b>	Keeps up to date with key departmental, sectoral, national and international policies and economic, political and social trends that affect the role
	Maintains a strong focus on self-development, seeking feedback and opportunities for growth
	Consistently strives to perform at a high level
	Demonstrates personal commitment to the role, maintaining determination and persistence while maintain maintains a sense of balance and perspective in relation to work issues
	Contributes positively to the corporate agenda
	Is personally trustworthy, honest and respectful, delivering on promises and commitments
	Ensures the citizen is at the heart of all services provided
	Is resilient, maintaining composure even in adverse or challenging situations
	Promotes a culture that fosters the highest standards of ethics and integrity

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### APPENDIX 3 – PAS ASSISTANT PRINCIPAL OFFICER LEVEL COMPETENCIES

Effective Performance Indicators	
<b>Leadership</b>	Actively contributes to the development of the strategies and policies of the Department/ Organisation
	Brings a focus and drive to building and sustaining high levels of performance, addressing any performance issues as they arise
	Leads and maximises the contribution of the team as a whole
	Considers the effectiveness of outcomes in terms wider than own immediate area
	Clearly defines objectives/ goals & delegates effectively, encouraging ownership and responsibility for tasks
	Develops capability of others through feedback, coaching & creating opportunities for skills development
	Identifies and takes opportunities to exploit new and innovative service delivery channels
<b>Analysis &amp; Decision Making</b>	Researches issues thoroughly, consulting appropriately to gather all information needed on an issue
	Understands complex issues quickly, accurately absorbing and evaluating data (including numerical data)
	Integrates diverse strands of information, identifying inter-relationships and linkages
	Makes clear, timely and well-grounded decisions on important issues
	Considers the wider implications of decisions on a range of stakeholders
<b>Management &amp; Delivery of Results</b>	Takes a firm position on issues s/he considers important
	Takes responsibility for challenging tasks and delivers on time and to a high standard
	Plans and prioritises work in terms of importance, timescales and other resource constraints, re-prioritising in light of changing circumstances
	Ensures quality and efficient customer service is central to the work of the division
	Looks critically at issues to see how things can be done better
	Is open to new ideas initiatives and creative solutions to problems
<b>Interpersonal &amp; Communication Skills</b>	Ensures controls and performance measures are in place to deliver efficient and high value services
	Effectively manages multiple projects
	Presents information in a confident, logical and convincing manner, verbally and in writing
	Encourages open and constructive discussions around work issues
	Promotes teamwork within the section, but also works effectively on projects across Departments/ Sectors
	Maintains poise and control when working to influence others
	Instils a strong focus on Customer Service in his/her area
<b>Specialist Knowledge, Expertise and Self Development</b>	Develops and maintains a network of contacts to facilitate problem solving or information sharing
	Engages effectively with a range of stakeholders, including members of the public, Public Service Colleagues and the political system
	Has a clear understanding of the roles objectives and targets of self and the team and how they fit into the work of the unit and Department/ Organisation
	Has a breadth and depth of knowledge of Department and Governmental issues and is sensitive to wider political and organisational priorities
<b>Drive &amp; Commitment to Public Service Values</b>	Is considered an expert by stakeholders in own field/ area
	Is focused on self-development, seeking feedback and opportunities for growth to help carry out the specific requirements of the role
	Is self-motivated and shows a desire to continuously perform at a high level
	Is personally honest and trustworthy and can be relied upon
	Ensures the citizen is at the heart of all services provided
	Through leading by example, fosters the highest standards of ethics and integrity



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### APPENDIX 4 – SALARY SCALES OF PRINCIPAL OFFICER, ASSISTANT PRINCIPAL OFFICER AND GOVERNOR POSITIONS

Note that Post 1995 personnel are making a 6.5% contribution in respect of personal superannuation benefits.

#### PRINCIPAL OFFICER and ASSISTANT PRINCIPAL OFFICER SCALES – 1 April 2017

Principal Officer		
Point on Scale	Pre 1995 Basic (€)	Post 1995 Basic (€)
1	77,849	81,767
2	81,004	85,091
3	84,140	88,392
4	87,302	91,716
5	89,965	94,521
LSI 1	92,728	97,428
LSI 2	95,487	100,333

Assistant Principal Officer		
Point on Scale	Pre 1995 Basic (€)	Post 1995 Basic (€)
1	62,966	65,093
2	65,257	66,271
3	65,760	67,962
4	66,874	70,249
5	69,026	72,530
6	70,281	73,846
LSI 1	72,465	76,149
LSI 2	74,657	78,451

Note that PO “average” figure used in the analysis in Section 5 of the report is midpoint of the Pre 1995 and Post 1995 PO scales. The AP “average” figure used is the average of the two mid points 3 & 4 of the Pre 1995 and Post 1995 AP scale.

#### GOVERNOR SCALES – 1 January 2017

Campus Governor	
Point on Scale	Pre 1995 Basic (€)
1	115,447
2	118,136
3	120,501

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Governor 1 - Pre 1995						
Point on Scale	Basic (€)	Operational Allowance	Governor 1 Allowance	Rent Allowance	Plainclothes Allowance	Total (€)
1	77,360	6188.80	7,094	4,017	440.59	95,100
2	81,404	6512.32	7,094	4,017	440.59	99,468
3	85,500	6840.00	7,094	4,017	440.59	103,892
4	89,697	7175.76	7,094	4,017	440.59	108,424
Max	94,026	7522.08	7,094	4,017	440.59	113,100
LSI	96,350	7708.00	7,094	4,017	440.59	115,610

Governor 2 - Pre 1995						
Point on Scale	Basic (€)	Operational Allowance	Governor 2 Allowance	Rent Allowance	Plainclothes Allowance	Total (€)
1	70,258	5,620.64	7,094	4,017	440.59	87,430
2	73,421	5,873.68	7,094	4,017	440.59	90,846
3	76,621	6,129.68	7,094	4,017	440.59	94,302
4	79,790	6,383.20	7,094	4,017	440.59	97,725
5	83,056	6,644.48	7,094	4,017	440.59	101,252
Max	86,364	6,909.12	7,094	4,017	440.59	104,825
LSI	88,495	7,079.60	7,094	4,017	440.59	107,126

Governor 3 - Pre 1995						
Point on Scale	Basic (€)	Operational Allowance	Governor 3 Allowance	Rent Allowance	Plainclothes Allowance	Total (€)
1	66,933	5,354.64	7,094	4,017	440.59	83,839
2	70,117	5,609.36	7,094	4,017	440.59	87,278
3	73,278	5,862.24	7,094	4,017	440.59	90,692
4	76,458	6,116.64	7,094	4,017	440.59	94,126
Max	79,746	6,379.68	7,094	4,017	440.59	97,677
LSI	81,605	6,528.40	7,094	4,017	440.59	99,685

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### APPENDIX 5 - JOB ANALYSIS AND COMPARATOR DATA - PRISON GOVERNOR POSITIONS

In analysing the positions of Prison Governor the project team were anxious to understand each role in terms of the knowledge and skills required to carry out the jobs successfully, the breadth of leadership and management responsibility of each position, the complexity of issues being faced by each position and the results or outputs achieved.

#### ROLE OF PRISON GOVERNOR

There are four grades of Governor – Campus Governor of which there are three, Governor Grade 1 of which there are two, Governor Grade 2 of which there are ten and Governor Grade 3 of which there are also ten.

The grade of Campus Governor was created in 2012 to facilitate the development of an agreed new Campus structure in the prison service whereby eight separate prison management structures were combined into three consolidated Campus management structures.

The position of Campus Governor is at the most senior operational level in the Irish Prison Service. As well as being head of the Campus, the Campus Governors are key members of the Prison Service management team.

The Campus Governor position provides visible leadership on all aspects of Prison Service reform with a particular focus on reform of processes, structures, organisation and administration. The position is required to bring deep experience in organisation, project, programme and stakeholder management, as well as leadership and people skills in order to ensure the mission of the Irish Prison Service to provide safe, secure and humane custody for people who are sent to prison is achieved.

