

Integrated Action Plan under the *Public Service Agreement 2010-2014* for the Civil Service and State Agency Sectors

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

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

The following Action Plan contains specific efficiencies, flexibilities and productivity measures relating to staffing levels and structures. It notes improvements in business processes and service delivery, which will be implemented within the Civil Service and State Agencies. Many actions specified will be pursued over the lifetime of the Agreement, but the focus in this Action Plan is on actions that will improve productivity and services in 2012.

It should be noted that this is not an exhaustive or final list of efficiencies and measures that will be pursued in the interests of flexibility and productivity during the lifetime of the Agreement. The Agreement is dynamic, with the change/reform/modernisation proposals being revised, added to and expanded on an ongoing basis, to support the budgetary process, future Government decisions on services, and the implementation of the Government's Public Service Reform Plan.

As well as key central initiatives to underpin essential change and reform, this Plan highlights some examples of the actions which specific Departments, Offices and agencies intend to take. Many more specific measures are identified in the Action Plans of individual Departments, Offices and state agencies and are the subject of a process of engagement at local level. In respect of any particular Civil Service Department/Office or state agency, this sectoral plan will apply along with the Action Plan for that body.

This revised Action Plan will be submitted to the Implementation Body following consultation with the Trade Unions representing staff of the Civil Service and State Agency sectors.

1. Better human resource management

To include, for example, actions around the reduction of staff numbers; the redeployment of staff to areas of greatest need; the restructuring/reconfiguration of service delivery; changes to work practices; revisions in attendance arrangements; absence management; performance management etc.

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date for Implementation
Resources 1.5 4.3 4.4	Staff Number Reductions Civil Service Departments and Offices and NCSAs will continue to actively manage the reduction of staff numbers with a view to ensuring that the overall ceilings for the Civil Service and NCSA sectors are achieved over the remaining lifetime of the Agreement. The numbers at end Q4 2011 were as follows: - Civil Service: 36,177 (excluding Civil Servants that work for the Oireachtas, which is directly funded by the Central Fund) - NCSAs: 11,500 2012 ceilings are as follows: - Civil Service: 35,607 ¹ (excluding Civil Servants that work for the Oireachtas, which is directly funded by the Central Fund) - NCSAs: 10,892	Over the lifetime of the Agreement
Resources 1.4 1.10 4.1 4.4	Review of allowances and Premium payments A Government decision of 14 November 2011 requires the public service to take additional measures to deliver further efficiencies in 2012 so as to ensure that paybill targets are met and with a view to delivering additional pay savings in 2013 and subsequent years. To this end, a review of allowances and premium payments is being undertaken to achieve a reduction of 5% in the cost of allowances and premium payments in 2012 and further savings in subsequent years. In order to ensure that the proposed review of savings is completed in good time to effect the necessary savings in 2012, it is	Review to be completed by end February 2012

¹ This figure is to be amended to reflect FAS staff moving from the Education Sector from 1 January 2012

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date for Implementation
	proposed to complete the review by end February 2012.	
Redeployment 1.7 1.8 1.10 4.3 4.4 6.3	Redeployment within and across the Civil Service and State Agency sectors <ul style="list-style-type: none"> ▪ Maximise the use of the redeployment provisions of the Agreement ▪ Legislation will be introduced to remove barriers to mobility across sectors ▪ The Public Appointments Service (PAS) will continue to operate the redeployment resource panel system ▪ A PAS web-based Redeployment Toolkit will be made available to support HR Units and staff 	Ongoing Q2 2012 Ongoing Q1 2012
Performance Management 1.13 4.10 4.12	Strengthened Performance Management Arrangements Following on from both the introduction of a new simplified PMDS form across the Civil Service for the 2012 cycle and measures to strengthen the approach to tackling underperformance, D/Public Expenditure and Reform will: <ul style="list-style-type: none"> ▪ Evaluate the operation of the new PMDS system ▪ Review the progress in Departments and Offices on tackling underperformance ▪ Develop electronic PMDS for the Civil Service ▪ Address the issues of fairness and consistency in ratings and the PMDS Competency Framework ▪ Strengthen the linkage between increments and PMDS ▪ Promote performance management culture across the Civil Service State agencies will also address performance management issues - for example, Enterprise Ireland will roll out a new performance management system in 2012.	Q1 2012 - Q4 2012

