

Public Service Agreement 2010-2014 (Croke Park Agreement)

Action Plan for Public Appointments Service

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 and savings to be achieved in 2013
1.5-1.6	<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 ◇ Encouraging staff to avail of redeployment and secondments to other public service organisations ◇ Temporary secondment of staff from client organisations to assist with the running of large campaigns for clients where required ◇ Ensuring services can be provided throughout the year without recruiting additional temporary staff (e.g. summer time) ◇ Exploring the use of voluntary redundancy schemes where appropriate <p>Reduction in allowances</p> <ul style="list-style-type: none"> ◇ Reduce payment of switch allowance from to 4 staff to 3 staff (two of these sharing one allowance) and remove it altogether from future staff allocated to this role ◇ Review payment of on-call allowance with an aim of reducing it by 50% in 2014 ◇ Footwear allowance to be abolished (currently paid to 2 Service Officers) 	<p>86 staff – mid 2012 84 staff – mid 2013 83 staff – mid 2014 82 staff – mid 2015 <i>(Savings in 2013 - €30,000)</i></p> <p>All commitments currently in place – to continue on an ongoing basis</p> <p>Q3 2012 <i>(Savings in 2013 - €800)</i></p> <p>Q4 2012</p> <p>Q4 2012 <i>(Savings in 2013 - €130)</i></p>

PAS can offer savings for other public service organisations if our ECF is not reduced any further. We deliver work for our public service clients that has been calculated (2010) to deliver ongoing savings of almost €15m per annum. PAS has been, and can continue to be, a significant contributor to Government objectives in the area of shared services.

Terms of the Public Service Agreement 2010 – 2014	Action/commitment	Target date for implementation and savings to be achieved in 2013
1.7-1.8	<p>Redeployment in the integrated public service*</p> <p>PAS holds a central role in the operation of the redeployment programme across the civil and public service; this involves the following:</p> <ul style="list-style-type: none"> ◇ Managing and developing the redeployment process on an ongoing basis, including the supporting applications ◇ Ensuring that resources and structures continue to be in place to manage the redeployment process and to conduct timely searches to identify suitably qualified individuals for all sanctioned posts ◇ Providing feedback to the Department of Public Expenditure and Reform (who are responsible for the design of the system) in relation to concerns and issues with the implementation of redeployment policy and to suggest potential ways of offering a more effective redeployment service to clients ◇ Supporting public service organisations in the process of uploading data in respect of their resources available for redeployment ◇ Providing Redeployment Consultancy services and support as required ◇ Proactively identifying opportunities where staff available for redeployment may fill gaps in other areas with adequate training/development; acting as a facilitator in bringing together appropriate public service bodies who may have to redeploy staff with those who have appropriate vacancies to be filled ◇ Continuing to liaise with Redeployment Liaison Officers in Civil Service Departments/Offices and the Non-Commercial State Agencies with a view to ensuring they are kept up to date on developments in the area of redeployment and in an effort to deal with any issues that may be arising in their organisation in the area of redeployment ◇ Assessing all 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) ◇ Establishing links with those responsible for redeployment in the health service and local authority system 	All commitments currently in place – to continue on an ongoing basis

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	<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 ◇ Hold public service recruitment campaigns for common entry grades where recruitment is sanctioned (including additional recruitment to local authorities as recommended following the Local Government Review process) 	<p>All commitments currently in place – to continue on an ongoing basis</p>