The accountabilities of the position include:

- Ensuring the efficient and effective use of resources including staffing and the care and maintenance of the Campus buildings, plant and service;
- Maintaining efficient and effective management systems and practices across the prison Campus including those relating to prisoner, human resources, and financial management systems in order to ensure the provision of regular management information to the Director General and other functional Directors within the Irish Prison Service;
- Providing leadership, guidance and support to all staff thereby ensuring high standards of performance, quality service, fairness and courtesy across the Campus;
- Implementing the public service reform agenda, implementing strategies for change, and ensuring that through the Campus structure the Irish Prison Service achieves its objectives.

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The other three grades of Governor are required to:

- Manage the prisons and places of detention to which they are assigned;
- Receive into their custody persons committed to custody either directly by the courts or on transfer from other institutions, produce, when required, to relevant courts, persons in their custody who are on remand, or awaiting trial or sentence, or required to face further charges, release persons in their custody under sentence on lawful expiration of sentence or sooner if so directed by the courts or ordered by the Minister;
- Provide and manage a level of security and control in prisons appropriate to the offender population in care, ensure that offenders are accommodated in conditions which are specified as a matter of policy, i.e. in regard to such matters as food, clothing, bedding, heating and sanitation;
- Manage effectively, efficiently and economically the additional hours' system, promote and oversee management arrangements for staff under their control to achieve optimum efficiency and effectiveness, promote among their staff an ethos for the correct management and care of persons in their custody and promote and develop a satisfactory industrial relations climate;
- Establish, direct, control and manage services and activities directed towards the well-being of persons in their custody and towards leading them to a more constructive life in the community on release. This involves ensuring that offenders have a broad range of work, education and recreational activities, that offenders receive appropriate levels of care from the medical, psychological and chaplaincy services to meet their physical, mental and spiritual needs and developing, directing and managing programmes specifically geared towards the rehabilitation of offenders;
- Drawing attention as necessary to the need for systems improvement and to plan and manage the process for their achievement and implement agreed financial management and control measures so that the financial resources allocated are employed for optimum efficiency and effectiveness.

### PRISON GOVERNOR COMPETENCIES

The competencies for the position of Prison Governor are – Strong People Orientation, Calmness Under Pressure, Understanding of Operations, Up to Date Knowledge of Policy and Legal Issues, Authentic Leadership, Capability to Delegate, Empower and Support, Strategic Capability and Networking and Relationship Building Skills. A list of the competencies and underlying behavioural traits are set out in **Appendix 6**.

### ROLE DESCRIPTORS USED FOR PRIVATE SECTOR COMPARISONS

To enable the project team to source private sector data for comparable roles to those of Prison Governor a brief role descriptor was prepared for the position of Campus Governor and for the positions of Governors in the other three grades. Of necessity, this descriptor had to be generic and allow for easy comparison with similar positions in the private sector.

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The **role descriptor** prepared for the position of **Campus Governor** specified that the role required a seasoned professional with a third level qualification or equivalent experience. At least 10 years' experience in a senior management position with a strong focus on leading people in a dynamic and changing environment was deemed a minimum requirement. Experience of decision making and analysis of problems where a significant degree of managerial discretion and innovation is required was deemed essential. Strategic and operational capacity together with deep knowledge of governance systems was also required. A strong degree of networking ability and highly developed interpersonal skills were also seen as being a requirement of the position.

The **role descriptor** prepared for the position of **Governor Grades 1, 2 and 3** specified that the role required a seasoned professional with at least eight years' experience, a professional qualification or equivalent experience was seen as essential, strong leadership and management ability, strategic and operational capacity, deep knowledge of governance systems and procedures, strong decision making ability and strong negotiating and influencing ability.

Using these profile role descriptors, the project team drew on data from the IBEC Salary Survey, 2016 for positions which best matched the profiles as outlined below.

### **SALARY COMPARISON AND ANALYSIS FOR THE POSITION OF CAMPUS GOVERNOR**

The Pre 1995 salary scale for the Campus Governor is set out in **Appendix 4**.

From our experience of job matching and job evaluation the most appropriate match for the position of Campus Governor from the data analysed from IBEC Salary Survey, 2016 is the private sector position of Head of Regulatory Affairs in companies employing between 400 and 800 employees.

The IBEC survey data do not provide a median salary for this matching position for companies employing between 400 and 800 employees.

As noted above, the IBEC Salary Survey, 2016 data includes data for companies employing between 100 and 249 employees and for companies employing more than 250 employees. However, it does not provide a median salary for the matching positions for companies employing between 250 and 400 employees. It is considered that salary data for positions in companies of this size (250 to 400 employees) would provide the basis for an appropriate comparison between positions in the public and private sectors.

In order to calculate an adjusted median a scale was constructed using the upper quartile of the position concerned as a maximum point and the median salary for positions in companies employing between 250 and 400 employees as the minimum point

A new median was calculated by taking the mid-point between each of these observations. Given the data available, this median would best approximate the median for companies employing 400 to 800 employees.



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The calculations are as follows:

IBEC Survey Position	IBEC SURVEY DATA – Base Pay		IPA CALCULATED Adjusted Median - €
	Upper Quartile - €	Median (250 and 400 employees) - €	
Head of RA	169,950	136,475	153,213

The **IPA adjusted median** calculated from this analysis is **€153,213**.

The **base pay comparison** with the average Pre 1995 salary of the Campus Governor Grade on 1 April 2017 is as follows:

Campus Governor Average	IPA Adjusted Median	% Difference
€118,136	€153,213	30%

This analysis shows that the comparison in relation to base pay of Campus Governor would need to be increased by 30% to ensure parity with the **base pay for the comparator** private sector position.

While base pay is the main component of remuneration in both the public and private sectors, the private sector positions also enjoy variable performance bonus payments which, when added to base pay constitute what is called Total Pay. Variable bonus payments are not part of the remuneration package of the Campus Governor grade.

Based on the IBEC data analysed the average bonus paid to positions comparable with Campus Governor is 16%.

The **total pay comparison** between the average salary of Campus Governor and the comparator in the private sector is as follows:

Campus Governor Average	IPA Adjusted Median by 16%	% Difference
€118,136	€177,727	50%

### SALARY COMPARISON AND ANALYSIS FOR THE POSITIONS OF PRISON GOVERNOR GRADES 1, 2 AND 3

The Pre 1995 salary scales for the Governor Grade 1, 2 and 3 positions are set out in **Appendix 4**.

In the opinion of the project team the grades of Prison Governor 1, 2 and 3 are equivalent to the grade of Principal Officer. The salary analysis carried out for the grade of Principal Officer therefore applies to these grades.

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The **IPA average adjusted median** calculated from comparator private sector positions to the Principal Officer is **€119,430**.

The **base pay comparison** with the average of the mid-points of the Pre 1995 salary of the three Governor grades (including allowances) on 1 April 2017 is as follows:

Prison Governor 1, 2 and 3 Average	IPA Adjusted Median	% Difference
€98,764	€119,430	21%

This analysis shows that the pay (including allowances) of the three Governor grades would need to be increased by 21% to ensure parity with **base pay for the comparator private sector positions**.

While base pay is the main component of remuneration in both the public and private sectors, the private sector positions also enjoy variable performance bonus payments which, when added to base pay constitute what is called Total Pay. Variable bonus payments are not part of the remuneration package of the three Governor grades.

Based on the IBEC data analysed the average bonus paid to positions comparable with the Governor grades is 18%.

The **total pay comparison** between the average mid-points of the salary of the three Governor grades (including allowances) on 1 April 2017 is as follows:

Prison Governor 1, 2 and 3 Average	IPA Adjusted Median by 18%	% Difference
€98,764	€140,927	43%

### OTHER BENEFITS

IBEC data also shows that 29% of the organisations covered by the data analysis have share option schemes for the comparator grades and 12% have profit share schemes. It is difficult to include this data in the analysis because these are not universal schemes.

In the private sector there are a number of benefits which do not apply in the public sector. For example, for positions comparable to Prison Governor a company car to the value of €40,000 or a car allowance of €18,000 is provided. This is standard in 60% of companies.

In addition, 60% of companies pay €1,500 towards medical insurance. Other perquisites may include the payment of professional subscriptions, club subscriptions, life insurance and income protection.

These benefits further enhance the remuneration advantages of the private sector comparator positions compared with the Prison Governor positions.

