

Public Service Agreement 2010-2014 (Croke Park Agreement) Progress Report for Offices

Guidance Notes for Reporting Template for Year Two

Reporting Period

1. The reporting period is the **12 months from end Q1 2011 to end Q1 2012**. Please **include text to describe ALL progress made during the 12 month period (i.e. including progress made on completed items under the last version of Action Plans.)**

Completing the Report

2. A summary list of bullets highlighting the main developments over the 12 month period should be included at the head of the document.
3. Include text to describe the progress made on each action specified in the Action Plan for the Department and its agencies under the '**Current Position**' column on the far right.
4. The text in each row or Action should be coloured as follows:
 - In **GREEN** if the Action has already been achieved, is underway and currently on time for delivery in accordance with the Plan;
 - In **ORANGE** if the delivery of the Action is substantially underway but is not likely to meet its specific target date;
 - In **RED** if there has been no tangible progress on the Action to date.
5. A statement of reasons for delay should be given in respect of any action highlighted in **ORANGE** or **RED** in the final column.
6. Any actions for which a timeframe for delivery under the Action Plan was given as either 'ongoing' or over the period of the Agreement, or equivalent, should only be marked in green if some progress has been made on the Action in the reporting period. Details of that progress should be provided in the '**Current Position**' column.
7. Where figures/estimates of savings being achieved are available, these should be noted also in the '**Current Position**' column.

Submitting the Report

8. Reports should be emailed to Alan Plummer (alan.plummer@per.gov.ie) and Bridie Cuddy-Smyth (bridie.cuddy-smyth@per.gov.ie), Implementation Body Secretariat by close of business on 2nd May 2012. Telephone contact number is (01) 6045340.

Progress Report on Action Plan for the Public Appointments Service
TO BE RETURNED NO LATER THAN 2nd May 2012

1. Summary of Main Progress Achieved in the 12 Month Period 1 April 2011 to 31 March 2012

1. 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:
 - Testing services provided for public service clients outside of our traditional core client base (from Q2 2011 to and Q1 2012) are listed in Appendix A.
 - Recruitment campaigns run for organisations outside of our traditional core clients (from Q2 2011 to and Q1 2012) are listed in Appendix A. Some specific case studies are also highlighted.
 - Projects conducted for clients (in place of external consultants) (from Q2 2011 to and Q1 2012) are listed in Appendix A.
2. Development of senior executive recruitment/executive search capability (page 6).
3. Further progress on shared services with the Office of the Revenue Commissioners (page 14).
4. Major developments to our core recruitment application (and publicjobs.ie) to offer improved services to candidates and clients (pages 9, 15 and 16).

Public Service Agreement 2010-2014 (Croke Park Agreement) Progress Report

2. Detailed Progress Update for the 12-months – 1 April 2011 to 31 March 2012

1. Better human resource management: <i>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.</i>			
Terms of the Public Service Agreement 2010 – 2014	Action	Target Date as per Current Action Plan	Current Position
1.5-1.6	<p style="color: green;">Reduction in public service numbers</p> <p style="color: green;">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 (2011 and 2012 – No Temporary Staff Recruited)</p>	<p>Currently 89.4 staff; staff placed on redeployment panel in order to achieve the target by mid 2012.</p> <p>This method will be used as required.</p> <p>Achieved in this period.</p>

Terms of the Public Service Agreement 2010 – 2014	Action	Target Date as per Current Action Plan	Current Position
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 	<p>Ongoing <i>(Next development completed Q3 2012)</i></p> <p>Ongoing <i>Additional Resources allocated Q2 2012.</i></p> <p>Ongoing <i>(Assistance provided on request)</i></p> <p>Q1 2012</p> <p>Q2 2012</p> <p>Ongoing <i>(Services provided on request)</i></p>	<p>Being managed and enhanced on an ongoing basis; all requested enhancements made to date. Redeployment process mapping exercise has been completed; as a result our recruitment application will be developed to automate most of the redeployment process. Clients and applicants will interact with the Redeployment Unit via the Client Portal.</p> <p>Resources allocated to this process; being managed on an ongoing basis. Additional resources allocated in Q4 2011.</p> <p>We have encouraged 81 public service organisations to register with the redeployment system and have provided guidance and assistance to these bodies in relation to the use of the system. To date 179 staff have been redeployed and there are currently 307 staff on the Resource Panel.</p> <p>Significant work has been carried out on the development of a Redeployment Toolkit. Substantial collaboration between the Public Appointments Service, the Department of Public Expenditure and Reform and the staff associations has taken place and the document will soon be ready to be hosted on Publicjobs.ie.</p> <p>On target – will be rolled out once Toolkit is agreed.</p> <p>Being provided, as requested, on an ongoing basis.</p>

