

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.

1.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	Time Frame	Estimated savings/Benefits arising 2010-2014
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 Substitution and Acting Up appointments so as to ensure that the principal of short-term acting unpaid appointments and non-substitution is consistent with public service norms.	Review will be completed by 31 Dec 2012	Savings already incorporated into 2012 vote. Savings in 2012 to be reflected in 2013 Vote
	1.2 The overall process will be actively managed so as to obviate, as far as possible, the requirement for acting-up and substitution.	Ongoing	Per Gov decision on allowances acting up and substitution only paid from day 1 where the period exceeds a continuous period of 84 days. Only likely to arise overseas following reorganisation and as such no saving.

	<p>1.3 Re-organisation of Defence Forces into 2 Brigades with a total strength ceiling of 9,500.</p>	<p>To be completed by 30 Nov 2012, with further implementation ongoing.</p>	<p>To implement requires a further new Defence Force regulations CS4 (re-organisation). It will result in the following:</p> <p>A reduction of the strength of PDF personnel from 10,000 to 9,500 representing 6.23% of its Army establishment, including</p> <ul style="list-style-type: none"> • 12% of Officers (118 posts), • 8% of Non Commissioned Officer's (225 posts), and • 4% of Privates (157) <p>inclusive of a reduction of 200 headquarter personnel in brigade staff from back office functions.</p> <p>A reduction of Army HQs and operational structures representing a reduction of 30% of Army Units (from 27 to 19) and 33% of Army Brigades (from 3 to 2), resulting in:</p> <ul style="list-style-type: none"> • The closure and consolidation of 150¹, enabling the streamlining and rationalisation of logistic management structures including reducing transaction costs, reducing inventory levels, improving flow of materials and associated holding costs, better space utilisation and
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¹ Accounts are inventories of high value items administered by NCO's to manage and ensure the safe care and security of clothing, ordnance, munitions and other such military equipment.