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date for Implementation
Recruitment 1.13 1.4 1.8 4.9	Senior Public Service Secure agreement of Government on Senior Public Service (SPS) Mobility Protocol in relation to the Civil Service. Implementation of Mobility Protocol Agreement of SPS Management Committee to SPS Development Strategy Implementation of leadership development strategy	Q 1 2012 Ongoing Q2 2012 Q2 2012 & Ongoing
Rationalisation and Reconfiguration 1.7 1.8 1.9 4.3 4.4 6.4	State Agencies The Government's programme of rationalisation of State Agencies will be progressed in line with its announcement in November 2011. Under these plans, 48 bodies will be rationalised by end of 2012 and a further 46 bodies will be subject to critical review by end of June 2012. The Croke Park Agreement will continue to provide the framework under which the rationalisation programme will be implemented. Some specific targets in this regard include: the streamlining of the employment rights institutions; the amalgamation of FETAC, HETAC and the NQAI; merging of bodies/functions under the aegis of the D/Transport, Tourism & Sport and 11 agencies to be reviewed and which the amalgamation agenda applies to under the D/Arts, Heritage & the Gaeltacht.	Ongoing and over the lifetime of the Agreement
Reconfiguration 1.7 1.8 1.9 4.3 4.4 6.3 6.4	Organisational restructuring to meet business needs Departments, Offices and agencies will pursue organisational reconfiguration to meet business priorities, including of structures based on longstanding geographic or functional divides. Such reorganisations will include those being progressed by the Courts Service, the Department of Agriculture, Food & the Marine, Solas, D/Foreign Affairs, Teagasc, Forfás, INIS (D/Justice & Equality), D/Arts, Heritage & Gaeltacht, D/Social Protection and D/Public Expenditure & Reform. Revenue will introduce greater flexibility in the deployment of resources from customer services and transactional processing to compliance and debt management. As part of the reconfiguration process, work practices will continue to be reviewed with a view to	Ongoing over the Lifetime of the Agreement

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date for Implementation
	eliminating inappropriate or outdated practices and arrangements.	
Reconfiguration 1.7 1.8 1.9 4.3 6.3 6.4	<p>Departments, Offices and agencies will intensify efforts to reduce office requirements</p> <p>Specific examples include:</p> <ul style="list-style-type: none"> – D/JEI will consolidate its buildings network in Dublin – D/Transport, Tourism & Sport will reduce number of offices occupied in Dublin to 2 buildings; – Fáilte Ireland will rationalise its tourist information office requirements; – D/Education & Skills and its agencies will engage in initiatives in the area of Property Asset Management to achieve efficiency and value for money from the assets involved; – D/Communications, Energy and Natural Resources and its agencies will take steps to ensure the least cost provision of Departmental and agency accommodation; – D/Agriculture, Food & the Marine will complete its local office re-organisation programme which is reducing accommodation needs from 58 premises to 16. – Teagasc will complete its rationalisation of local offices which will reduce its local office network from 91 to 51. – The IDA will develop a new property management system to capture all stages of IDA's interaction with its property clients, improving the delivery of services in the area of property management; – The Courts Service will rationalise district court offices; – OPW will rationalise the number of its own offices around the country; – Revenue will continue to review smaller offices in order to ensure that less efficient operations are integrated into larger centres and that efficiencies are achieved; and – Inland Fisheries Ireland will develop a property consolidation programme. <p>The OPW will continue the management and rationalisation of its property portfolio including the disposal of surplus properties; reassignment of property released due to the reconfiguration of reduction of office space by Government Departments and Offices; and the conversion of higher cost leases to lower cost leases where opportunities arise.</p>	2012 and ongoing over the Lifetime of the Agreement

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date for Implementation
Resource management 1.4 1.10 4.4	<p>Cross-streaming, co-location and grade restructuring Departments, Offices and agencies will continue to explore opportunities for cross stream reporting. Examples of bodies with specific commitments in this area include D/Communications, Energy & Natural Resources and D/Agriculture, Food & the Marine, the Courts Service and D/Defence (co-location of civilian and military personnel/cross reporting and integration).</p> <p>Conduct a review of the grading structure of the Civil Service and based on that review, assess the scope to reduce the number of management grades.</p> <p>Some examples of specific initiatives to be progressed in the area of grading over the lifetime of the plan include:</p> <ul style="list-style-type: none"> – D/Agriculture, Food and the Marine will examine the options for integrating grading streams; – The National Standards Authority of Ireland (NSAI) will reorganise management, grading structures, roles and offices to better fit organisational needs and; – The OPW will actively seek to rationalise grading structures. 	<p>2012 and ongoing over the Lifetime of the Agreement</p> <p>2012 and ongoing over the Lifetime of the Agreement</p>
Resource management 1.8 4.2	<p>Restatement and simplification of the circulars and other documents that comprise the Personnel Code.</p>	<p>End 2013</p>
Recruitment 1.7 1.13 4.3 4.11 4.18 6.3.1 (i) 6.3.3	<p>Departments, Offices and Agencies will avail of the services of the Public Appointments Service to maximise efficiencies in open recruitment; targeted use of recruitment licences to recruit specific skills (while complying with employment control frameworks).</p> <p>Increase specific skills levels by retraining and limited and targeted recruitment.</p> <p>There will be open recruitment of specialist ICT staff at all grade levels as appropriate, e.g. the Revenue Commissioners.</p> <p>In the context of central discussions, review and revise eligibility requirements to support cross-stream opportunities as appropriate.</p> <p>Departments, Offices and Agencies will continue to support the FÁS Work Placement Programme (WPP)</p>	<p>Immediate and ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>End 2012</p>

2. Better Business Processes

To include, for example actions to increase efficiency and productivity; rationalise core structures, business processes, accommodation requirements etc; establish shared service approaches, establish cross-functional teams/ new work structures, optimise the potential of new technology to streamline operations and generate efficiencies etc.

