

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
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 ◇ Encourage staff to avail of redeployment and secondments to other public service organisations ◇ Continue temporary secondment of staff from client organisations to assist with the running of large campaigns for clients where required ◇ Continue to ensure services can be provided throughout the year without recruiting additional temporary staff (e.g. summer time) 	<p>86 staff – mid 2012 84 staff – mid 2013 83 staff – mid 2014 82 staff – mid 2015</p> <p>Ongoing</p> <p>Ongoing</p>

Terms of the Public Service Agreement 2010 – 2014	Action/commitment	Target Date for Implementation
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 ◇ Support public service organisations in the process of uploading data in respect of their resources available for redeployment ◇ Launch a Redeployment Toolkit and make it available to all public service bodies ◇ Provide seminars and training in the use of the Redeployment Toolkit ◇ Provide Redeployment Consultancy services and support as required ◇ 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) <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>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q1 2012</p> <p>Q2 2012</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

Terms of the Public Service Agreement 2010 – 2014	Action/commitment	Target Date for Implementation
1.13	<p>Performance and Skills</p> <ul style="list-style-type: none"> ◇ Conduct recruitment campaigns 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 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) ◇ Review the current staffing structure and work life balance arrangements in place and introduce measures to align these with business needs ◇ Continue to focus on reducing absenteeism (including greater use of the disciplinary process and greater consideration of absence levels before paid sick leave is granted) ◇ Retain Excellence Through People Accreditation 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Q1 2012</p> <p>Reduction by 1% in 2012</p> <p>Assessment in Q1 2013</p>
1.25-1.26	<p>Stable Industrial Relations Climate</p> <ul style="list-style-type: none"> ◇ Maintain a good industrial relations atmosphere ◇ Use the Partnership process as a means of maintaining good relationship with and between the various unions in PAS 	<p>Ongoing</p> <p>Ongoing</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
1.9 – 1.10	<p>Reconfiguring the design and delivery of public services</p> <ul style="list-style-type: none"> ◇ An analysis of options available in relation to reducing the spend on Selection Board Members will be conducted and appropriate actions put in place ◇ Our recently developed core recruitment application will continue to be enhanced where potential to increase efficiencies through its use have been identified ◇ Continued use of publicjobs.ie in place of newspaper advertising, where possible ◇ 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 	<p>Review conducted by end Q2 2012</p> <p>Ongoing enhancements from 2012-2014</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</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"> ◇ 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 ◇ Further development of online sifting/ testing of applicants and increasing the percentage of testing/sifting conducted on-line, where appropriate 	<p>Ongoing</p> <p>Ongoing</p>

Terms of the Public Service Agreement 2010 - 2014	Action/commitment	Target Date as per Current Action Plan
1.11-1.12	<p>PAS will continue to use other public service shared services, including:</p> <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) ◇ Making use of all of the framework agreements and central contracts put in place by the Central Procurement Unit ◇ Fully engage 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>Email Disaster Recovery Q1 2012</p> <p>Ongoing</p> <p>Ongoing</p>

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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1.9-1.10	<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 ◇ 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 	<p>End 2012 – timescales for each area set out in Plan</p> <p>Ongoing</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 providing focused information on job opportunities by sector and to facilitate client branding 	<p>Ongoing</p> <p>Clerical Officer Q1 2012 Administrative Officer Q2 2012</p> <p>Q3 2012</p>

