

Public Service Agreement 2010 -2014 (Croke Park Agreement)

DEFENCE SECTOR

ACTION PLAN

The Parties to the Defence Sector Agreement which was done in parallel to the Public Service Agreement 2010 - 2014 accept the principles, objectives and obligations set out in the Public Service Agreement. Therefore this plan references those principles, objectives and obligations rather than specific paragraphs of the Public Service Agreement. This Agreement will ensure that the Defence Forces continue their contribution to the return of economic growth and economic prosperity to Ireland while delivering excellence in service to the Irish people. In order to achieve this in the context of reduced resources and numbers and recognising the mobility arrangements pertaining to Officers under the DFRs, the Defence Forces will re-organise and personnel will be required to increase their flexibility and mobility, and work together to achieve the specific actions set out in this plan.

Human resource management <i>Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management, etc.</i>			
Terms of the Public Service Agreement 2010-2014	Action	Target date as per current Action Plan	Current Position
Reduction in Public Service numbers Reconfiguring the design and delivery of public services	1.1 Will participate in a review of the instructions relating to Acting Up and Substitution (A&S) appointments so as to ensure that the principal of short-term acting unpaid appointments and non-substitution is consistent with public service norms.	October 2011 - time frame is on schedule	<p>Completion and ongoing management of this is related to the reorganisation plan. Consultation with Associations has commenced with a view to new instructions relating to Acting Up/Substitution.</p> <p>500 posts have already been eliminated from the organisation. Through reorganisation and redeployment to fill gaps and through more flexible work methods, the number of persons in receipt of substitution at home has been reduced from 350 in March 2009 to just 80 with 42 in receipt of acting up as at Sept 2011. Total headcount has also been reduced from 10,400 in March 2009 to 9,458 at end of Sept 2011.</p>

	<p>1.2 The overall process will be actively managed so as to obviate, as far as possible, the requirement for acting-up and substitution.</p> <p>1.3 A review will be undertaken of the current technical grading of appointments and/or classes of appointments for enlisted personnel, including consideration of whether current requirements merit tech pay, are at the appropriate rate of tech pay (including whether a higher or lower rate of tech pay should be paid) or can be met in a more cost effective manner. The parties are committed to the implementation of proposals arising from the review within an agreed time frame</p> <p>1.4 To cooperate with the approved findings of the VFM review of the RDF</p> <p>1.5 The Parties will co-operate with the drive to reduce costs through organisational rationalisation and restructuring</p> <p>1.5(a) The Parties will co-operate with the drive to reduce costs through service delivery organised in different ways or delivered by different bodies.</p>	<p>End Feb 2012 - timeframe is on schedule</p> <p>VFM Review is still ongoing</p> <p>Ongoing</p> <p>End Nov 2011</p>	<p>Under existing IR agreements acting up arises automatically after 30 days. Proactive management of the system including cross reporting has been implemented etc which is reducing new cases of acting up and substitution arising.</p> <p>The review of technical grades is dependent on the completion of the DF re-organisation. The review will start in late October/November 2011 with implementation of the re-organisation. Meetings with Associations through November to January are planned with a view to implementation in February 2012.</p> <p>Awaiting VFM report.</p> <p>The new DF organisation is based on a force of 10,000 personnel and will rationalise existing structures and introduce new systems to enable the org to be flexible enough to resize and restructure as required so as to maintain, as far as possible, essential capabilities and outputs within Exchequer funding allocations.</p> <p>Pharmacy services will be civilianised and service delivery of Physiotherapy will be re-organised under the future medical service. Certain HR functions have been outsourced with PAS</p>
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<p>Sectoral Agreements Stable industrial relations climate Performance and skills</p>	<p>2.1 Once review of the DF organisation and structure is completed, amend DFR CS4 and Admin Instr. CS4.</p> <p>2.2 Agree with and support the implementation of the recommendation of the Medical Review (PA Consultants Report) in order to deliver medical services in an efficient, effective and economic manner.</p>	<p>Was End August 2011 Now Oct/Nov 2011</p> <p>Review was completed on schedule in June Implementation to commence by end Nov 2011</p>	<p>The amended DFR CS4 has been approved by the Minister and the Associations given an updated brief. Consultation has commenced with the Associations. Revised CS4 Admin Instrument will support a more flexible organisation which can be reshaped and restructured depending on resources, while maintaining essential capability. Implementation will commence by the end of October/November 2011 to be completed within 3 to 4 months.</p> <p>Associations have been briefed on the Future Medical Service (FMS). Further meeting planned over coming weeks. The newly appointed officer commanding the Central Medical Unit has produced a preliminary time bound Implementation Plan. Implementation of the FMS will commence at the end of November 2011. Completion will depend on successful recruitment of doctors and upgrade training for EMTs.</p>