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
Business Processes 4.13	Business Process Improvement Business Process improvement will form an ongoing part of service delivery in the Civil Service. Specific programmes include those set out in the Action Plans of D/Agriculture, Food and the Marine, D/Social Protection, the Central Statistics Office, the Courts Service, the Office of the Director of Public Prosecutions, the Houses of the Oireachtas Service, D/Arts, Heritage & Gaeltacht, the Valuation Office and the Irish Sports Council.	2012 and ongoing
	Revenue will expand the range of import/export compliance interventions and controls, undertaken on behalf of other agencies.	2012 and ongoing
	A Business Consulting Unit has been set up in D/PER. The Unit will provide advice to public service organisations in the areas of business process improvement, service delivery and organizational development. Information sharing Approaches to better sharing of information will be progressed by Departments, Offices and agencies. For example: <ul style="list-style-type: none"> – Electronic communication and information sharing will be developed between INIS, GNIB, DSP, Revenue and Employment Permits (DJEI) staff to facilitate electronic sharing of information leading to more comprehensive enforcement regime will be established; – D/Social Protection will develop a plan for Means Data Sharing with other agencies; and – Department of Justice and Equality will progress the Criminal Justice Interoperability Project (CJIP) with key agencies in the Criminal Justice system, including developing and agreeing protocols for information sharing. – Property Registration Authority will work to develop ways in which its registration services and online databases can act as a hub for and be utilised by other Public Service bodies. 	2012 and ongoing

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	In D/Health, the National Cancer Registry will undertake a joint project with the National Cancer Control Programme to provide radiotherapy data electronically, eliminating the need for manual data entry and allowing re-deployment of staff into hospitals with increased levels of activity. The CSO will introduce changes to its household survey system.	
Greater Efficiencies 4.13 4.16	Reform of pay cycles Greater efficiencies will be sought in payroll and pensions administration, including through reviewing the frequency of payments. All weekly paid staff to be moved to fortnightly salary cycle. All fortnightly paid staff to be moved to monthly salary cycle. D/Education & Skills will put in place online payroll facilities for schools and other web-based services.	2012/13 End August 2012 End February 2013 Ongoing to 2014
Shared Services 1.11 4.13 4.15	In line with the actions set out in the Public Service Reform Plan, there will be a greater use of shared services on a phased basis with priority areas for the Civil Service including: human resource management; payroll; pensions administration; and banking. Initiatives in other areas will also be advanced on the basis of appropriate business cases. Departments will explore further opportunities for shared services across their operations and with those bodies under their aegis. For example: <ul style="list-style-type: none"> – D/Education & Skills and D/Transport, Tourism & Sport will work to migrate their Departments' payroll systems to D/Finance in Tullamore. – D/Environment, Community & Local Government will work to migrate Met Eireann HR functions into the Dept. 	On a phased basis to end 2014
External Service Delivery Service Delivery Options Appendix	In line with the Public Service Reform Plan, opportunities for the external service delivery of non-core services will be identified and assessed as appropriate. The implementation of any such measures will have regard to the relevant appendix in the Public Service Agreement.	End 2012 for identification and assessment

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Procurement 1.10 1.11 4.13 4.15	<p>The OPW's, National Procurement Service (NPS) will continue to work to achieve greater efficiencies and value for money in the procurement of common goods and services for the public service.</p> <p>Public service bodies will continue to avail of standard based central frameworks. It is anticipated that the NPS will facilitate savings in the order of €40 million in energy related contracts in 2012. In addition, it is anticipated that in excess of €22m will arise from new framework contracts for managed print services in 2012.</p> <p>The NPS will continue to advance the pilot for elnvoicing in Ireland. The full adoption of elnvoicing for public and private sector entities will ultimately lead to multi million € savings for the public and private sectors.</p> <p>In addition the NPS will continue to manage and upgrade the operation of the <i>eTenders</i> website.</p> <p>Further progress in the procurement area will be made in accordance with the Public Service Reform Plan.</p> <p>Departments, Offices and agencies will also take steps to deliver improvements in this area. For example, D/Agriculture, Food & Marine will implement a review of procurement in the Department with a view to achieving 10% savings by 2014.</p>	2012 and ongoing
Inspection Services 1.10 4.14	<p>Relevant areas will seek to manage inspectorates to ensure effective delivery of functions and reduce costs. Examples include: the Agriculture Inspectorate is engaged in a process of reorganisation to improve efficiency and effectiveness. A target has been set to reduce the average cost of inspections by 10%.</p> <p>D/Jobs, Enterprise and Innovation will progress the work of the inter-Departmental Risk Based Enforcement Group with a view to developing proposals for data sharing between offices and agencies to enhance risk based enforcement, and building on this, to examine avenues for increased cooperation between these Bodies, leading to a more coordinated business inspection regime, in line with the commitment to a consolidated inspection regime.</p> <p>The Health & Safety Authority will develop systems to enable deployment of GeoSmart inspection</p>	2012 and ongoing