	<p>1.4 Re-training and re-skilling of personnel for their new appointments in the new 2 Brigade structure.</p> <p>1.5 A review will be undertaken of the current technical grading of appointments and/or classes of appointments for enlisted personnel, including consideration of</p>	<p>31 May 2014</p> <p>30 June 2013</p>	<p>reduction of effort to order and stock goods.</p> <ul style="list-style-type: none"> • The freeing up for redeployment of 560 personnel across the Defence Forces, e.g. from Donegal to Kildare including the freeing up of 414 personnel for redeployment to frontline operational Units. • The consolidation of capabilities, with fewer units and personnel cross trained to deliver enhanced multi-role capabilities. • Reduced average cost of unit of labour by reconstituting the composition of the force. • The work carried out by departing personnel will be absorbed by the remaining personnel and the Defence Forces will continue to deliver the services required by Government. <p>Retraining and re-skilling of personnel to enable their skill sets to be re-matched with the requirements of the organisation and to ensure the organisation is fit for purpose will be implemented over the next 18 months.</p> <p>Modernisation of technical pay resulting in a more cost effective service delivery. Incorporation of certain routine duties into standard terms and conditions.</p>
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	<p>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>1.6 Agree to enter into a review of the tasks attracting Security Duty Allowance (SDA) and eligibility thereto.</p> <p>1.6 Review of overseas expense related packages.</p> <p>1.7 Give consideration to a review of allowances identified by DPER for priority review/elimination.</p> <p>1.8 To co-operate with the approved findings of the VFM review of the RDF</p> <p>1.9 The Parties will co-operate with the drive to reduce costs through organisational rationalisation and restructuring and by service delivery organised in different ways or delivered by different bodies.</p> <p>1.9 (a) The Parties will co-operate with the drive to reduce costs through external service delivery.</p>	<p>31 Mar 2013</p> <p>31 Dec 2012</p> <p>30 June 2013</p> <p>Review published Nov 2012</p> <p>Ongoing</p> <p>On-going</p>	<p>The benefits accruing are consolidation of tasks attracting allowances and forecast savings of €1m.</p> <p>Increased administrative efficiencies and associated savings.</p> <p>Modernisation of allowances.</p> <p>Implement findings of review and reorganisation of RDF by 31 March 2013.</p> <p>Cost effective delivery of service. See benefits at 1.3 above arising from the Re-organisation from 3 to 2 brigade structure.</p> <p>Pharmacy services will be civilianised and service delivery of Physiotherapy will be re-organised under the future medical service.</p>
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<p>Sectoral Agreements Stable industrial relations climate Performance and skills</p>	<p>2.1 Consult Representative Associations on organisation and structure.</p> <p>2.2 Once review of the DF organisation and structure is completed, amend DFR CS4 and Admin Instruction CS4.</p> <p>2.3 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. Implementation Plan in place. Phased implementation to be progressed.</p>	<p>On going</p> <p>Early Dec. 2012</p> <p>First stage, i.e. the full implementation of the new Central Medical Unit to be completed by 30 Nov 2012.</p>	<p>Representative Associations consulted on the implementation of the new organisation and structure.</p> <p>Efficient and effective allocation of personnel within reduced resources and personnel numbers. Control of numbers.</p> <p>The new Unit will streamline administrative operations and eliminate duplication by bringing all medical personnel under one central administration. It will manage and deliver Medical Services based on operational requirements and demands. Medical services will be aligned to the operational needs of the Permanent Defence Force and Defence Force strategy.</p>
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<p>Reduction in Public Service numbers Performance and skills</p>	<p>3.1 Promotion and recruitment within the PDF to be maintained within the new 9,500 number for the Permanent Defence Force.</p> <p>3.2 Review competencies for Generals, Officers and Non Commissioned Officer's merit based promotion systems.</p>	<p>On going</p> <p>31 July 2013</p>	<p>Benefit accrues centrally. Cost savings for reduction incorporated in the allocation of the 2012 Defence Vote.</p> <p>In conjunction with the Public Appointments Services:</p> <p>Generals: The competencies for Generals are being reviewed.</p> <p>Officers: The competencies for all other officer ranks are being developed.</p> <p>NCO's: Once the pilot NCO promotion system has been completed a review of same will be undertaken. New fully merit based promotion systems have been agreed and are being implemented. Further work to be undertaken on review of competencies.</p>
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<p>Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services</p>	<p>4.1 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.</p> <p>4.2 The Eastern Brigade and DFTC will be treated as the one Brigade area for the purposes of such deployment/redeployment.</p> <p>4.3 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.</p> <p>4.4 Barrack Consolidation. With reduced staff numbers we will seek all opportunities to rationalise our property portfolio, improve our utilisation rates, reduce maintenance costs and raise income through the sale of property assets, where appropriate.</p>	<p>On going</p> <p>In place</p> <p>Ongoing</p> <p>Barrack closures completed on 31 March 2012. Further consolidation in light of RDF VFM Review and reorganisation published Nov 2012.</p>	<p>Provides flexibility within the PDF to maintain capabilities within reduced numbers and a more proactive identification and allocation of resources to priority activities where necessary.</p> <p>Consolidation of personnel into fewer barracks has enabled the increased deployability of personnel, resulting in improved flexibility and effectiveness.</p> <p>Annual direct savings in respect of utilities, security duty allowances and maintenance amount to approx €1.3 million per annum in respect of the 4 PDF barracks being closed.</p> <p>Additional capital income may accrue through the sale of excess property assets at PDF and RDF installations, at the appropriate time.</p>
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Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services.	<p>5.2 Agree to a review of the IMG recommendations in relation to the Specialised Instructors.</p>	<p>30 June 2013</p>	<p>The outcome of the general review of the ‘Independent Monitoring Group Report’ now scheduled to commence by end of 2012 will feed into the consideration of the issue of a review of SIA. Forecast savings in 2013 of €150,000.</p>
	<p>5.3 Agree to a review of current 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, having regard to the unique demands of military service.</p>	<p>On-going in conjunction with central sick leave reforms.</p>	<p>Continue to maintain current PDF low levels of absenteeism (2.7% in 2011) and harmonisation with civil service norms. Targeted reduction in sick leave levels by 5% by end 2014 with associated direct salary cost savings.</p>
	<p>5.4 Agree to a review of current annual leave entitlements/processes and, in that context, consider amongst other things the application of civil service norms having regard to the unique demands of military service.</p>	<p>On-going</p>	<p>Potential greater productivity by reduction in annual leave and harmonisation with civil service norms and greater streamlining of administrative processes.</p>
	<p>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.</p>	<p>30 June 2013</p>	<p>Increased revenue from charges. Officers accommodation review has been completed and a review of “other ranks” accommodation is ongoing.</p>

