

**PUBLIC SERVICE AGREEMENT 2010-2014 (CROKE PARK AGREEMENT)
PART A – PROGRESS ON DEPARTMENTAL / AGENCY ACTION PLAN
For submission by 3 May 2011**

Terms of Agreement 2010-2014 (refer to all relevant paragraphs)	Target Date as per Current Action Plan	Action	Comment
1.5-1.6	<p>100 staff - end 2010 93 staff – end 2011 91 staff – end 2012 89 staff – end 2013 88 staff – end 2014</p> <p>Procedures agreed Q1 2011</p> <p>Procedures agreed Q4 2010</p>	<p>Reduction in public service numbers</p> <p>Adhere to the requirements of the Employment Control Framework in relation to reductions in staff numbers through the following:</p> <ul style="list-style-type: none"> ◇ Use of redeployment to reduce staff numbers ◇ Compliance with the recruitment moratorium ◇ Encourage staff to avail of any voluntary exit mechanisms being put in place ◇ Continue temporary secondment of staff from client organisations to assist with the running of large campaigns for clients where required ◇ Agree procedures for dealing with staff currently on temporary secondment, involving staff representative groups in this process (and making all staff aware of any developments in this area) <p>Develop procedures to ensure services can be provided throughout the year without recruiting additional temporary staff (e.g. summer time)</p>	<p>Staff numbers now – 99.26 (105.76 at end Q1 2010). 6 staff placed on redeployment panel in April to achieve target of 93 by end 2011.</p> <p>Procedures agreed; staff on temporary secondment now transferred permanently to Department of Social Protection/ Garda Síochána or have had their secondment period extended by 18 month. Briefing sessions were held for all staff to explain the procedures being adopted and the up-to-date position in relation to redeployment from PAS.</p> <p>Procedures agreed; no temporary staff will be required.</p>

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1.7-1.8		<p>Redeployment in the integrated public service</p> <p>Play a central role in the operation of the redeployment programme across the civil and public service; including:</p> <ul style="list-style-type: none"> ◇ Developing systems to allow PAS to manage the redeployment process 	
	Q4 2010	<ul style="list-style-type: none"> ◇ Ensuring that resources are allocated and structures in place to manage the redeployment process 	<p>We have put the centralised system in place to allow us to handle the redeployment process and have rolled this out to all civil service clients.</p> <p>Adequate staffing in place to deal with the redeployment process.</p>
	Q4 2010	<ul style="list-style-type: none"> ◇ Managing and developing the redeployment process on an ongoing basis, including the supporting applications; <u>and</u> 	<p>The supporting application has been enhanced on a number of occasions since it has been developed. The development of a Redeployment Toolkit for both client organisations and staff being redeployed has commenced; this is due to be finalised in Q2.</p>
	Ongoing	<ul style="list-style-type: none"> ◇ Assessing roles to be filled through redeployment and conducting selection process to fill those roles (including an assessment of how the competencies and skills of those available for redeployment match the requirements of various roles, and making informed decisions as to the level at which they can be redeployed) 	<p>We have assessed all roles to be filled through redeployment to date and conducted selection process (where appropriate). To date this process has been conducted for agency staff being redeployed to the Department of Health and Children (from Children Acts Advisory Board, National Council on Ageing and Older People and Women's Health Council), and staff from the National Building Agency being redeployed to the Grangegorman Development Association.</p>
	Ongoing	<p>PAS will also:</p> <ul style="list-style-type: none"> ◇ Examine closely the roles, specifications, terms, conditions and requirements (including job titles) for all posts we are recruiting for to identify any possible barriers to a unified public service 	<p>We have examined the roles, specifications, terms, conditions and requirements (including job titles) for all posts we are recruiting for to identify any possible barriers to a unified public service. Any issues were discussed with the Department of Finance.</p>
	Ongoing	<ul style="list-style-type: none"> ◇ Hold public service recruitment campaigns for common entry grades where recruitment is required (including additional recruitment to local authorities as recommended following the Local Government Review process) 	<p>A new Clerical Officer test is currently being designed to allow for recruitment across the public service. The Temporary Clerical Officer campaign run in 2011 allowed temporary vacancies to be filled across the entire public service.</p>