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### APPENDIX 6 - PRISON GOVERNOR COMPETENCIES

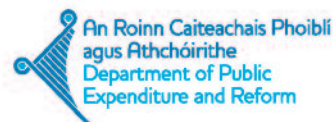
<b>Authentic Leadership</b>	<ul style="list-style-type: none"> <li>• Presence and visibility for staff and prisoners</li> <li>• Leads by example and is a good role model for others</li> <li>• Has clear focus and direction and fosters inclusiveness</li> <li>• Willingness to take responsibility</li> <li>• Even handedness (fair &amp; firm)</li> <li>• Credibility, integrity and honesty and fosters an environment built on trust</li> <li>• Reflective and has a continuous openness to learning</li> <li>• Fosters team-based working</li> <li>• Takes an active role in developing the potential of managers and staff</li> </ul>
<b>Capability to Delegate, Empower and Support</b>	<ul style="list-style-type: none"> <li>• Takes a developmental approach to staff</li> <li>• Capability to set clear challenging deliverables for staff</li> <li>• Willingness to empower and trust staff</li> <li>• Capability to display a mentoring and coaching demeanour</li> <li>• Ability to help people enjoy and take pride in their work</li> </ul>
<b>Strategic Capability</b>	<ul style="list-style-type: none"> <li>• Consistently aligns with the overall IPS corporate focus and values</li> <li>• Displays an understanding of the people aspects of change management</li> <li>• Capability to step above the day to day operational issues and apply big picture thinking</li> <li>• Anticipates consequences down the line and has a clear future focus</li> <li>• Client and stakeholder driven</li> <li>• Innovative in supporting and generating new ideas</li> </ul>
<b>Networking and Relationship Building Skills</b>	<ul style="list-style-type: none"> <li>• Good awareness of the need to develop critical relationships with support &amp; service areas</li> <li>• Fosters positive working relationships throughout IPS with other Governors &amp; IPS Managers</li> <li>• Develops good external relationships that are critical for success</li> <li>• Displays awareness and understanding of the priorities of other areas within IPS</li> </ul>
<b>Strong People Orientation</b>	<ul style="list-style-type: none"> <li>• Well-developed people skills</li> <li>• Displays excellent communication skills</li> <li>• Shows understanding and displays empathy with staff and prisoners</li> <li>• Presents a non-Judgemental demeanour</li> <li>• Open and Approachable</li> <li>• Openness to ideas and fosters an inclusive culture</li> <li>• Understands and displays active listening skills</li> </ul>
<b>Calmness under Pressure</b>	<ul style="list-style-type: none"> <li>• Tough mindedness</li> <li>• Exudes confidence and has visibility and presence within the prison</li> <li>• Displays the ability to deescalate difficult situations</li> <li>• Decisive and good negotiator</li> <li>• Actively seeks and takes on board the views of others</li> <li>• Is comfortable taking responsibility for outcomes</li> </ul>
<b>Understanding of Operations</b>	<ul style="list-style-type: none"> <li>• Constant awareness and situational assessment</li> <li>• Is tuned in to the "mood" of the prison</li> <li>• Good working knowledge of security and safety issues and keeps abreast of developments in other jurisdictions</li> <li>• Systems view approach to the achievement of operational effectiveness</li> <li>• Effective planning and optimal use of resources to achieve outcomes</li> </ul>
<b>Up to Date Knowledge of Policy and Legal Issues</b>	<ul style="list-style-type: none"> <li>• Displays a good working knowledge of prison policies</li> <li>• Keeps abreast of developments and is an advocate for new policies</li> <li>• Is fluent and authoritative on relevant legal issues</li> </ul>

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# MAY 201 PAY CIRCULAR 22/2017

## 1 JANUARY 2018 PAY ADJUSTMENTS



**Circular Title:** Application of 1 January 2018 pay adjustments and related measures

A Dhuine Uasail,

I am directed by the Minister for Public Expenditure and Reform to convey the following instructions to Departments / Offices with regard to the application of adjustments to civil service pay in accordance with the Financial Emergency Measures in the Public Interest (FEMPI) Act 2015 and the Public Service Pay and Pensions Act 2017.

**To:** HR Manager / Personnel Officer in each Department and Office

**Circular Number:** Circular 22/2017

**Purpose:** To set out the adjustments to the pay of civil servants on 1 January 2018 as provided for under the Financial Emergency Measures in the Public Interest (FEMPI) Act 2015 and the Public Service Pay and Pensions Act 2017 and to set out the PRD arrangements for 2018.

**File Reference:** E107/006/2015

**Relevant Legislation:** Financial Emergency Measures in the Public Interest Act 2009;  
Financial Emergency Measures in the Public Interest (No. 2) Act 2009;  
Financial Emergency Measures in the Public Interest Act 2013;  
Financial Emergency Measures in the Public Interest Act 2015;  
Public Service Pay and Pensions Act 2017.

**Effective From:** 1 January 2018

Mise le meas,



Colin Menton

Assistant Secretary

Remuneration, Industrial Relations and Pensions

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## 1. Application

- 1.1. This circular applies to all civil service grades.
- 1.2. Grades whose pay and conditions are appropriate to the Joint Industrial Council for State Industrial employees will be the subject of a separate circular.
- 1.3. The pay adjustments should be applied, as appropriate, from **1 January 2018**.

## 2. General

- 2.1. This circular sets out the pay restoration and pay increases due on 1 January 2018 as provided for in the Financial Emergency Measures in the Public Interest (FEMPI) Act 2015 and the Public Service Pay and Pensions Act 2017 (“the Act”).
- 2.2. For the purpose of this circular, all civil servants should be considered “covered” public servants pursuant to section 3 of the Act.
- 2.3. This circular also provides for the second half of pay restoration for certain public servants who were subject to pay adjustment under FEMPI 2013 / the Haddington Road Agreement (“the HRA reduction”).
- 2.4. This circular also sets out arrangements in respect of the Pension-Related Deduction (PRD) for the year 2018.
- 2.5. The adjustments should be rounded to the nearest euro on annual paycales and to the nearest cent on weekly paycales. Hourly rates should be rounded to the nearest €0.001.

## 3. Restoration of the HRA reduction

- 3.1. In accordance with section 6C of the FEMPI (No. 2) Act 2009 (as inserted by section 3 of the FEMPI Act 2015), the following adjustments to annualised salaries will be applied with effect from **1 January 2018** for those whose annual remuneration is not less than €65,000 and not more than €110,000 **after** the HRA reduction:
  - The second half of the amount of the reduction incurred under the FEMPI Act 2013 / the Haddington Road Agreement will be restored.

## 4. Public Service Stability Agreement (PSSA) 2018-2020 pay increase

- 4.1. In accordance with section 7(1) of the Act, the annualised amount of the basic salary of civil servants who are “covered” public servants will be increased by **1%** with effect from **1 January 2018**.

- 4.2. Revised payscales for members of general service grades and certain grades common to two or more Departments to which this circular applies, are set out in the Appendices to this circular.

## 5. Interaction between restoration of the HRA reduction and pay increases under the PSSA

- 5.1. Civil servants who are due the second half of the restoration of the HRA reduction will have the 1% increase due on 1 January 2018 applied in accordance with section 17 of the Act.
- 5.2. Civil servants who have not yet achieved full restoration of their HRA reduction will have the 1% increase due on 1 January 2018 calculated in accordance with section 18 of the Act. (A detailed guidance note will issue in respect of this.)

## 6. Further Pay Related Circulars

- 6.1. A further circular will issue with regard to the pay adjustments due on **1 April 2018** for those entitled to the second third of the restoration of their HRA reduction.
- 6.2. A further circular will issue with regard to the pay adjustments due on **1 October 2018**.

## 7. Pension-Related Deduction

- 7.1. There is **no change** to the thresholds or rates of PRD for the year 2018.
- 7.2. The current PRD table is provided below:

Amount of Remuneration	Rate of Deduction
Up to €28,750	Exempt
€28,750 - €60,000	10%
Any amount over €60,000	10.5%

## 8. Possible Anomalies

- 8.1. The application of adjustments under paragraph 3.1 or 4.1 above may result in the basic salary of a public servant being higher than the basic salary applicable to a higher point on that public servant's payscale.
- 8.2. To address this anomaly, the Minister for Public Expenditure and Reform has made a Direction under section 16 of the Act to **temporarily** amend any incremental scale of

a public servant in such a manner as the Minister thinks fit to avoid a substantial inequity arising. (A detailed guidance note will issue in respect of this.)