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	management system onto smart devices.	

3. Delivering for the Citizen

To include, for example, actions to enhance service delivery to the public, including changes to the technology used, more online services, service integration, efforts to reduce information burdens on citizens through better data management/sharing of data, including around identity etc

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Customer centred delivery 1.4 4.4	There will be continued progression of the Quality Customer Service Initiative to enhance the customer experience and to build customer focus into service planning and delivery. This includes the promotion and driving of the Customer Charter process across the Public Service, which is based on a four-stage cycle of engaging with customers, setting service targets, measuring performance and reporting on the progress made.	Ongoing
	A new, web-based whole-of-Government performance measurement system is currently being piloted by D/Public Expenditure & Reform. Its aim is to provide transparency and accountability for the public into the outcomes of Government policy.	Q3 2012
	The National Transport Authority will develop GIS database of bus stops, routes etc. to support decisions on bus licensing applications and public service contracts.	Q4 2012
	A project to create a single point of telephone contact for the citizen for Citizens Information Board and its Delivery Partners (citizens information services, citizens information phone service, MABS etc) will be implemented on a phased basis.	Q4 2012
	D/Social Protection will develop and implement a new customer profile and case management system.	Q2 2012
	Revenue will rollout new and ongoing work developments/changes e.g. Stamp Duty Self-Assessment; re-engineered and simplified Relevant Contracts Tax (RCT); and, implement the cumulative Universal Social Charge.	2012
	CSO will take further steps to achieve the 25% reduction in administrative burdens on business.	Q1 2013
	D/Taoiseach will put in place a comprehensive, interactive EU Presidency website and establish a new Strategic International Communications Unit within the ECF and current Departmental budget.	

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
New technology 4.13	<p>2012 - Publication of new eGovernment Strategy In line with the Public Service Reform Plan, D/Public Expenditure and Reform will publish a new eGovernment Strategy. The draft Strategy is currently being finalised for submission to Government.</p> <p>Under the new eGovernment Strategy, Government Departments and other non-commercial public bodies will develop eGovernment project plans. Public bodies will examine their own services, particularly public facing ones, to consider how these can be moved online. The Strategy will require public bodies to consider new initiatives, such as exploiting the ‘apps’ market to delivery functionality through smart devices.</p> <p>Examples of specific initiatives which Departments, Offices and agencies will take include:</p> <ul style="list-style-type: none"> – CSO will further develop its online statistical services; – D/Environment, Community & Local Government will develop the www.myplan.ie e-planning initiative; – The Companies Registration Office will increase its range of e-filing solutions; – The Valuation Office will increase the range of services it offers online; and – The Property Registration Authority will extend electronic registration which will simplify the land registration process. 	<p>Q1 2012</p> <p>End of Q3 2012</p> <p>2012 and ongoing</p>
Identity Management 1.10 1.11 1.14 4.13 4.15	<p>The Single Customer View application has been released, supporting data validation, data quality and control applications. This solution will be instrumental in helping public bodies to improve the quality of customer identity data, improve assurances around identity claims, remove duplication of effort from recording and checking processes, and facilitate the provision of online identity services. This system takes identity data feeds from a range of national registers across the public service and seeks to match them.</p> <p>CMOD is making a number of applications such as data matching, PPSN look-up, address matching/validation, household control information, online authentication services available on an incremental basis. Application programming interfaces (APIs) have been developed which will facilitate integration into local systems.</p>	<p>From 2012</p>

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New technology 1.10 1.11 1.14 4.13 4.15	<p>Development and implementation of “cloud computing” provision of ICT infrastructures, applications and services leveraging existing departmental facilities where appropriate.</p> <p>This will be developed/implemented in phases on the basis of research/trial outcomes. The initial phase will seek to devise approaches for shared co-location of infrastructure and develop a Cloud Computing strategy for the public service. This will be finalised in conjunction with the Public Service CIO Council. Opportunities for possible market exercises will be examined later in 2012.</p>	<p>Ongoing over life of the Agreement</p> <p>Strategy for Govt. approval in Q2 2012</p>