Terms of the Public Service Agreement 2010 – 2014	Action/commitment	Target date for implementation and savings to be achieved in 2013
1.13	<p>Performance and Skills</p> <ul style="list-style-type: none"> ◇ Conduct recruitment campaigns (where sanctioned) to recruit skilled people from outside the public service where a skills shortage has been identified (e.g. policy analysts, AO specialists)* ◇ Continue to develop our Executive Recruitment and Candidate Search programme in order to support open recruitment and attract the best people for all public service posts advertised by PAS, including*: <ul style="list-style-type: none"> - 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 ◇ Continue to implement the enhanced performance management system, with greater focus on managers providing proof of rating awarded and managers developing performance improvement plans (and disciplinary code used where no improvement) for staff being awarded a rating of 2 (those awarded 1 go straight to disciplinary code) ◇ Implement Workforce Planning Action Plan, including: <ul style="list-style-type: none"> - Review of organisation design and reallocation of resources to priority areas - Review of all worksharing patterns and revise to suit business needs - Structured on-the-job training programmes in areas of skill shortages - Succession management programme for certain key posts ◇ Continue to focus on reducing absenteeism, including: <ul style="list-style-type: none"> - Non payment of increments for those with more than 14 days sick leave in previous year - Greater use of the disciplinary process for those with persistently high absenteeism levels - Greater consideration of absence levels before paid sick leave is granted - Implementation of new centrally agreed uncertified sick leave levels - Implementation of new centrally agreed paid certified sick leave levels - Six monthly reports to Partnership Committee on sick leave levels - Quarterly reports to managers on sick leave levels in their area and organisation overall - Revised Absenteeism Policy - Referrals to CMO after four-week sick leave absence or immediately for some types of sick leave - Programme of return-to-work and sick leave review meetings in place 	<p>All commitments currently in place – to continue on an ongoing basis</p> <p>Q4 2012 Q4 2012 Q4 2012 Q4 2012</p> <p>Reduction to 3% per quarter from 2012 onwards</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 for implementation and savings to be achieved in 2013
1.9 – 1.10	<p>Reconfiguring the design and delivery of public services</p> <p>PAS has already achieved savings since 2007 by cutting staff by almost 40% and the budget by almost 50% and continuing to meet client requirements, with approx. 180 campaigns currently underway, and we are on target to process in excess of an estimated 45,000 applications in 2012</p> <ul style="list-style-type: none"> ◇ Conduct exercise to select Interview Board Members in order to ensure quality and achieve value for money in this area (quality board members are required in order to attract high quality external applicants) ◇ Our core recruitment application will continue to be enhanced where potential to increase efficiencies through its use have been identified ◇ Reduce spending on advertising by (i) continued use of publicjobs.ie in place of newspaper advertising, where possible; (ii) grouping all PAS advertisement into one weekly PAS advertisement. ◇ Review and improve our assessment systems to ensure they accurately reflect needs/challenges of the job(s) and continue to benchmark these methodologies against key public service recruiters worldwide ◇ Enhance the range of bespoke assessment material available for use by PAS to maintain the cost-effectiveness and flexibility of our assessment and placement solutions ◇ Pilot project to reduce the amount of paper used by selection boards and provide board papers in an alternative format (e.g. on tablets) ◇ Conduct business process review of the following (in order to manage throughput in a more effective manner and eliminate non value added processes): <p>Hospital Consultant Recruitment; Senior Professional Recruitment; Senior Management Recruitment; Professional and Technical Recruitment; Large Volume Administrative Recruitment; Large Volume Recruitment (non-admin posts)</p>	<p>Q4 2012</p> <p>Ongoing enhancements from 2012-2014</p> <p><i>(Savings in 2013 - €25,000)</i></p> <p>These commitments currently in place – to continue on an ongoing basis</p> <p>Q2 2013 (Target of €10,000 in saving)</p> <p>Programme to commence in Q3 2012 – to be completed by Q3 2013</p>

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target date for implementation and savings to be achieved in 2013
	<ul style="list-style-type: none"> ◇ Explore use of Six Sigma/LEAN techniques to streamline business processes ◇ Streamline professional/technical/specialist recruitment to achieve economies of scale (e.g. recruitment for Solicitors, Accountants, ICT staff) by running public service campaigns for these posts 	<p>Q1 2013</p> <p>Commence in Q 1 2013</p>

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target date for implementation and savings to be achieved in 2013
1.9-1.10	<ul style="list-style-type: none"> ◇ Review building structure (in consultation with OPW) and examine how the space occupied can be rationalised further and/or rent reduced ◇ Maintain opening hours from 7.30 to 7.00 and extend as required by the business of the office ◇ Examine how utility bills can be reduced by further by: <ul style="list-style-type: none"> - Conducting a communications programme in relation to energy savings - Examining whether an automated switch off of PCs can be introduced - Conducting procurement exercises in respect of all telephone and data services <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"> ◇ Rolling out the Client Portal on publicjobs.ie to additional clients 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 ◇ Free up existing resources currently working on putting client ads on publicjobs.ie by training clients to carry out this work themselves – allocate this extra resource to essential recruitment and selection projects ◇ Further development of online sifting/ testing of applicants and increasing the percentage of testing/sifting conducted on-line, where appropriate 	<p>Q4 2012</p> <p>Currently in place – to continue on an ongoing basis</p> <p>Q1 2013 (Savings in 2013 - €20,000)</p> <p>Commitment currently in place – to continue on an ongoing basis</p> <p>Q4 2012</p> <p>Commitment currently in place – to continue on an ongoing basis</p>