- 8.3. While no such anomaly arises in respect of the revised payscales in appendices to this circular, Departments should consult with this Department where such anomalies are identified.

## **9. Overtime**

- 9.1. Payment in respect of overtime rendered on or subsequent to 1 January 2018 by members of grades to which this circular applies should be calculated by reference to the revised pay rates with effect from 1 January 2018.

## **10. Officers on Mark-Time**

- 10.1. For officers on mark-time, both notional and mark-time pay will be revised with effect from 1 January 2018.

## **11. Premium Rates of Pay**

- 11.1. Premium rates of pay payable in respect of or subsequent to 1 January 2018 which are calculated as specific percentage or specified proportion of basic salary should be calculated by reference to the revised rates of pay with effect from 1 January 2018.

## **12. Allowances**

- 12.1. Allowances which are calculated as a specific percentage or specified portion of basic pay should be calculated by reference to the revised rates of pay with effect from 1 January 2018.
- 12.2. Fixed allowances are unaffected by these measures.
- 12.3. Children's allowances, both standard and ex-gratia, remain unchanged.

## **13. Pension Entitlement "Grace Period"**

- 13.1. Departments are reminded that for the purposes of calculating pension and lump sum awards at retirement, the pay reductions applied under the FEMPI Act 2013 are disregarded for persons who retire from the public service up to 1 April 2019.
- 13.2. This "grace period" is provided for originally under section 9 of the FEMPI Act 2013, and has been extended to 1 April 2019 by S.I. No. 547 of 2015.

- 13.3. With the application of paragraph 3.1 above complete as of 1 January 2018, this “grace period” protection in respect of the FEMPI 2013 pay reductions will only continue to apply in respect of public servants with post-HRA remuneration in excess of €110,000, who will not have achieved full restoration of the FEMPI Act 2013 salary adjustment until 1 April 2019.
- 13.4. Public servants who retire during the grace period may benefit by having their pensions and retirement lump sums calculated by reference to salary rates which discount the impact of the FEMPI Act 2013 salary adjustments applying to salaries in excess of €65,000.
- 13.5. It should also be noted that public servants who retire during the grace period are entitled to have any impact on pay arising from the FEMPI 2013 suspension of the operation of a pay scale i.e. increment freeze or delay, discounted in the calculation of their pension and lump sum awards.

#### 14. Queries

- 14.1. Individual queries in relation to this circular should be raised in the first instance with PeoplePoint or, where applicable, with local HR Units.
- 14.2. Departments who experience difficulties that arise in the application of this circular should raise the matter with this Department via email to [payscales@per.gov.ie](mailto:payscales@per.gov.ie).
- 14.3. A detailed guidance note will issue separately in respect of the application of sections 5 and 8 of this circular.
- 14.4. This circular is also available at [www.circulars.gov.ie](http://www.circulars.gov.ie).

**Appendix 1A**

**Revised payscales with effect from 1 January 2018 for General Service grades.**

**SECRETARY GENERAL I**

€192,233

**SECRETARY GENERAL II**

€182,800

**SECRETARY GENERAL III**

€173,333

**DEPUTY SECRETARY**

€159,083

**ASSISTANT SECRETARY**

€123,591    €129,149    €135,169    €141,190

**PRINCIPAL HIGHER**

€86,817    €90,293    €93,782    €97,258    €100,228    €103,358<sup>1</sup>    €106,483<sup>2</sup>

**PRINCIPAL**

€80,852    €84,170    €87,470    €90,797    €93,599    €96,506<sup>1</sup>    €99,408<sup>2</sup>

**ASSISTANT PRINCIPAL HIGHER**

€68,592    €71,107    €73,632    €76,144    €78,663    €80,130    €82,639<sup>1</sup>    €85,139<sup>2</sup>

**ASSISTANT PRINCIPAL**

€63,596    €65,910    €67,184    €69,435    €71,688    €72,991    €75,259<sup>1</sup>    €77,536<sup>2</sup>

**ADMINISTRATIVE OFFICER**

€30,039    €32,611    €32,945    €35,774    €39,394    €42,151    €44,908    €47,674  
 €50,429    €53,180    €55,077<sup>1</sup>    €56,979<sup>2</sup>

**ADMINISTRATIVE OFFICER HIGHER SCALE**

€42,151    €44,908    €47,674    €50,429    €53,180    €55,077    €56,956    €58,834

**HIGHER EXECUTIVE OFFICER**

€45,264    €46,586    €47,900    €49,217    €50,535    €51,860    €53,180    €55,077<sup>1</sup>  
 €56,979<sup>2</sup>



### HIGHER EXECUTIVE OFFICER HIGHER SCALE

€47,900 €49,217 €50,535 €51,860 €53,180 €55,077 €56,324 €57,577 €58,834

### EXECUTIVE OFFICER

€27,657 €29,558 €30,617 €32,415 €34,016 €35,571 €37,116 €38,629 €40,158  
€41,645 €43,176 €44,198 €45,639<sup>1</sup> €47,082<sup>2</sup>

### EXECUTIVE OFFICER HIGHER SCALE

€30,617 €32,415 €34,016 €35,571 €37,116 €38,629 €40,158 €41,645 €43,176  
€44,198 €45,639 €46,714 €47,788 €48,863

### CLERICAL OFFICER

€23,801 €24,864 €25,565 €26,615 €27,663 €28,712 €29,759 €30,790  
(€456.15) (€476.52) (€489.93) (€510.06) (€530.15) (€550.25) (€570.33) (€590.06)  
€31,808 €32,514 €33,519 €35,082 €36,314<sup>1</sup> €36,880<sup>2</sup>  
(€609.60) (€623.11) (€642.37) (€672.35) (€695.93) (€706.79)

### CLERICAL OFFICER HIGHER SCALE

€24,864 €25,565 €26,615 €27,663 €28,712 €29,759 €30,790 €31,808  
(€476.52) (€489.93) (€510.06) (€530.15) (€550.25) (€570.33) (€590.06) (€609.60)  
€32,514 €33,519 €35,082 €36,314 €36,880 €37,639  
(€623.11) (€642.37) (€672.35) (€695.93) (€706.79) (€721.34)

### HEAD SERVICES OFFICER

€566.36 €584.74 €602.83 €621.02 €633.00 €650.94 €672.35<sup>1</sup> €695.93<sup>2</sup>

### SERVICES OFFICER

€406.66 €420.08 €432.16 €448.26 €464.60 €481.37 €493.34 €500.56  
€524.88 €541.98<sup>1</sup> €561.66<sup>2</sup>

### SERVICES ATTENDANT

€406.66 €407.39 €432.16 €438.94 €450.51 €467.03 €488.58 €498.19  
€518.47 €535.10<sup>1</sup> €554.56<sup>2</sup>

### CLEANER

€381.47 €403.92 €413.54 €429.86 €446.64 €458.25<sup>1</sup> €477.01<sup>2</sup>

<sup>1</sup> After 3 years satisfactory service at the maximum.

<sup>2</sup> After 6 years satisfactory service at the maximum.

**Appendix 1B**

**Revised payscales with effect from 1 January 2018 for certain grades common to two or more Departments.**

**ENGINEER GRADE I AND PROFESSIONAL ACCOUNTANT GRADE I**

€65,899    €67,891    €69,887    €71,881    €73,866    €76,231    €78,927<sup>1</sup>    €81,622<sup>2</sup>

**ENGINEER GRADE II AND PROFESSIONAL ACCOUNTANT GRADE II**

€57,432    €58,747    €60,051    €61,365    €62,675    €63,985    €65,290    €66,616  
 €67,722<sup>1</sup>    €69,823<sup>2</sup>

**ENGINEER GRADE III AND PROFESSIONAL ACCOUNTANT GRADE III**

€32,365    €34,871    €37,700    €40,523    €43,356    €45,106    €46,851    €48,598  
 €50,338    €52,086    €53,832    €55,577    €57,325    €59,273<sup>1</sup>    €61,210<sup>2</sup>

**STATE SOLICITOR AND PROSECUTION SOLICITOR**

€30,322    €32,609    €33,257    €36,120    €39,770    €42,560    €45,337    €48,134  
 €50,920    €53,691    €63,596    €65,910    €67,184    €69,435    €71,688    €72,991  
 €75,259<sup>1</sup>    €77,536<sup>2</sup>

