

# **PUBLIC SERVICE AGREEMENT 2010-2014 (CROKE PARK AGREEMENT) ACTION PLAN**

## **Public Appointments Service**

### **1. Summary of Main Progress Achieved in the Six Month Period April 2011 to September 2011**

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 (in Q2 and Q3 2011) are listed in Appendix A.
  - Recruitment campaigns run for organisations outside of our traditional core clients (in Q2 and Q3 2011) are listed in Appendix A. Some specific case studies are also highlighted.
  - Projects conducted for clients (in place of external consultants) (in Q2 and Q3) are listed in Appendix A.
2. Development of senior executive recruitment/executive search capability (page 13).
3. Further progress on shared services with the Office of the Revenue Commissioners (page 11).
4. Major developments to our core recruitment application (and publicjobs.ie) to offer improved services to candidates and clients (pages 6 and 12).

**PART A – PROGRESS ON DEPARTMENTAL / AGENCY ACTION PLAN  
PUBLIC SERVICE AGREEMENT 2010-2014 (CROKE PARK AGREEMENT) ACTION PLAN**

**2. Detailed Progress Update for the 6-months – April to September 2011**

<b>Terms of Agreement 2010-2014 (refer to all relevant paragraphs)</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
1.5-1.6	100 staff - end 2010 93 staff – end 2011 91 staff – end 2012 89 staff – end 2013 88 staff – end 2014  Procedures agreed Q1 2011  Procedures agreed Q4 2010	<p><b>Reduction in public service numbers</b></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"> <li>◇ Use of redeployment to reduce staff numbers</li> <li>◇ Compliance with the recruitment moratorium</li> <li>◇ Encourage staff to avail of any voluntary exit mechanisms being put in place</li> <li>◇ Continue temporary secondment of staff from client organisations to assist with the running of large campaigns for clients where required</li> <li>◇ 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)</li> </ul> <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 – 91.06.</p> <p>Completed in First Progress Report</p> <p>Completed in First Progress Report</p>

<b>Terms of Agreement 2010-2014</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
1.7-1.8	<p>Q4 2010</p> <p>Q4 2010</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p><b>Redeployment in the integrated public service</b></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"> <li>◇ Developing systems to allow PAS to manage the redeployment process</li> <li>◇ Ensuring that resources are allocated and structures in place to manage the redeployment process</li> <li>◇ Managing and developing the redeployment process on an ongoing basis, including the supporting applications; <u>and</u></li> <li>◇ 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)</li> </ul> <p>PAS will also:</p> <ul style="list-style-type: none"> <li>◇ 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</li> <li>◇ 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)</li> </ul>	<p>Completed in First Progress Report – being managed and enhanced on an ongoing basis.</p> <p>Completed in First Progress Report – being managed on an ongoing basis.</p> <p>We have encouraged 58 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 62 staff have been redeployed and there are currently 232 staff on the Resource Panel. A Redeployment Toolkit has been developed and is currently being approved.</p> <p>Conducted in relation to period covered in First Progress Report. Not required during this period. PAS conducted the establishment process for staff being redeployed from the Children’s Advisory Board to the Department of Health and Children.</p> <p>This is conducted on an ongoing basis. Any issues were discussed with the Department of Public Expenditure and Reform</p> <p>We are currently designing a new clerical level sifting tool and we have involved staff from across the Public sector in its design to ensure it can be used for recruitment across the Public Sector. The Temporary Clerical Officer campaign run in 2011 allowed temporary vacancies to be filled across the public service; 842 candidates were assigned to posts in the civil service; 16 assignments were made to FAS and 8 to the Road Safety Authority.</p>

<b>Terms of Agreement 2010-2014</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
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><b>Performance and Skills</b></p> <ul style="list-style-type: none"> <li>◇ Use only merit based processes for all internal campaigns</li> <li>◇ Enhance the performance management system and increase productivity, by ensuring that: <ul style="list-style-type: none"> <li>(i) managers provide proof of rating awarded;</li> <li>(ii) senior managers sign off on ratings of 4 and 5;</li> <li>(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;</li> <li>(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);</li> <li>(v) all staff have individual qualitative and quantitative performance targets</li> <li>(vi) training is provided on the enhanced system to all staff</li> </ul> </li> <li>◇ 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</li> <li>◇ Introduce new procedures for managing absences following on from the introduction of the revised sick leave circular including: <ul style="list-style-type: none"> <li>(i) Sick leave review meetings for all staff with sick leave levels of concern</li> <li>(ii) Non-payment for sick leave when policies and procedures not adhered to</li> <li>(iii) Use of sanctions where sick leave is of concern and no improvement demonstrated</li> <li>(iv) Introduction of Disciplinary Code specifically aimed at Unsatisfactory Attendance Patterns</li> </ul> </li> </ul>	<p>Merit based procedures will be used for all internal promotions but no internal promotions to date.</p> <p>All completed in First Progress Report – procedures being followed on an ongoing basis.</p> <p>Completed in First Progress Report – will be conducted on an annual basis.</p> <p>All completed in First Progress Report – procedures being followed on an ongoing basis.</p> <p>Summary of all sanctions taken circulated to all staff through Partnership in July (three staff were not awarded increments in Q2 and Q3 2011). (Paid absence levels in quarter one 2011 – 2.49% and quarter two 2011 – 3.73%; compared to 5.1% in quarter one 2010).</p>