Terms of the Public Service Agreement 2010 – 2014	Action	Target Date as per Current Action Plan	Current Position
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 	<p>Ongoing <i>(Within timescale agreed with Client)</i></p> <p>Ongoing <i>(All senior executive campaigns to have search process applied)</i></p>	<p>An Administrative Officer campaign was advertised on 20th January 2012, to initially fill positions in the specialist areas of HR, Economics, Tax Policy, Finance/Banking, Law and Accountancy. In total, 4,313 applications were received across the six streams. Psychometric tests were held on 6th, 7th and 8th March. Shortlisting for the Economics and Finance & Banking streams was held on 4th and 5th April, and will be held for the HR stream during the week commencing 14th May. Interviews for Economics were held during w/c 16th April; Finance & Banking interviews were held during w/c 23rd April; and HR interviews are scheduled for w/c 28th May.</p> <p>The Executive Search programme is developing and progressing in terms of delivering quality candidates for senior campaigns. As a result of continued sector research, a wide range of new digital media here and overseas have been identified as means of communicating with target audiences. The Executive Search team are engaging with these new media in highlighting roles and are closely monitoring the results. A number of these digital platforms appear to be generating candidates. Relationships have been instigated with a number of organisations here and internationally. These are proving fruitful in terms of identifying potential candidates, particularly in the private sector. A pro-active approach is being applied to campaigns for senior positions in terms of bringing roles to the attention of persons with particular requisite skills / experience. Detailed recording of the Executive Search process applied to each campaign is taking place, with a view to building a knowledge base, which will support future campaigns. Executive Search has been applied to 52 campaigns since May 2011 and early indications are that there is an increase in numbers applying for senior roles and that in general the quality of these candidates is good.</p>

Terms of the Public Service Agreement 2010 – 2014	Action	Target Date as per Current Action Plan	Current Position
1.13	<ul style="list-style-type: none"> ◇ 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 <i>(100% compliance each year within timescale set out in PMDS process)</i></p> <p>Q1 2012</p> <p>Reduction by 1% in 2012</p> <p>Assessment in Q1 2013</p>	<p>Being followed on an ongoing basis; distribution for 2011 was: 2% awarded rating of 2, 67% awarded rating of 3, 27% awarded rating of 4, and 1% awarded rating of 5 (97% of staff received a rating). All ratings of 4 and above were countersigned by a senior manager; performance improvement plans were put in place for the two staff who received a rating of '2'. The consistency for all areas was reviewed by the HR Manager, and overall consistency, and consistency across units, was found to be very good.</p> <p>Review completed; changes made to worksharing patterns to align them with business needs.</p> <p>Summary of all sanctions taken circulated to all staff through Partnership in July and December (six staff were not awarded increments since Q 2 2011). <i>(Paid absence levels in quarter two 2011 to quarter one 2012 were 3.73% - 4.57% per quarter, compared to 5.1% in quarter one 2010).</i></p> <p>Application being prepared for submission in Q4 2012.</p>

