

**IMPLEMENTATION  
BODY**

# **Teagasc Presentation**

**Public Sector Change & Reform  
5 April 2011**

**Mr. PJ Fitzpatrick  
Chairman  
Implementation Body**

# 1. Environment since July 2010

- Then -Budget adjustment for 2011 of €3bn – ongoing annual adjustments to make 3% target by 2014
- By Autumn – adjustment €6bn for 2011 & €15bn by 2014
- 4 year Recovery Plan & Budget 2011
- ECB & IMF MoU
- New Programme for Government

## 2. Status of Agreement

- Survived all these seismic events
- New Government – Reform is central to the Agenda - committed to the Agreement
- Recent review Dept Finance – ‘extraordinary opportunity’
- Opportunity for delivery of quality services despite reduced resources through greater productivity

# 3. Challenges

- Action Plans set out management agendas for 2011
- Reduction in staff
  - New Programme for Government: 24 -37,000 fewer staff by 2014 and 4,000 fewer by 2015
- Transform and modernise how services are organised & delivered
- Leadership & HR capacity
- Manage in a recession
- Morale & Motivation

# 4. Programme for Government

- Minister and Department for Public Expenditure and Reform
- Key points:
  - Fewer staff
  - Fewer Agencies
  - Reduction in management layers
  - More external recruitment - change in management skills

# 4. continued

- Change to way users access services – put resources in hands of citizens e.g. HSE, FÁS, VEC's
- Mobility – remove barriers
- Reform Health care - HSE cease to exist over time
- Can Agreement support delivery of this level of change?
  - Arguable already doing so – net staff loss of 5% or 16,000 since 2008 with no loss of function

# 5. Challenges for Managements & Unions

- More ambition and urgency? – yes
- Proposals – from management
- Unions – engage positively and constructively – opportunity to influence and contribute essential
- Leadership needed on both sides to deliver change
- Recent Labour Court recommendation on consultation – very important.

# 5. continued

- Savings & Reforms – verifiable & transparent
- Scrutinised as never before – ECB & IMF, Government, Media & the public
- Vital for public confidence in agreement and capacity of public service to reform itself
- More for less & improved services



# 6. Required

- Improved HR/Leadership skills and strategies
- Ability to manage in a recession – vital role of front line & middle managers
- Communications vital – to date good & bad
- Much improved performance management & measurement.
- More ICT & online services

# 7. McKinsey Survey

- Only 8% added value, completed on time and fully met business objectives
- Lessons from most successful
  - staff involvement
  - planned and consistent communication
  - HR, ICT, financial and other support systems.

# 8. Teagasc HR Strategy

- Very timely – model for others – focus on staff
- Alignment – change plan & action plan
- Motivating & positive
- Employee involvement – communication
- Prioritises & protects frontline services
- Internal & external redeployment
- Commitment to training and development
- Performance measurement & management

# 8. continued

- New competencies & capabilities
- More with less – extra students
- Excellence in HR & change
- Admin staff to support advisory services
- Staff – something to believe in & sustain their momentum
- What Implementation Body been exhorting

Finally.....

Many Thanks