**LAW CLERK**

€472.71    €492.94    €515.72    €537.86    €573.38    €591.44    €609.41    €621.37  
 €639.21    €657.05    €674.91    €693.30<sup>1</sup>    €711.64<sup>2</sup>

**HIGHER LEGAL EXECUTIVE**

€45,264    €46,586    €47,900    €49,217    €50,535    €51,860    €53,180    €55,077<sup>1</sup>  
 €56,979<sup>2</sup>

**LEGAL EXECUTIVE**

€34,411    €35,836    €37,119    €38,273    €39,433    €40,601    €41,773    €42,898  
 €43,965<sup>1</sup>    €45,355<sup>2</sup>

**SENIOR ENGINEERING DRAUGHTSPERSON**

€37,940    €38,664    €39,571    €40,500    €41,406    €42,326    €43,188    €44,592<sup>1</sup>  
 €46,002<sup>2</sup>

**ENGINEERING DRAUGHTSPERSON**

€558.51    €578.86    €598.81    €618.79    €632.66    €652.56    €672.53    €691.64  
 €710.74    €729.84    €748.99    €773.30<sup>1</sup>    €797.65<sup>2</sup>

**CHIEF SUPERINTENDENT MAPPING**

€47,268    €49,473    €51,683    €53,890    €56,096    €58,299    €60,513    €62,725  
 €64.670    €66.616    €67.722<sup>1</sup>    €69.823<sup>2</sup>

### SUPERINTENDENT MAPPING

€41,966    €43,413    €44,626    €45,819    €47,031    €48,241    €49,429    €50,931<sup>1</sup>  
 €52,431<sup>2</sup>

### EXAMINER IN CHARGE

€36,447    €37,232    €38,007    €38,792    €39,580    €40,370    €41,966    €43,232<sup>1</sup>  
 €44,501<sup>2</sup>

### EXAMINER OF MAPS

€628.85    €646.11    €662.69    €678.23    €694.89    €707.02    €730.22<sup>1</sup>    €753.45<sup>2</sup>

### MAPPING DRAUGHTSPERSON

€466.49    €479.62    €488.76    €504.59    €520.51    €536.54    €552.47    €568.46  
 €583.66    €604.49    €613.42    €622.30    €637.07    €657.61<sup>1</sup>    €678.12<sup>2</sup>

### SENIOR ARCHITECT

€61,326    €64,495    €66,629    €69,705    €72,781    €76,231    €78,927<sup>1</sup>    €81,622<sup>2</sup>

### ARCHITECT

€37,065    €39,731    €42,396    €45,064    €46,841    €48,613    €50,385    €52,162  
 €53,939    €55,713    €57,492    €59,263    €61,059    €63,009<sup>1</sup>    €64,972<sup>2</sup>

### ARCHITECTURAL ASSISTANT GRADE II

€558.51    €578.86    €598.81    €618.79    €632.66    €652.56    €670.76    €690.75  
 €710.74    €729.84    €748.99    €773.30<sup>1</sup>    €797.65<sup>2</sup>

### SENIOR LABORATORY ANALYST

€46,954    €49,069    €50,941    €52,862    €54,839    €56,780    €58,784    €60,766  
 €62,757

### LABORATORY ANALYST

€31,105    €32,394    €34,118    €35,078    €35,992    €38,158    €39,558    €40,968  
 €42,406    €43,840    €45,276    €46,728    €48,186    €49,665    €51,098    €52,086<sup>1</sup>

### NIGHTWATCHMAN

€433.39    €447.00    €462.94    €479.37    €494.05    €503.01<sup>1</sup>    €521.23<sup>2</sup>

<sup>1</sup> After 3 years satisfactory service at the maximum.

<sup>2</sup> After 6 years satisfactory service at the maximum.

**Appendix 2A**

Revised payscales with effect from 1 January 2018 for established employees appointed on or after 6<sup>th</sup> April 1995 paying the Class A rate of PRSI contribution and making an employee contribution in respect of personal superannuation benefits (PPC) for General Service grades.

**SECRETARY GENERAL I (PPC)**

€192,233

**SECRETARY GENERAL II (PPC)**

€192,233

**SECRETARY GENERAL III (PPC)**

€182,304

**DEPUTY SECRETARY (PPC)**

€167,333

**ASSISTANT SECRETARY (PPC)**

€130,027    €135,875    €142,214    €148,524

**PRINCIPAL HIGHER (PPC)**

€91,259    €94,912    €98,583    €102,246    €105,370    €108,660<sup>1</sup>    €111,952<sup>2</sup>

**PRINCIPAL (PPC)**

€84,973    €88,471    €91,943    €95,441    €98,391    €101,450<sup>1</sup>    €104,507<sup>2</sup>

**ASSISTANT PRINCIPAL HIGHER (PPC)**

€72,073    €74,719    €77,370    €80,020    €82,671    €84,219    €86,848<sup>1</sup>    €89,484<sup>2</sup>

**ASSISTANT PRINCIPAL (PPC)**

€65,837    €68,216    €70,583    €72,957    €75,327    €76,693    €79,085<sup>1</sup>    €81,485<sup>2</sup>

**ADMINISTRATIVE OFFICER (PPC)**

€31,533    €33,911    €34,589    €37,566    €41,377    €44,276    €47,178    €50,089  
 €52,991    €55,882    €57,887<sup>1</sup>    €59,887<sup>2</sup>

**ADMINISTRATIVE OFFICER HIGHER SCALE (PPC)**

€44,276    €47,178    €50,089    €52,991    €55,882    €57,887    €59,860    €61,836

**HIGHER EXECUTIVE OFFICER (PPC)**

€47,552    €48,943    €50,329    €51,716    €53,107    €54,495    €55,882    €57,887<sup>1</sup>  
 €59,887<sup>2</sup>

### HIGHER EXECUTIVE OFFICER HIGHER SCALE (PPC)

€50,329	€51,716	€53,107	€54,495	€55,882	€57,887	€59,200	€60,517
€61,836							

### EXECUTIVE OFFICER (PPC)

€29,026	€31,019	€32,139	€34,024	€35,714	€37,347	€38,974	€40,568
€42,178	€43,744	€45,358	€46,427	€47,948 <sup>1</sup>	€49,465 <sup>2</sup>		

### EXECUTIVE OFFICER HIGHER SCALE (PPC)

€32,139	€34,024	€35,714	€37,347	€38,974	€40,568	€42,178	€43,744
€45,358	€46,427	€47,948	€49,077	€50,210	€51,345		

### CLERICAL OFFICER (PPC)

€23,107	€24,619	€25,004	€25,753	€26,858	€27,961	€29,065	€30,168
(€442.84)	(€471.81)	(€479.18)	(€493.54)	(€514.73)	(€535.87)	(€557.02)	(€578.14)
€31,241	€32,315	€33,070	€34,133	€35,188	€36,836	€38,131 <sup>1</sup>	€38,724 <sup>2</sup>
(€598.72)	(€619.29)	(€633.78)	(€654.14)	(€674.38)	(€705.94)	(€730.76)	(€742.14)

### CLERICAL OFFICER HIGHER SCALE (PPC)

€25,753	€26,858	€27,961	€29,065	€30,168	€31,241	€32,315	€33,070
(€493.54)	(€514.73)	(€535.87)	(€557.02)	(€578.14)	(€598.72)	(€619.29)	(€633.78)
€34,133	€35,188	€36,836	€38,131	€38,724	€39,527		
(€654.14)	(€674.38)	(€705.94)	(€730.76)	(€742.14)	(€757.51)		

### HEAD SERVICES OFFICER (PPC)

€594.67	€613.76	€626.75	€645.65	€664.53	€683.44	€705.96 <sup>1</sup>	€730.77 <sup>2</sup>
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### SERVICES OFFICER (PPC)

€416.34	€441.17	€450.53	€470.35	€488.03	€498.61	€511.01	€525.90
€551.37	€569.56 <sup>1</sup>	€589.83 <sup>2</sup>					

### SERVICES ATTENDANT (PPC)

€410.71	€427.55	€450.53	€457.83	€472.90	€490.59	€506.03	€523.42
€544.76	€562.20 <sup>1</sup>	€582.54 <sup>2</sup>					

### CLEANER (PPC)

€397.55	€423.70	€431.02	€448.11	€468.63	€481.34 <sup>1</sup>	€494.06 <sup>2</sup>	
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<sup>1</sup> After 3 years satisfactory service at the maximum.