Terms of the Public Service Agreement 2010 – 2014	Action	Target Date as per Current Action Plan	Current Position
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 <i>Monthly meetings to be held</i></p>	<p>Achieved. No local IR issues in this period.</p> <p>Continuing to operate successfully, and meetings held on a monthly basis.</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	Target Date as per Current Action Plan	Current Position
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 	<p>Review conducted by end Q2 2012</p> <p>Ongoing enhancements from 2012-2014 (based on priority)</p> <p>Ongoing</p>	<p>Selection board member fees reduced for all board members; selection board members currently being surveyed in relation to doing boards on a pro bono basis.</p> <p>Team sessions held with all units to discuss improvements to existing processes and how to maximise the use of the core recruitment application. Following on from these sessions, the following have been put in place:</p> <ul style="list-style-type: none"> (i) Every opportunity has been taken to promote the use and value of the application with internal and external customers (e.g. presentations to clients). (ii) Focus on HSE to maximise benefit to both organisations, and the Public Service as a whole. (iii) The concept of benefits realisation has become an integral part of the recruitment process and will continue to be promoted and enhanced. (iv) Assessment of staff training and development needs in this area has been completed. (v) Staff Mobility Policy devised and in operation. <p>The Core Recruitment Application has been enhanced on an ongoing basis since Q 2011; ten improved versions of the application have been rolled out in this period.</p> <p>All recruitment posts are routinely advertised on www.publicjobs.ie to the general public and to registered site members. Media advertising is now generally a more exceptional measure for very senior and/or very specialised positions. Further, it is normally restricted to appearing in only one national newspaper. In most of these cases, such advertising is undertaken at the specific request of the employing department and costs are normally recouped.</p>

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
1.9 – 1.10	<p>◇ Further development of online sifting/ testing of applicants and increasing the percentage of testing/sifting conducted on-line, where appropriate</p>	<p>Ongoing <i>Clerical sifting tool developed Q3 2012</i> <i>Graduate sifting tool developed Q4 2011</i> <i>Defence Forces Self-Assessment Exercise developed Q2 2012</i> <i>E-tray trialling Q2 2012</i></p>	<p>We are also currently designing a new clerical level sifting tool and we have involved staff from across the Public sector in its design to ensure that this instrument can be used for recruitment across the entire Public Sector. The design phase has been completed and trialling has commenced.</p> <p>Online sifting used for Temporary Clerical recruitment campaign in 2011 and 2012.</p> <p>An Administrative Officer campaign was held in 2012; candidates were required to complete the newly developed online questionnaire and only those who completed the questionnaire successfully were called forward to the psychometric tests; this reduced the number called to tests by 30%.</p> <p>An online questionnaire was developed for the Cork Fire Fighter campaign; this resulted in 20% fewer people being called to tests, which resulted in resource efficiencies.</p> <p>A self-assessment questionnaire will be used to reduce numbers in the upcoming Defence Forces campaign.</p> <p>An e-tray exercise (the electronic equivalent of an in-tray exercise - work sample exercise that attempts to replicate tasks within the role that the candidate is applying for) is currently being developed. The development of the software and the content is now complete. Trialling will take place in Q2 2012.</p>

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
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>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 	<p>Ongoing <i>(within timescale agreed with client)</i></p>	<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 an average of 69 per week in March 2012.</p> <p>Has been continued in this period – applicable projects listed in Appendix A</p>

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
1.11-1.12	<ul style="list-style-type: none"> ◇ Conduct pilot Strategic Workforce Planning Project for Department of Jobs, Enterprise and Innovation ◇ Developing systems and processes to support recruitment to State Boards, (which PAS has become involved in since 2009) and engage with Department of Public Expenditure and Reform and other agencies to develop the role PAS could play in appointment of persons to State Boards ◇ Conducting staff or customer surveys for public service clients ◇ Making our facilities available to other public service bodies for testing, interviewing and training 	<p>Commence Q1 2012</p> <p>Ongoing <i>(within timescale agreed with client)</i></p> <p>Ongoing <i>(within timescale agreed with Client)</i></p> <p>Ongoing <i>(provided on request)</i></p>	<p>A project team from PAS worked with the HR/Training Unit of the Department of Jobs, Enterprise and Innovation (DJEI) on a workforce planning project. As a first stage of this project, staff from DJEI were trained in the job analysis techniques that are relevant for workforce planning. The Commerce, Consumer and Competition Division was identified as a pilot division and interviews and focus groups were held with all senior managers and a representative group of junior staff and external stakeholders who interact with the Division with a view to identifying the key skills required for performance in the area, the learning curve for new entrants, the strengths and areas for development within the Division and the key challenges facing the Division and the Department. A report was then submitted to the MAC of the Department to inform their decisions in relation to the deployment and development of staff.</p> <p>A paper was prepared for Government setting out processes in place and system in place. PAS provided assistance to Departments and Offices in relation to recruitment to State Boards. This is outlined in <i>Appendix A</i>.</p> <p>Surveys conducted in 2011 for the Courts Service, the PRAI and the Department of Transport.</p> <p>HSE, Equality Tribunal, HIQA, An Garda Síochána, Irish Aid and other departments/offices availed of our facilities from Q2 2011 to Q1 2012 (822 rooms provided over this period).</p>