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1.13	<p>Immediate</p> <p>New procedures in place Q4 2010 Application of procedures - ongoing Training provided for all staff by end January 2011</p> <p>Procedures implemented – Q4 2010; application ongoing 10% reduction in days lost by end 2011 and further reductions thereafter Absenteeism reduced to 3% by end 2014</p>	<p>Performance and Skills</p> <ul style="list-style-type: none"> ◇ Use only merit based processes for all internal campaigns ◇ Enhance the performance management system and increase productivity, by ensuring that: <ul style="list-style-type: none"> (i) managers provide proof of rating awarded; (ii) senior managers sign off on ratings of 4 and 5; (iii) MAC are informed of all units where ratings do not conform to the expected profile and unit managers report to MAC to discuss this issue where it occurs; (iv) managers develop performance improvement plans (and Disciplinary Code used where no improvement) for staff being awarded a rating of 2 (disciplinary action will be taken immediately in relation to those staff awarded a rating of 1); (v) all staff have individual qualitative and quantitative performance targets (vi) training is provided on the enhanced system to all staff ◇ Review the current work life balance and annual leave arrangements (including worksharing and shorter working year scheme) in place and introduce measures to align these with business needs ◇ Introduce new procedures for managing absences following on from the introduction of the revised sick leave circular including: <ul style="list-style-type: none"> (i) Sick leave review meetings for all staff with sick leave levels of concern (ii) Non-payment for sick leave when policies and procedures not adhered to (iii) Use of sanctions where sick leave is of concern and no improvement demonstrated (iv) Introduction of Disciplinary Code specifically aimed at Unsatisfactory Attendance Patterns 	<p>Merit based procedures will be used for all internal promotions but no internal promotions to date.</p> <p>Implemented for 2010 ratings.</p> <p>“</p> <p>“</p> <p>“</p> <p>“</p> <p>Training provided in January 2011.</p> <p>Review conducted and revised procedures in place for annual leave (only one-month max. allowed for summer months) and worksharing review conducted in December 2010.</p> <p>Implemented.</p> <p>Implemented.</p> <p>Implemented - summary of all sanctions taken circulated to all staff through Partnership (9 staff were not awarded increments in 2010). (Paid absence levels in quarter one 2011 – 2.49% compared to 5.1% in quarter one 2010).</p>

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1.8/4.1/4.4	2011, 2013 Q2 2011 Q2 2011	<ul style="list-style-type: none"> ◇ Retain FAS 'Excellence Through People' Accreditation <p>Attendance Patterns</p> <p>Eliminate bank time and regularise attendance patterns at holiday periods</p> <p>Extend or vary office opening hours and revise hours of attendance to facilitate this</p>	<p>Assessment conducted in January 2011 by independent assessors from FAS – ETP Platinum Accreditation retained.</p> <p>Implemented.</p> <p>Office opening hours extended where necessary. Office open from 7.30am to 7.00pm for interview boards as required.</p>
1.25-1.26	Ongoing October 2010	<p>Stable Industrial Relations Climate</p> <ul style="list-style-type: none"> ◇ Maintain a good industrial relations atmosphere ◇ Relaunch the Partnership process and use this forum as a means of encouraging the return of previously good relationship between the various unions in PAS 	<p>Achieved. No local IR issues since Q1 2010.</p> <p>Implemented in October 2010 – ongoing.</p>

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1.9-1.10	<p>New contract and policy in place – Q1 2011 Revised training module and quality control system in place Q2 2011</p> <p>Protocols in place Q4 2010</p> <p>Q2 2011</p> <p>Q4 2011</p> <p>Q2 2011</p>	<p>Reconfiguring the design and delivery of public services</p> <p>Business process redesign projects will be conducted in the following priority areas to ensure that the most efficient and effective methods are being employed and that best use is being made of all resources:</p> <ul style="list-style-type: none"> ◇ Selection Board Members (including a review of the processes for recruitment, quality assurance and payment; this will lead to the development of a contract, revised payments in relation to fees and expenses, enhanced training and quality assurance processes, and any other changes which emerge from the review) ◇ Clients (including a review of the processes for engaging with clients; services provided to clients; commitments to clients in relation to delivery; prioritisation of clients) ◇ Business Processes related to our recently developed core recruitment application (including how it is currently being used and the potential to increase efficiencies through its use) ◇ Large Volume Testing (including a review of all process and expenditure involved in large volume testing, and benchmarking in relation to alternative approaches) ◇ Shortlisting (including a review of the entire shortlisting process to identify where savings in both time and resources can be made) 	<p>A revised Contract has been drafted for Selection Board Members and contact is being made with the Chief State Solicitor's Office to request that it be reviewed by them prior to implementation. Selection and quality assurance processes for selection board members are being reviewed and a new training intervention for selection board chairpersons has been developed. This will be rolled out in Q2.</p> <p>Protocols for accepting and managing clients have been agreed and will be included as part of the new Statement of Strategy.</p> <p>Benefits Realisation Project in relation to core recruitment application is currently underway and is on schedule.</p> <p>Scheduled for Q3-Q4.</p> <p>Scheduled for Q2.</p>