<sup>2</sup> After 6 years satisfactory service at the maximum.



**Appendix 2B**

**Revised payscales with effect from 1 January 2018 for established employees appointed on or after 6<sup>th</sup> April 1995 paying the Class A rate of PRSI contribution and making an employee contribution in respect of personal superannuation benefits (PPC) for certain grades common to two or more Departments.**

**ENGINEER GRADE I AND PROFESSIONAL ACCOUNTANT GRADE I (PPC)**

€69,239    €71,332    €73,433    €75,529    €77,622    €80,112    €82,947<sup>1</sup>    €85,784<sup>2</sup>

**ENGINEER GRADE II AND PROFESSIONAL ACCOUNTANT GRADE II (PPC)**

€60,363    €61,743    €63,119    €64,501    €65,879    €66,246    €67,585    €68,943  
 €71,152<sup>1</sup>    €73,368<sup>2</sup>

**ENGINEER GRADE III AND PROFESSIONAL ACCOUNTANT GRADE III (PPC)**

€30,680    €33,056    €33,650    €36,617    €39,592    €42,569    €45,547    €47,384  
 €49,218    €51,062    €52,896    €54,735    €56,573    €58,408    €60,253    €62,298<sup>1</sup>  
 €64,338<sup>2</sup>

**STATE SOLICITOR AND PROSECUTION SOLICITOR (PPC)**

€31,835    €34,234    €34,922    €37,926    €41,770    €44,706    €47,630    €50,571  
 €53,505    €56,424    €65,837    €68,217    €70,583    €72,957    €75,327    €76,693  
 €79,085<sup>1</sup>    €81,485<sup>2</sup>

**LAW CLERK (PPC)**

€489.61    €510.60    €541.85    €565.17    €601.84    €620.76    €633.56    €652.31  
 €671.07    €689.80    €708.62    €727.98<sup>1</sup>    €747.30<sup>2</sup>

**HIGHER LEGAL EXECUTIVE (PPC)**

€47,552    €48,943    €50,329    €51,716    €53,107    €54,495    €55,882    €57,887<sup>1</sup>  
 €59,887<sup>2</sup>

**LEGAL EXECUTIVE (PPC)**

€32,617    €34,574    €36,129    €37,626    €38,981    €40,195    €41,421    €42,645  
 €43,874    €45,062    €46,182<sup>1</sup>    €47,643<sup>2</sup>

**SENIOR ENGINEERING DRAUGHTSPERSON (PPC)**

€39,846    €40,608    €41,563    €42,531    €43,492    €44,460    €45,368    €46,843<sup>1</sup>  
 €48,332<sup>2</sup>

**ENGINEERING DRAUGHTSPERSON (PPC)**

€586.65    €607.53    €628.73    €643.30    €664.19    €685.16    €706.15    €726.24  
 €746.35    €766.45    €786.62    €812.23<sup>1</sup>    €837.88<sup>2</sup>

### CHIEF SUPERINTENDENT MAPPING (PPC)

€49,657	€51,984	€54,311	€56,631	€58,958	€61,278	€63,603	€65,933
€66,950	€68,943	€71,152 <sup>1</sup>	€73,368 <sup>2</sup>				

### SUPERINTENDENT MAPPING (PPC)

€44,077	€45,605	€46,877	€48,138	€49,412	€50,689	€51,933	€53,519 <sup>1</sup>
€55,096 <sup>2</sup>							

### EXAMINER IN CHARGE (PPC)

€38,276	€39,099	€39,911	€40,742	€41,567	€42,401	€44,077	€45,410 <sup>1</sup>
€46,755							

### EXAMINER OF MAPS (PPC)

€660.19	€678.34	€695.81	€712.09	€729.68	€742.49	€766.85 <sup>1</sup>	€791.26 <sup>2</sup>
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### MAPPING DRAUGHTSPERSON (PPC)

€490.00	€496.84	€513.48	€530.16	€546.95	€563.71	€580.45	€596.85
€612.53	€622.17	€637.71	€653.22	€668.83	€690.43 <sup>1</sup>	€712.06 <sup>2</sup>	

### SENIOR ARCHITECT (PPC)

€64,470	€66,767	€70,005	€73,237	€76,478	€80,112	€82,947 <sup>1</sup>	€85,784 <sup>2</sup>
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### ARCHITECT (PPC)

€35,127	€37,657	€38,917	€41,728	€44,527	€47,347	€49,213	€51,079
€52,953	€54,815	€56,684	€58,552	€60,421	€62,292	€64,179	€66,237 <sup>1</sup>
€67,251 <sup>2</sup>							

### ARCHITECTURAL ASSISTANT GRADE II (PPC)

€529.93	€567.61	€586.65	€607.53	€628.73	€643.30	€664.19	€685.16
€704.32	€725.31	€746.35	€766.45	€786.62	€812.23 <sup>1</sup>	€837.88 <sup>2</sup>	

### SENIOR LABORATORY ANALYST (PPC)

€49,330	€51,557	€53,531	€55,551	€57,630	€59,679	€61,785	€63,870
€65,968							

### LABORATORY ANALYST (PPC)

€32,337	€33,682	€35,818	€36,830	€37,794	€40,074	€41,547	€43,030
€44,545	€46,054	€47,567	€49,093	€50,632	€52,187	€53,694	€54,736 <sup>1</sup>

**NIGHTWATCHMAN (PPC)**

€416.03	€439.59	€451.23	€468.98	€486.28	€496.46	€511.73	€528.46 <sup>1</sup>
€547.63 <sup>2</sup>							

<sup>1</sup> After 3 years satisfactory service at the maximum.

<sup>2</sup> After 6 years satisfactory service at the maximum.

# **OFFICERS' REPORT AND FINANCIAL STATEMENTS**



**Association of Higher Civil and Public Servants**

**Comhlachas na Sheirbhíseach Uachtarach Stáit agus Poiblí**

**for year ended  
31st December 2017**

**Friendly Society Registration Number: 591T**

Auditors:  
Howlin O'Rourke & Co.,  
4 The Seapoint Building, Clontarf, Dublin 3.

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## Officers and Other Information

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Chairperson	John Glennon
Vice - Chairperson	Edna Dowling
Treasurer	Larry Dunne
Trustees	Billy Carrie Brian McKevitt Brigitta O'Doherty
General Secretary	Ciaran Rohan
Friendly Societies Registered Number	591T
Auditors	Howlin O'Rourke & Co. 4 The Seapoint Building Clontarf Dublin 3
Business address	Fleming's Hall 12 Fleming's Place Dublin 4
Bankers	Permanent TSB 70 Grafton Street Dublin 2
Solicitors	O'Mara Geraghty McCourt Solicitors 51 Northumberland Road Dublin 4

The officers present their report and audited financial statements for the year ended 31st December 2017.

### **Principal Activities, Business Review and Future Developments**

The principal activity of the Association of Higher Civil and Public Servants (AHCPS) is to provide effective negotiation, representation and support services to its members in relation to government, employer and industrial relations issues. Income has increased to €1,159,488 in 2017 from €1,105,882 in 2016.

### **Financial Results**

The surplus for the year (including investment income) after providing for depreciation amounted to €29,511 compared to a surplus (including investment income) of €130,001 in 2016.

### **Status of the Association**

The Association of Higher Civil and Public Servants is a Trade Union registered under the Trade Union Acts 1871 to 1990.

### **Principal Risks and Uncertainties**

The association operates solely in the Republic of Ireland and therefore is not subject to currency risks. The association has a policy of diversifying its cash balances into a number of different funds.

The association is in a strong liquid position and does not foresee any cash flow risk in the near future. The association's policy is to ensure that sufficient resources are available either from cash balances or cash flows to ensure all obligations can be met when they fall due.

### **Officers**

The current officers of the association are set out on the information page of the financial statements.

### **Books of Account**

The Treasurer is responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the association. The Treasurer is also responsible for safeguarding the assets of the association and therefore takes reasonable steps for the prevention and detection of fraud and other irregularities. The books of account of the association are maintained at Fleming's Hall, 12 Fleming's Place, Dublin 4.

### **Auditors**

The auditor's Howlin O'Rourke & Co. were appointed to fill a casual vacancy and they have expressed their willingness to continue in office.