Reduction in Public Service numbers Performance and skills	<p>3.1 Promotion and recruitment within the DF to be maintained within the numbers of the ECF and the defence budget.</p> <p>3.2 Review promotion procedures to ensure merit based competitive promotion policies are the norm.</p>	<p>ECF approved Oct 2010.</p> <p>For Officers Review was due Sept 2011 – Review Completed and new scheme agreed August 2011</p> <p>For NCOs Review was due Sept 2011 – Review Completed and new scheme agreed August 2011</p>	<p>Personnel currently serving (9,458) are below ECF level of 10,000. Promotion and recruitment are being maintained within the ECF numbers and Defence Budget.</p> <p>A new competency based scheme for promotion to the General ranks has been finalised. The new scheme is a fully competitive merit based system consistent with CPSA standards.</p> <p>Following a ballot of their members a fully competitive merit-based promotion scheme for other officers has been agreed with RACO. The new scheme is competency based. It eliminates length of service marks (seniority), opens up the competition to a wider candidature, revises the existing performance assessment system to align it with the competency based promotion system and provides improved opportunities for advancement to more junior officers. Transitional arrangements have also been agreed such that the new scheme will be fully implemented by 2013.</p> <p>A competitive merit-based NCO promotion scheme is being finalized in negotiations with PDFORRA. The scheme will be piloted in 2011 subject to approval by PDFORRA National Executive. The scheme will open up promotions for NCOs right across the system and enable personnel to be promoted to all units throughout the country and will facilitate the redeployment of personnel across units and formations. The scheme addresses a range of systemic issues identified by the Ombudsman. There will be a standardized competency based marking scheme which will also form the basis for a revamped</p>
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Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services	4.1a Recognising that GOCs have power to post personnel to appointments within the Brigade, including for reasons, <i>inter alia</i> , SWAs, surpluses arising from barrack closures, restructuring of the PDF cadre supporting the Reserve, and for operational requirements, etc. the Parties will cooperate in this context with the flexible deployment/ redeployment of personnel.	Ongoing	Redeployment is ongoing in context of organisational down-sizing. Extent of the requirement will depend on the revised organisation structure, the extent of further reorganisation arising from the CRE and Government decisions on the RDF and barrack closures.
	4.1b The Eastern Brigade and DFTC will be treated as the one Brigade area for the purposes of such deployment/redeployment.	Completed	In the past 12 months, approximately 1,050 personnel have been redeployed to different posts within the organisation. Much of this movement is directed at covering off staff reductions in various locations where staff have left the Defence Forces, while others relate to overseas deployment of personnel to UNIFIL etc. The Eastern Brigade and DFTC are now treated as one Brigade area for the purpose of deployment/redeployment
	4.1c In so far as is possible, redeployment will be based on the principles of volunteerism/ expressions of interest so as to avoid the necessity for compulsory redeployment.	Ongoing	Compulsory redeployment to a specific location has been avoided to date.
	4.1d In the event that Government decides to close further installations, the Parties will co-operate in relation to those matters, which fall within the scope of representation, particularly redeployment and retraining of personnel.		No Government decision on further barrack closures.

Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services.	5.1 Agree to enter into a review of the tasks attracting Security Duty Allowance (SDA) and eligibility thereto.	End 2011	An internal working group has reviewed the duties and incidence of SDA across the system. Their Report was passed to the Associations on 25/8/11. Consultation is on-going with the Associations. It is expected to have the review completed by the end of Dec 2011. Internal estimates of savings of over €1.0m p.a. from reorganisation/rationalisation of duties
	5.2 Agree to a review of the recommendations IMG Report (on Bullying and Harassment) in relation to the Specialised Instructors.	End 2012	Terms of reference are being developed for a Joint Working Group to review Specialised Instructor Allowance. Review will be completed by end Dec 2012 as part of a broader scheduled review of the IMG recommendations. Potential saving of €1.0m from rationalisation of this allowance over the course of the agreement.
	5.3 Agree that the Air Corps pilot retention payment will be discontinued on expiration of the current contracts.	Completed	Pilot retention scheme has been discontinued. 22 personnel no longer receiving this payment at a saving of over €600,000 p.a.
	5.4 Agree to a review of current certified sick-leave entitlements/processes and, in that context, consider amongst other things the application of civil service norms in relation to salary payments for long-term sick leave.	Mid 2012	An initial review of sick leave in the DF has confirmed that there is no systemic problem with sick leave in the DF, but there is a problem in exceptional circumstances. Terms of reference are now being developed for a Joint Working Group to review certified sick-leave requirements. To be completed by mid 2012.
	5.5 Will participate in a review of "living-in" accommodation requirements, standards and charges to ensure greater transparency in the system by reference to objective criteria.	Completed for Officers –	Officer Accommodation has been reviewed and classified and all officers in standard accommodation are now paying for accommodation. Agreement has been reached that no further married quarters be allocated.
		On schedule for	A review of enlisted accommodation is ongoing and will be completed by end 2011.

	5.9 The parties agree to continue to work together to address the education and training of personnel to promote future employment following transition out of the Defence Forces by continuing to expand the accreditation of Defence Forces military courses and training.	Ongoing	Accreditation of the training and education programmes throughout the DF is at an advanced stage and expected to be completed by end Dec 2011. Recognition of learning delivers improved motivation and retention of personnel, leading to a collective improvement in quality and capacity for the organisation.
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2. Better Business Processes *Actions under this heading would include efficiency measures including procurement, revisions to business process, reconfigurations and other changes to service delivery options, including sharing of service, revisions to regulatory/inspection actions, and so on.*

Terms of the Public Service Agreement 2010 - 2014	Action	Latest Estimated Time Frame for Completion	Details of Progress Achieved to date/Current Status of each commitment
Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services	6.1 Co location of DF and civilian personnel	Completed – within available accommodation	Decentralisation to Newbridge and collocation of personnel there was completed in November 2010. Insufficient accommodation to accommodate all co-location requirements due to termination of the DF decentralisation project to Curragh leading to diseconomies and fragmentation.
	6.2 Integration of civilian and military elements	Pilot Project to commence end 2011	The Strategic Management Committee is examining a range of possible areas and a pilot integration project will be launched in the final quarter of 2011.
	6.3 Continued use of integrated civilian and military personnel on committees	Ongoing	<ul style="list-style-type: none"> Joint Ctte on HR and Personnel issues established and meeting monthly; Croke Park Implementation Group meeting fortnightly Overseas Operations group established A number of Joint Cttes are established to progress official positions on various Croke Park issues
Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services Performance skills	7.1 Identify aspects of business which could be considered for civilianisation or outsourcing.	Ongoing	As a result of the review of the Medical Services, the Pharmacy service was identified as suitable for civilianisation and the Physiotherapy service as suitable for a change in service delivery, the Defence Human Resources Branch have been making use of the Public Appointments Service for areas such as psychometric testing. Further possibilities for civilianisation or outsourcing continue to be examined.
Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services	8.1 In the event that Government decides to close further installations, the Parties will co-operate in relation to those matters, which fall within the scope of representation, particularly redeployment and retraining of personnel.	9	Government has made no decision on further barrack closures.

3. Delivering for the Citizen <i>Actions under this heading would include efficiency measures and improvements to the processes by which your Department/body delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.</i>			
Terms of the Public Service Agreement 2010 - 2014	Action	Latest Estimated Time Frame for Completion	Details of Progress Achieved to date/Current Status of each commitment
Performance Verification Stable industrial relations climate	9.1 The parties accept the principles, objectives and obligations set out for the Defence Sector and the overall "Public Sector Agreement 2010-2014". 9.2 The parties are committed to public service modernisation as set out in previous agreements.		Continued co-operation. No further actions not covered above are planned at this time.