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1.9 – 1.10	<p>Review completed Q4 2010 – use of more cost effective methods ongoing</p> <p>Q2 2011</p> <p>Q2 2011</p>	<p>Reconfiguring the design and delivery of public services contd.</p> <ul style="list-style-type: none"> ◇ Advertising (including reviewing the increasing use of publicjobs.ie in place of newspaper advertising, and examining the potential to move further in that direction, increasing use of networks and professional bodies) ◇ Develop a Knowledge Management Framework to ensure the ideas, knowledge and experience of employees, customers and suppliers are used to improve our performance ◇ Reducing the need for, and dependence on, paper in the recruitment process, including development of profile page and piloting this approach with selection boards 	<p>Review completed; less newspaper advertising and greater focus on www.publicjobs.ie – advertising spend for Q1 2011 was €60,700 compared to €103,980 in Q1 2010.</p> <p>On target for quarter 2.</p> <p>On target for quarter 2.</p>

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1.11-1.12	<p>Ongoing</p> <p>“</p> <p>“</p> <p>“</p> <p>Q4 2011</p> <p>Ongoing</p> <p>“</p> <p>“</p>	<p>PAS aims to continue to further the agenda in relation to Shared Services/ Outsourced Services by:</p> <ul style="list-style-type: none"> ◇ Providing part-recruitment solutions outside of core recruitment for existing & other public service clients (e.g. large scale testing services) ◇ Conducting recruitment campaigns for other public service bodies outside of our traditional remit ◇ Promoting publicjobs.ie as the recruitment site for the entire public service and allowing any public service body to advertise on the website and for applications to be managed through it ◇ Conducting job analysis, organisational analysis, and succession planning projects for public service clients who might previously had to retain external consultants for this purpose ◇ Developing systems and processes to support recruitment to State Boards, (which PAS has become involved in since 2009) ◇ Conducting staff or customer surveys for public service clients ◇ Offering our online training procurement and evaluation tool to other public service clients ◇ Providing feedback and career advice to public service candidates through assessment and coaching 	<p>Has been continued in this period – applicable projects listed in Appendix A.</p> <p>Has been continued in this period – applicable projects listed in Appendix A.</p> <p>Use of publicjobs.ie for advertising purposes by other public service bodies increased from an average of 12 per week in March 2010 to 33 per week in March 2011.</p> <p>Has been continued in this period – applicable projects listed in Appendix A.</p> <p>Paper prepared for Government setting out processes in place and system being put in place.</p> <p>Conducted customer survey for HSA and Courts Service in 2010; conducting training needs analysis survey for RSA at present.</p> <p>Offered to other departments/offices through Training Officer network in 2010.</p> <p>Executive coaching support made available to all recently appointed senior executives. One-to-one feedback provided to all applicants for senior executive positions, on request.</p>

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1.11-1.12	Q4 2010	<ul style="list-style-type: none"> ◇ Developing a template to allow external clients manage applications for their campaigns through publicjobs.ie 	Template developed and used by NUI Galway, NUI Maynooth, HSE and other clients. Continued development of Client Portal services in 2011.
	Ongoing	<ul style="list-style-type: none"> ◇ Developing in-house tests tailored for the public service and using these for the benefit of public service clients 	Tests developed in this period (Q2 2010 to Q1 2011) for Staff Nurse, Student Nurse, Garda Trainee, Administrative Officer, Private Residential Tenancies Board (PRTB), and the Central Statistics Office (CSO). Developing an in-house personality test tailored for the public service; a detailed literature review is currently being conducted.
	Ongoing	<ul style="list-style-type: none"> ◇ Making our facilities available to other public service bodies for testing, interviewing and training 	HSE, Equality Tribunal, An Bord Altranais, An Garda Síochána, and other departments/offices availed of our facilities from Q2 2010 and Q1 2011.
	“	<ul style="list-style-type: none"> ◇ Obtaining feedback from all customers on a regular basis and developing the services offered on the basis of this feedback and continue to report on survey findings and the achievement of service standards 	Client Survey, Selection Board Member Survey and two Candidate Surveys conducted in 2010.
	“	<ul style="list-style-type: none"> ◇ Develop a costing model for costing all of our services and the cost and the savings made by PAS providing such services 	Costing model in place; reports provided to the Board twice a year.
	“	<ul style="list-style-type: none"> ◇ Expanding opportunities for PAS availing of shared services (such as hosting of further IT services & provision of printing services by the Revenue Commissioners) 	Pilot exercise to check out the feasibility of using Revenue storage space (together with the provision of email and file and print services) from Revenue Computer Centre scheduled for 2011.
	“	<ul style="list-style-type: none"> ◇ Making use of all of the framework agreements and central contracts put in place by the Central Procurement Unit 	Central contracts/framework agreements used, if in place, for all procurement.
	“	<ul style="list-style-type: none"> ◇ Conduct recruitment campaigns to recruit skilled people from outside the public service where a skills shortage identified 	No sanction to fill such posts at present.