### **Events after the Balance Sheet Date**

A cost may arise during 2018 as a result of flood damage to the associations premises at 12 Flemming's Place, Dublin 2. The potential cost cannot be determined at this stage.

## Officers' Report

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### Payment of Creditors

The officers acknowledge their responsibility for ensuring compliance with the provisions of the EC (Late Payment) Regulation 2002. It is the association's policy to agree payment terms with all suppliers and to adhere to those payment terms.

### Research and Development

The Institute of Public Administration carried out research into pay and remuneration of members during 2017.

On behalf of the Executive Committee



**John Glennon**  
Chairperson



**Larry Dunne**  
Treasurer

**Date: 12th March  
2018**



## Statement of the Officers' Responsibilities

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The officers are responsible for preparing the Annual Report and the financial statements in accordance with Irish Generally Accepted Accounting Practice (accounting standards issued by the Financial Reporting Council).

In preparing those financial statements, the officers are required to:

- select suitable accounting policies and then apply them consistently
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the association will continue in business.

The officers are responsible for keeping proper books of account which disclose with reasonable accuracy at any time the financial position of the association and to enable it to ensure the financial statements comply with the Generally Accepted Accounting Practice in Ireland. They are also responsible for safeguarding the assets of the association and hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the officers are aware:

- there is no relevant audit information (information needed by the association's auditors in connection with preparing their report) of which the association's auditors are unaware, and
- the officers have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the association's auditors are aware of that information.

On behalf of the Executive Committee



**John Glennon**  
Chairperson



**Larry Dunne**  
Treasurer

**Date: 12th March 2018**

## Independent Auditors' Report to the Members of AHCPs

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### Opinion

We have audited the financial statements of Association of Higher Civil and Public Servants for the year ended 31st December 2017 which comprise the Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement and the related notes to the financial statements, including a summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the society as at 31st December 2017 and of its surplus for the year then ended;
- have been properly prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been properly prepared in accordance with the requirements of the Trade Unions Act 1871 to 1990.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the association in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and the Provisions Available for Small Entities, in the circumstances set out in note 14 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which ISAs (Ireland) require us to report to you where:

- the officers' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the officers have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the associations ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### Other information

The officers are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.



## Independent Auditors' Report to the Members of AHCPs

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In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the association were sufficient to permit the financial statements to be readily and properly audited. The financial statements are in agreement with the accounting records.

### **Matters on which we are required to report by exception**

Based on the knowledge and understanding of the association and its environment obtained in the course of the audit, we have not identified any material misstatements in the Officers Report.

### **Respective responsibilities**

#### **Responsibilities of associations officers for the financial statements**

As explained more fully in the Statement of Officers' Responsibilities, the associations' officers are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the officers are responsible for assessing the associations ability to continue as a going concern, disclosing, as applicable, matters related to the going concern and using the going concern basis of accounting unless management either intends to liquidate the association or to cease operation, or has no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

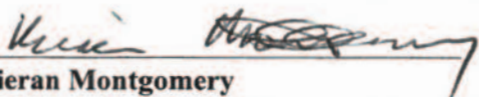
A further description of our responsibilities for the audit of the financial statements is contained in the appendix to this report, located at page 8, which is to be read as an integral part of our report.

## Independent Auditors' Report to the Members of AHCPs

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### **The purpose of our audit work and to whom we owe our responsibilities**

Our report is made solely to the associations members, as a body, in accordance with the Trade Unions Act 1871 to 1990. Our audit work has been undertaken so that we might state to the associations members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume any responsibility to anyone other than the association and the associations members, as a body, for our audit work, for this report, or for the opinions we have formed.



**Kieran Montgomery**

**For and on behalf of Howlin O'Rourke & Co.**

**Certified Public Accountants and Statutory Auditors**

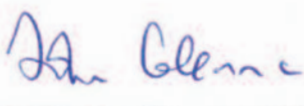
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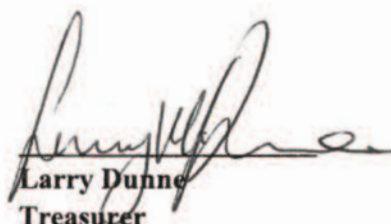
**Dublin 3**

**Date: 12th March 2018**

This is certified as a true copy:  
On behalf of the Executive Committee



**John Glennon**  
**Chairperson**



**Larry Dunne**  
**Treasurer**



### Appendix to the independent auditors' report

Further information regarding the scope of our responsibilities as auditor

As part of an audit in accordance with ISAs (Ireland), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

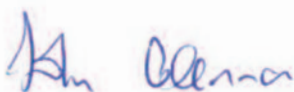
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the officers use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the associations ability to continue as going concerns. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditor's Report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditor's Report. However, future events or conditions may cause the association to cease to continue as going concerns.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

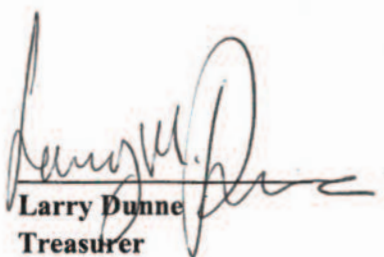
## Income and Expenditure Account

	2017		2016	
	€	€	€	€
<b>Income</b>				
Members Subscriptions		1,100,346		1,047,231
VOA associate members subscriptions		42,525		42,935
Associate membership		13,617		12,716
Miscellaneous Income		3,000		3,000
		<u>1,159,488</u>		<u>1,105,882</u>
<b>Administrative expenses</b>				
Salaries, honoraria and pensions	586,815		494,914	
Printing, postage and stationery	20,795		12,418	
Telephone	8,622		7,350	
Rates and insurance	33,185		31,965	
Light, heat and cleaning	18,459		17,676	
ADC and executive committee expenses	70,369		65,045	
Branch expenses	101,129		105,022	
Travel and subsistence	33,916		28,660	
Subscriptions to other bodies	50,204		49,436	
Publications	3,506		1,592	
Premises and equipment expenses	58,682		42,054	
Legal and professional fees	114,121		101,355	
Depreciation	99,982		100,644	
Bank interest and bank charges	189		121	
Sundries	1,349		1,232	
		<u>(1,201,323)</u>		<u>(1,059,484)</u>
<b>Operating (deficit)/surplus</b>		<u>(41,835)</u>		<u>46,398</u>
Investment income	71,346		83,603	
		<u>71,346</u>		<u>83,603</u>
<b>Net Surplus for the year</b>		<u><u>29,511</u></u>		<u><u>130,001</u></u>

On behalf of the Executive Committee



**John Glennon**  
Chairperson



**Larry Dunne**  
Treasurer

Date: 12th March 2018

## Balance Sheet

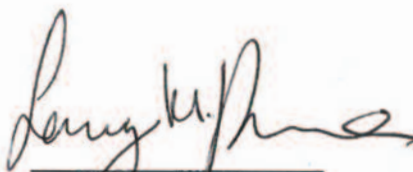
### Balance sheet as at 31st December 2017

	Notes	2017 €	2016 €
<b>Fixed assets</b>			
Intangible assets	7	7,618	7,618
Tangible assets	8	3,699,637	3,799,619
Financial assets	9	2,941,965	2,874,384
		<u>6,649,220</u>	<u>6,681,621</u>
<b>Current assets</b>			
Debtors	10	180,572	171,644
Cash at bank		307,076	232,453
		<u>487,648</u>	<u>404,097</u>
<b>Creditors: amounts falling due within one year</b>	11	<u>(48,077)</u>	<u>(26,438)</u>
<b>Net current assets</b>		<u>439,571</u>	<u>377,659</u>
<b>Net assets</b>		<u><u>7,088,791</u></u>	<u><u>7,059,280</u></u>
<b>Capital and reserves</b>			
General Reserve Account	12	<u>7,088,791</u>	<u>7,059,280</u>
		<u><u>7,088,791</u></u>	<u><u>7,059,280</u></u>