	<p>5.6 Agree to review the criteria for NCO course qualification and selection.</p> <p>5.7 The significant work already achieved in progressing Regulatory reform will be continued while also ensuring that Defence Force regulations are updated in a timely fashion where required arising out of the finalisation of action points within this Defence Sector Action Plan. Part V Defence Act rewrite.</p>	<p>30 June 2013</p> <p>Ongoing</p>	<p>More people qualified for higher level posts. Integration with the new promotion scheme which is currently being piloted.</p> <p>Continued modernisation of defence legislation.</p>
	<p>5.8 Continue to maintain a high performance culture, capacity and capability across the PDF. 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.</p>	<p>On going</p>	<p>Provision of skills and knowledge to personnel in preparation for their exit from the PDF necessitated by existing terms and conditions of employment.</p> <p>External accreditation: currently military education and training is being aligned with civilian equivalent and civilian accreditation is being sought from HETAC, FETAC and third level institutions, e.g. Command and Staff Course is accredited with a level 9 award.</p>

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	Timeframe	Estimated savings/Benefits arising 2010-2014
Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services	6.1 Continue to contribute to the provision of shared services to maximise efficiencies and increase effectiveness through providing cross sector support to other Government organisations, Departments and agencies.	Ongoing	Providing optimum service delivery channels for other Government departments by providing: <ul style="list-style-type: none"> • Operational support to the Prison Service (Security at Portlaoisie Prison and prisoner escorts), the Garda Síochána (Explosive Ordnance Disposals and Garda Air Support Unit), the Central Bank and others. • Aid to the Civil Authority services to the Irish Coastguard and the HSE (air ambulance) and for events and national emergencies, i.e. floods, snow etc. • Air services to the Government, the HSE, Department of Agriculture, Food and Marine, (maritime patrols) Revenue Commissioners, National Parks and Wildlife Authority (bog, seal and deer surveys).
	6.2 Continue to contribute to the provision of regulatory inspections	Ongoing	Conducting multi-role Naval patrols for fishery protection, protect national sovereignty and support to a number of

	<p>6.3 Continue to contribute to assist in the development of innovative ideas and the envisaged creation of employment by the utilisation of technology.</p> <p>6.4 Integration of civilian and military elements</p> <p>6.5 Continued use of integrated civilian and military personnel on committees</p>	<p>Ongoing</p> <p>Pilot project in ISDP to commence in Q4 2012</p> <p>On going</p>	<p>Govt organisations.</p> <p>Air services as above at 6.1</p> <p>Co-operation with Enterprise Ireland and others to assist in the development of Defence Forces capabilities and provision of support to related enterprises, research and development.</p> <p>Better integration, elimination of duplication and more effective delivery.</p>
<p>Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services Performance skills</p>	<p>7.1 Continue to identify aspects of business which could be considered for civilianisation or outsourcing.</p>	<p>Ongoing</p>	<p>Provision of medical services in some areas is currently being considered. Agreement has been reached on the outsourcing of some medical services.</p>
<p>Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services</p>	<p>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.</p>	<p>Subject to Government decision.</p>	<p>Maintenance of capabilities within reduced numbers.</p>

3. Delivering for the Citizen *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.*

Terms of the Public Service Agreement 2010 - 2014	Action	Timeframe	Estimated Savings/benefit arising 2010 - 2014
<p>Performance Verification Stable industrial relations climate</p>	<p>9.1 Creating synergies with international partners (as approved by Government) to generate efficiencies and improve effectiveness.</p>	<p>Ongoing</p>	<p>Improved situational awareness, integration, inter-operability with international Defence partners.</p> <p>Synergies created by e.g.</p> <ul style="list-style-type: none"> • Bi-lateral co-operation with the deployment of joint Irish/Finnish Unit with UN in Lebanon, • Development of palatte of forces for UN mandated and Govt approved peace keeping missions through Battlegroup commitments. • Participation in EU's defence capability development programme including the EDA Pooling and Sharing initiative. <p>Sharing of services and costs in relation to joint deployments.</p>

	<p>9.2 The parties accept the principles, objectives and obligations set out for the Defence Sector and the overall “Public Sector Agreement 2010-2014”.</p> <p>9.3 The parties are committed to public service modernisation as set out in previous agreements.</p>	2010 - 2014	Permits greater flexibility within the PDF to maintain capabilities and provides for same in a collaborative manner
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