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1.9-1.10		<p>Publicjobs.ie is now the recognised national site for public sector recruitment in Ireland; we will demonstrate our commitment to progress e-government by:</p> <ul style="list-style-type: none"> ◇ Further development of core recruitment systems to provide additional online services to candidates ◇ Launching Client Portal on publicjobs.ie to serve the emerging needs of clients, including developing extract reports to allow other public service clients use our website to handle recruitment for all posts ◇ Providing additional online self assessment and self selection material to add to the existing facilities for career guidance and advice available on publicjobs.ie ◇ Further development of online sifting/ testing of applicants and increasing the percentage of testing/sifting conducted on-line, where appropriate ◇ Reviewing the compatibility of our recruitment application with the HRMS so that data supplied by candidates at recruitment stage can potentially be used by HR units once assigned to a post 	<p>Eight revisions to core recruitment application have been rolled out since 2011 to provide enhanced online services to candidates.</p> <p>Client portal launched in 2010 to support the redeployment process.</p> <p>On-line assessment material now available for clerical, executive, and administrative officer level posts.</p> <p>Using on-line sifting of applicants for the Temporary Clerical Officer campaign, which allowed us to test 13,783 applicants for temporary posts, and 4077 applicants for contract posts in CSO (for the census) on-line; those placed highest were invited to interview.</p> <p>Conducted a review of the compatibility of our recruitment application with the HRMS so that data supplied by candidates at recruitment stage can potentially be used by HR units once assigned to a post. We have developed a solution for the initial phase of this project and we are waiting on the go-ahead for live release.</p>
	Ongoing		
	Q4 2010		
	Q4 2010		
	Q4 2011		
	Q2 2011		

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1.13	Q2 2011 & implementation ongoing	<p>Performance and Skills</p> <ul style="list-style-type: none"> ◇ Continue to develop our Executive Recruitment and Candidate Search programme in order to attract the best people for all public service posts advertised by PAS, including: <ul style="list-style-type: none"> - Setting up a team, consisting of staff members from recruitment teams to conduct research and benchmarking into how best to source candidates for all types of campaigns for which PAS recruits - Building relationships with professional bodies and networks in order to raise awareness of publicjobs.ie and to attract a greater range of people to apply for posts - Making best use of existing data to support future recruitment and selection 	<p>We have continued to develop our Executive Recruitment and Candidate Search programme by appointing a staff member with responsibility for:</p> <ul style="list-style-type: none"> - conducting research and benchmarking into how best to source candidates for all types of campaigns for which PAS recruits - Building relationships with professional bodies and networks in order to raise awareness of publicjobs.ie - Making best use of existing data to support future recruitment and selection. <p>Implementation on target.</p>
1.9-1.10	2010 - 2012 – timescales for each area set out in Plan	<p>Reconfiguring the design and delivery of public services</p> <ul style="list-style-type: none"> ◇ Implement a new Accessibility Action Plan with a view to increasing the quality of services provided to customers with a disability 	<p>Implementation on target. PAS retained 'Excellence Through Accessibility' Quality Award from the National Disability Authority following an audit in 2010</p>
	Ongoing	<ul style="list-style-type: none"> ◇ Quality Officer to continue to review existing processes and to examine issues raised by feedback from a variety of sources (e.g. customer surveys, appeals and requests for reviews) with a view to improving existing processes, and to communicate these to all staff and produce annual report to MAC and Partnership on progress in this area. 	<p>Campaign Review document now in place to be completed at the end of all campaigns. This includes learning from campaigns to be shared with other recruitment units.</p>
4.13/4.16	Q1 2011	<p>Greater Efficiencies</p> <p>Ensure Electronics Funds Transfers are used for 100% of payments to staff and suppliers in Ireland</p>	<p>Implemented.</p>