On behalf of the Executive Committee



**John Glennon**  
Chairperson



**Larry Dunne**  
Treasurer

**Date: 12th March 2018**



## Cash Flow Statement

### Cash flow statement for the year ended 31st December 2017

Notes	2017 €	2016 €
<b>Reconciliation of operating (deficit)/surplus to net cash inflow from operating activities</b>		
Operating (deficit)/surplus	(41,835)	46,398
Depreciation	99,982	100,644
(Increase) in debtors	(8,928)	35,456
Increase/(Decrease) in creditors	21,639	(42,571)
<b>Net cash inflow from operating activities</b>	<u>70,858</u>	<u>139,927</u>
<b>Cash flow statement</b>		
Net cash inflow from operating activities	70,858	139,927
Returns on investments and servicing of finance	71,346	83,603
<b>Increase in cash in the year</b>	<u>142,204</u>	<u>223,530</u>
<b>Reconciliation of net cash flow to movement in net funds (Note 13)</b>		
Increase in cash in the year	142,204	223,530
Net funds at 1st January 2017	3,106,837	2,883,307
<b>Net funds at 31st December 2017</b>	<u>3,249,041</u>	<u>3,106,837</u>

### 1. Statement of compliance

The financial statements of the association for the year ended 31st December 2017 have been prepared on the going concern basis and in accordance with generally accepted accounting principles in Ireland and Irish statute comprising the Trade Union Acts 1871 to 1990 and in accordance with the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland (FRS 102) issued by the Financial Reporting Council

#### 1.1. Accounting Convention

The financial statements are prepared under the historical cost convention.

#### 1.2. Tangible fixed assets and depreciation

Tangible fixed assets are stated at historical cost less accumulated depreciation.

##### Depreciation

Depreciation is provided on all tangible fixed assets, other than freehold land and investment properties, at rates calculated to write off the cost of valuation, less estimated residual value, of each asset systematically over its expected useful life, as follows:

Premises	-	2% Straight Line
Fixture, Fittings & Equipment	-	20% Straight Line
	-	
Computer Equipment	-	25% Straight Line

The carrying values of tangible fixed assets are reviewed annually for impairment in periods if events or changes in circumstances indicate the carrying values may not be recoverable.

#### 1.3. Financial Assets

Financial assets are stated at cost.

Investment income is recognised in the financial statements in the year in which the income relates to.

#### 1.4. Pensions

The association operates a defined contribution pension scheme, contributions to which are charged against income and are paid to a separately administered pension fund.

#### 1.5. Members' Subscriptions

Members' subscriptions are accounted for when they are receivable into the association's accounting system. The amount in the income and expenditure account for members' subscriptions refer to subscriptions received in the year together with subscriptions received up until the end of January 2018 relating to the year ended 31st December 2017.

#### 1.6. Taxation

The association is exempt from tax on results from transactions with members of the trade union.

## Notes to the Financial Statement

### 2. Income

The total income of the association for the year has been derived from its principal activity wholly undertaken in Ireland.

	2017 €	2016 €
Members subscriptions	1,100,346	1,047,231
VOA associate members subscriptions	42,525	42,935
Associate membership	13,617	12,716
Miscellaneous Income	3,000	3,000
	<u>1,159,488</u>	<u>1,105,882</u>

### 3. Members Information

	2017 €	2016 €
Number of members at 1st January	3,129	3,005
Number of members admitted during the year	278	225
Number of members whose membership ceased during the year	(257)	(101)
	<u>3,150</u>	<u>3,129</u>

### 4. Operating (deficit)/surplus

	2017 €	2016 €
Operating (deficit)/surplus is stated after charging:		
Depreciation and other amounts written off tangible assets	99,982	100,644
Auditors' remuneration	4,920	5,464
	<u></u>	<u></u>

### 5. Income from investments

	2017 €	2016 €
Income from investments	<u>71,346</u>	<u>83,603</u>

## Notes to the Financial Statement

### 6. Employees

	2017	2016
Number of employees	Number	Number
The average number of employees during the year was:	5	5
Employment costs	2017	2016
	€	€
Wages and salaries	393,915	379,949
Officers Honoraria	30,740	30,740
Social Security Costs	18,715	14,357
Contract Staff	9,261	19,246
Severance Payment	87,782	-
Staff Pension Costs	46,402	50,622
	586,815	494,914

### 7. Negotiating Licence

	2017	2016
	€	€
Deposit - Courts of Justice	7,618	7,618
	7,618	7,618

## Notes to the Financial Statement

8. Tangible fixed assets	Land and buildings freehold €	Fixtures, fittings and equipment €	Computer Equipment €	Total €
<b>Cost</b>				
At 1st January 2017	4,999,098	225,320	87,285	5,311,703
At 31st December 2017	4,999,098	225,320	87,285	5,311,703
<b>Depreciation</b>				
At 1st January 2017	1,199,479	225,320	87,285	1,512,084
Charge for the year	99,982	-	-	99,982
At 31st December 2017	1,299,461	225,320	87,285	1,612,066
<b>Net book values</b>				
At 31st December 2017	3,699,637	-	-	3,699,637
At 31st December 2016	3,799,619	-	-	3,799,619

There were no assets held under finance lease included in the tangible fixed assets.



## Notes to the Financial Statement

9. Financial assets		2017	2016
		€	€
Civil Service Credit Union	(a)	3,395	3,379
Prize Bonds	(b)	32	32
Term deposit	(c)	15,781	15,776
An Post Savings	(d)	886,457	883,428
Investment portfolio	(e)	2,036,300	1,971,769
		<u>2,941,965</u>	<u>2,874,384</u>

(a) The Civil Service Credit Union shares are included at cost.

(b) Prize bonds are included at cost.

(c) The term deposit in 2017 related to three deposits as follows.

- €408,450 was invested in Permanent TSB on 1st September 2011 and matured on the 4th January 2012. In July 2013 €400,000 was transferred out and only the interest earned to date of €15,781 remains. The movement of funds into government bonds has reduced the bank interest received.

(d) The investment in An Post relates to the following:

- €250,000 was invested in An Post Solidarity Investment on 30th November 2010. The investment will earn 50% gross over a 10 year period.
- €120,000 was invested in An Post Saving Bonds on 6th November 2015. The investment will earn 2.5% over 3 years.
- €120,000 was invested in An Post Saving Certs on 6th November 2015. The investment will earn 7% over 5.5 years.
- €120,000 was invested in An Post 4 year Solidarity Bond on 22nd February 2016. The investment will earn 4% over 4 years.
- €120,000 was invested in An Post 10 year Solidarity Bond on 22nd February 2016. The investment will earn 25% over 10 years.
- €145,200 was invested in An Post Saving Certs on 29th May 2016. The investment will earn 7% over 5.5 years.
- €11,257 was invested in An Post Solidarity bond on 30th November 2010.

(e) In 2012 €1,150,000 was invested with Davy Stockbrokers to purchase Irish Government bonds. In 2013 a further €518,872 was invested to purchase more Irish Government bonds. In 2014 a further €200,000 was invested to purchase additional bonds. Interest of €64,531 was received in 2017 in respect of Irish Government bonds.

## Notes to the Financial Statement

10.	Debtors	2017 €	2016 €	
	Members subscriptions receivable	149,180	144,721	
	Prepayments	4,987	3,604	
	Accrued investment income	26,405	23,319	
		<u>180,572</u>	<u>171,644</u>	
11.	Creditors: amounts falling due within one year	2017 €	2016 €	
	Trade creditors	7,854	8,437	
	PAYE and social welfare	29,342	2,211	
	Net wages	-	188	
	Accruals	10,881	15,602	
		<u>48,077</u>	<u>26,438</u>	
12.	Reconciliation of movements in members' funds	2017 €	2016 €	
	Surplus for the year	29,511	130,001	
	Opening members' funds	7,059,280	6,929,279	
	Closing members' funds	<u>7,088,791</u>	<u>7,059,280</u>	
13.	Analysis of changes in net funds	Opening balance €	Cash flows €	Closing balance €
	Cash at bank and in hand	232,453	74,623	307,076
	Investments	2,874,384	67,581	2,941,965
	Net funds	<u>3,106,837</u>	<u>142,204</u>	<u>3,249,041</u>

## Notes to the Financial Statement

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### **14. Accounting Periods**

The current accounts are for a full year. The comparative accounts are for a full year.

### **15. APB Ethical Standard - Provisions Available for Small Entities**

In common with many other entities of our size and nature we use our auditors to assist with the preparation of the financial statements.

### **16. Approval of financial statements**

The financial statements were approved by the committee on the 12th March 2018.