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target date for implementation and savings to be achieved in 2013
1.11-1.12	<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 has ensured that the PAS vote has been used to provide the best possible value for money for the taxpayer.</p> <p>We deliver work for our public service clients that has resulted in substantial ongoing savings. PAS has been, and can continue to be, a significant contributor to Government objectives in the area of shared services.</p> <p>PAS is the shared service recruitment provider for the civil and public service. We will continue to drive the shared service agenda to deliver savings throughout the public service by:*</p> <ul style="list-style-type: none"> ◇ 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 ◇ Delivering scaleable shared service recruitment solutions based on streamlined processes ◇ Alignment of processes across all recruitment areas and improved work flow management which allows for increased visibility of the pipeline and simplified ways of working in line with our Workforce Planning Action Plan ◇ Client engagement and education in relation to the revised processes ◇ Providing best in class assessment methodologies to support recruitment ◇ Facilitating expressions of interest for appointment to State Boards, and engaging with Department of Public Expenditure and Reform and other agencies to explore the role PAS could play in appointment of persons to State Boards ◇ Making our facilities available to other public service bodies for testing, interviewing and training (resulting in savings of €150,000 in 2012 for the bodies concerned) ◇ Process of continuous improvement, including obtaining feedback from all customer groups ◇ Engaging with the Top Level Appointments Committee to ensure PAS can continue to attract and select the most suitability qualified people for senior Civil Service appointments 	<p>These commitments currently in place – to continue on an ongoing basis</p>

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target date for implementation and savings to be achieved in 2013
1.11-1.12	<ul style="list-style-type: none"> ◇ Providing assistance to the Department of Public Expenditure and Reform with: <ul style="list-style-type: none"> -Senior Professional Service Coaching Programme -Development of Competency Frameworks to support PMDS ◇ Providing assistance to the Department of Social Protection with their development programme for new Principal Officers ◇ Continue to share our Accountancy and Translation services with other Government Departments and Offices ◇ Seconding staff to HR Shared Services Centre in order to support the delivery of this project and to bring back the learning to this recruitment shared service 	<p>Q3 - Q4 2012</p> <p>Q3 - Q4 2012</p> <p>These commitments currently in place – to continue on an ongoing basis</p> <p>Q3 2012 – Q3 2013</p>

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target date for implementation and savings to be achieved in 2013
1.11-1.12	<p>PAS will continue to use other public service shared services, including:</p> <ul style="list-style-type: none"> ◇ Continuing to avail of shared services (such as hosting of IT services by the Revenue Commissioners) ◇ Making use of all of the framework agreements and central contracts put in place by the Central Procurement Unit ◇ Fully engaging with the assessment of current performance levels in relation to back-office and administrative functions in areas such as HRM, Finance, Payroll, ICT, Procurement and Pensions, and the establishment of key performance indicators in this context <p>PAS will also outsource (where deemed economically beneficial):</p> <ul style="list-style-type: none"> ◇ Cleaning services in place of employing Cleaners ◇ Some on-line testing services ◇ Development work on specialist tests ◇ Specialist research services for senior executive recruitment ◇ Contact Centre for large volume recruitment campaigns 	<p>All commitments currently in place – to continue on an ongoing basis</p> <p>Q3 2012</p> <p>Q4 2012</p> <p>Q4 2012</p> <p>Q3 2012</p> <p>Q2 2013</p>

*All of these services provided by PAS result in savings to other public service bodies, rather than PAS. The increased efficiencies and actions outlined in this Action Plan will allow PAS to continue to operate at full capacity, despite almost 40% reduction in staff and almost 50% reduction in budget.

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

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target date for implementation and savings to be achieved in 2013
1.9-1.10	<p>Reconfiguring the design and delivery of public services</p> <ul style="list-style-type: none"> ◇ Quality Assurance Group 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) to ensure the ideas, knowledge and experience of employees, customers and suppliers are used to improve our performance ◇ Implement a new Accessibility Action Plan with a view to increasing the quality of services provided to customers with a disability 	<p>Commitments currently in place – to continue on an ongoing basis</p> <p>End 2012 – timescales for each area set out in Plan</p>
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 ◇ Providing additional online self assessment and self selection material to add to the existing facilities for career guidance and advice available on publicjobs.ie ◇ Improve www.publicjobs.ie website by: <ul style="list-style-type: none"> - providing focused information on job opportunities by sector and to facilitate client branding - making it more user friendly - providing more access to online resources - making the interface available over a range of devices 	<p>Commitments currently in place – to continue on an ongoing basis</p>

Guidance Notes

1. Actions contained in the current iteration of Croke Park plans which have been completed/ delivered should now be removed.
2. In their place, new or revised Actions and targets on change and reform should be included as appropriate, taking account, for example, of recent Expenditure Review and Budget decisions and the reform agenda set out in the Government's Public Service Reform Plan.
3. Action Plans should contain all those actions it is intended to deliver over the remaining lifetime of the Agreement (i.e. to 2014).
4. Plans should fully reflect all relevant initiatives being led from the centre and your organisation's contribution to the achievement of same (e.g. reduction in days lost to sick leave and standardised methodology reporting same).
5. Specific target dates for full implementation of each action should be indicated. Where an action is to be undertaken in phases, the target date for each phase should be clearly indicated.
6. It is appropriate to consult with staff representatives through a relevant forum on the proposals submitted.
7. Any queries in relation to this process should be directed to Alan Plummer, Implementation Body Secretariat (ph: 01-6045340, e-mail: alan.plummer@per.gov.ie)