PUBLIC SERVICE AGREEMENT 2010-2014 (CROKE PARK AGREEMENT)
PART B – SAVINGS VERIFICATION
For submission by 3 May 2011

Terms of Agreement 2010-2014 (refer to all relevant paragraphs)	Action Implemented	Specific Target Date	Description of the Benefits Achieved: this should include, where possible a qualitative description including (i) Reduction in numbers (WTE) employed on activity (ii) Paybill savings (iii) Non-Pay Savings and/or (iv) Actual Costs Avoided
1.3	Total Reduction in Employee Numbers	Achieved to end Q 1 2011	<p>From 105.76 at end Q1 2010 to 99.26 at end Q1 2011 Payroll cost Q1 2010 – €1,190,300; Q1 2011 – €1,159.190.</p> <p>PAS made the majority of staff savings prior to 2010. It was agreed with the Department of Finance, following a review of the Report on Public Service Numbers and Expenditure Programmes, that PAS would reduce its staffing levels by 30% over three years. The majority of this reduction was achieved by the end of 2009, and resulted in €2,156,000 savings in A1 in 2010 compared to the amount allocated in 2008.</p>
1.7-1.8	Redeployment in the Public Service	Achieved to end Q1 2011	<p>We have put the system in place to allow us to handle the redeployment process and have rolled this out to all civil service clients (designed with our existing IT resources). Staffing resources were put in place (from our existing resources) to deal with the redeployment process.</p> <p>The supporting application has been enhanced on a number of occasions since it has been developed (using our existing IT resources).</p> <p>The Redeployment Toolkit is also being designed from existing PAS resources.</p>
1.9-1.10	Review of advertising	Achieved to end Q1 2011	<p>Review completed; less newspaper advertising and greater focus on www.publicjobs.ie – advertising spend for Q1 2011 was €60,700 compared to €103,980 in Q1 2010.</p>

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1.11 – 1.12	<p>PAS continued to further the agenda in relation to Shared Services/ Outsourced Services by:</p> <ul style="list-style-type: none"> ◇ Providing part-recruitment solutions outside of core recruitment for existing & other public service clients (e.g. large scale testing services) ◇ Conducting recruitment campaigns for other public service bodies outside of our traditional remit ◇ Conducting job analysis, organisational analysis, and succession planning projects for public service clients who might previously had to retain external consultants for this purpose ◇ Conducting staff or customer surveys for public service clients 		<p>PAS has been active in promoting the shared recruitment services agenda and established contact with a wide range of public service organisations to encourage them to make use of PAS' skills, experience and resources to undertake sanctioned recruitment activities across the public service. We have also undertaken a range of additional work for a large number of public service clients who would otherwise have had to use external consultants to provide those services. This has resulted in large savings overall for the public service (and individual public service organisations, though not for PAS itself) and has ensured that the PAS vote has been used to provide the best possible value for money for the taxpayer. This includes:</p> <p>Testing services provided for public service clients outside of our traditional remit (since Q1 2010) are listed in Appendix A.</p> <p>Recruitment campaigns run for clients outside of our traditional Remit (since Q1 2010) are listed in Appendix A. Some specific case studies are also highlighted.</p> <p>Projects conducted for clients (in place of external consultants) are listed in Appendix A.</p> <p>On-line surveys conducted for the Courts Service (both staff and customer) and the HSA since Q1 2010 (estimated savings to those bodies of €22,000).</p>

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1.11 – 1.12	<p>Contd.</p> <ul style="list-style-type: none"> ◇ Developing a template to allow external clients manage applications for their campaigns through publicjobs.ie ◇ Developing in-house tests tailored for the public service and using these for the benefit of public service clients ◇ Making our facilities available to other public service bodies for testing, interviewing and training 		<p>Client Management template developed and used by NUI Galway, NUI Maynooth and HSE. 95 campaigns have been posted and the applications managed for NUI Galway and 42 campaigns have been posted and applications managed for NUI Maynooth. Savings were therefore incurred by clients in relation to both advertising and application management.</p> <p>Tests developed in this period (Q2 2010 to Q1 2011) for Staff Nurse, Student Nurse, Garda Trainee, Administrative Officer, PRTB, and CSO. These tests were developed at no cost to the public body concerned but resulted in large savings to them. These tests were used in the initial selection process and therefore meant that less people would need to be invited to interview, which allowed a greatly reduced number of days interviewing. In addition, the organisation did not have to purchase very expensive tests from external consultants.</p> <p>From Q2 2010 to Q1 2011 PAS has provided interview board rooms to public service clients; the usage is set out below: HSE - 621 rooms Equality Tribunal – 61 rooms An Board Altranais – 85 rooms An Garda Síochána – 22 rooms Other departments/offices – 12 rooms</p> <p>This resulted in savings to these clients as in the past they tended to use external facilities (e.g. hotels).</p>