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
1.11-1.12	<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 ◇ Engage with the Top Level Appointments Committee to determine how PAS can assist with attracting and selecting the most suitability qualified people for senior Civil Service appointments <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>Ongoing <i>Surveys Q2 2012 Action Plans Q3 2012</i></p> <p>Ongoing <i>Presentation to TLAC on personality assessment options Q2 2012</i></p> <p>Email Disaster Recovery Q1 2012</p> <p>Ongoing <i>(as required)</i></p> <p>Ongoing <i>(as required)</i></p>	<p>Updated surveys currently being rolled out to clients, selection board members and candidates; action plans will be prepared to address any issues identified.</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. Meetings held with TLAC on an ongoing basis to identify where PAS can provide assistance and support. There has been significant work done on examining the various models available to integrate personality assessment into TLAC campaigns; there is ongoing dialogue with TLAC on the optimum model to improve the quality of information available to them.</p> <p>Hosting The Office of the Revenue Commissioners continues to host the publicjobs.ie network infrastructure in Johns Road, providing fully redundant power and cooling facilities. The Office of the Revenue Commissioners now also hosts the PAS disaster recovery server and network infrastructure.</p> <p>Disaster Recovery Phase One of the implementation of a fully functioning disaster recovery site located in the Office of the Revenue Commissioners, Johns Road has now been completed. A failover e-mail server has been installed and configured in Johns Road. After a suitable 'bedding in' period, we will discuss with Revenue the possibility of extending our disaster recovery options to include other critical IT services (file & print, financial system, citrix, etc.).</p> <p>Central contracts/framework agreements used, if in place, for all procurement.</p> <p>Have fully engaged with all projects currently underway (including providing detailed feedback in relation to metrics around HR in PAS in support of the HR shared services project).</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*

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
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>Q4 2011</p>	<p>Implementation on target. PAS retained 'Excellence Through Accessibility' Quality Award from the National Disability Authority following an audit in 2010; our next audit is due in 2013</p> <p>A Quality Assurance and Information Management group was organised to share learning from recruitment campaigns, agree revised processes and procedures to ensure all services can be provided to a high standard while also being efficient and cost effective. Improvements have been made in relation to file management, the development of various templates and the standardisation of procedures in relation to testing, travel & subsistence payments and board member payment.</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 	<p>Ongoing</p> <p>Clerical Officer Q1 2012 Administrative Officer Q2 2012</p>	<p>Ten major developments to core recruitment application have been rolled out to provide enhanced online services to candidates and clients in this period.</p> <p>As campaigns are held and self-assessment questionnaires developed, that are added to the resources available on publicjobs.ie. CO and EO/AO self assessment material now available on publicjobs.ie</p>

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
1.9-1.10	<p>◇ Improve www.publicjobs.ie website by providing focused information on job opportunities by sector and to facilitate client branding</p>	Q3 2012	<p>www.publicjobs.ie is a very visible window into the public service in Ireland and there are currently 180,000 registered users and over 30,000 unique hits on the site every week. A significant project was carried out to revamp and modernise the website. This commenced in 2011 and was delivered in Q1 2012. A number of focus groups were organised with users of the website to identify which features were of most value to them and what information they wanted to be able to access easily. We also looked at patterns of traffic on the site and what was most used. The website content was totally reorganised to make the most used features very visible to users and the jobs search feature was moved to the front page because that was what a lot of people wanted to do on the website. The feedback on the new site has been very positive from the user's perspective. The new design also makes it possible to have recruiting organisations much more visible on the home page. www.publicjobs.ie is now used to as an advertising portal right across the public sector, for example in the healthcare and education sectors, even though the Public Appointments Service only manages the recruitment for a proportion of them. This means that there are significant savings in advertising for other public sector bodies (e.g. medical consultants are only advertised on www.publicjobs.ie and the HSE website, with no newspaper advertisements).</p>