<b>Terms of Agreement 2010-2014</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
1.8/4.1/4.4	2011, 2013	<ul style="list-style-type: none"> <li>◇ Retain FAS 'Excellence Through People' Accreditation</li> </ul> <p><b>Attendance Patterns</b></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>Completed in First Progress Report; next assessment due in January 2012.</p> <p>Completed in First Progress Report.</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><b>Stable Industrial Relations Climate</b></p> <ul style="list-style-type: none"> <li>◇ Maintain a good industrial relations atmosphere</li> <li>◇ 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</li> </ul>	<p>Achieved. No local IR issues in this period.</p> <p>Completed in First Progress Report – continuing to operate successfully.</p>

<b>Terms of Agreement 2010-2014</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
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><b>Reconfiguring the design and delivery of public services</b></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"> <li>◇ 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)</li> <li>◇ 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)</li> <li>◇ 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)</li> </ul>	<p>New policy and procedures in place for payment of selection board members. Selection and quality assurance processes for selection board members were reviewed and a new training intervention for selection board chairpersons developed (which will be rolled out in the Autumn. Introduction of workflow between core recruitment system and financial application has resulted in efficiencies.</p> <p>Completed in First Progress Report.</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"> <li>(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).</li> <li>(ii) Focus on HSE to maximise benefit to both organisations, and the Public Service as a whole.</li> <li>(iii) The concept of benefits realisation has become an integral part of the recruitment process and will continue to be promoted and enhanced.</li> <li>(iv) Assessment of staff training and development needs in this area has been completed.</li> </ul>

			(v) Staff Mobility Policy devised and in operation.
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<b>Terms of Agreement 2010-2014</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
1.9-1.10	<p data-bbox="421 576 517 603">Q4 2011</p> <p data-bbox="421 743 517 770">Q2 2011</p>	<p data-bbox="672 347 1498 375"><b>Reconfiguring the design and delivery of public services contd.</b></p> <p data-bbox="672 405 1498 488">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"> <li data-bbox="719 571 1498 654">◇ Large Volume Testing (including a review of all process and expenditure involved in large volume testing, and benchmarking in relation to alternative approaches)</li> <li data-bbox="719 738 1498 794">◇ Shortlisting (including a review of the entire shortlisting process to identify where savings in both time and resources can be made)</li> </ul>	<p data-bbox="1520 571 2045 710">A group has been set up to review this area, in order to examine alternatives and review the options available. Benchmarking has been conducted and on-line testing and on-line interviewing piloted.</p> <p data-bbox="1520 738 2045 900">We have examined how we can get candidates to self- select by asking certain questions on the application form. A pilot is currently underway. This would reduce the numbers being sent forward to selection boards, saving on time, paper and money.</p>



<b>Terms of Agreement 2010-2014</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
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><b>Reconfiguring the design and delivery of public services contd.</b></p> <ul style="list-style-type: none"> <li>◇ 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)</li> <li>◇ Develop a Knowledge Management Framework to ensure the ideas, knowledge and experience of employees, customers and suppliers are used to improve our performance</li> <li>◇ Reducing the need for, and dependence on, paper in the recruitment process, including development of profile page and piloting this approach with selection boards</li> </ul>	<p>Completed in First Progress Report; new procedures being adhered to on an ongoing basis.</p> <p>The core delivery mechanism for this project will be a revamped Intranet built on a solid document management/repository (in our case Microsoft Sharepoint). This project has commenced and it is expected that this will be delivered in early Q4.</p> <p>All staff have been encouraged to minimise the use of paper in the Recruitment Process.</p>

<b>Terms of Agreement 2010-2014</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
1.11-1.12		<p><b>PAS aims to continue to further the agenda in relation to Shared Services/ Outsourced Services by:</b></p> <ul style="list-style-type: none"> <li>◇ Providing part-recruitment solutions outside of core recruitment for existing &amp; other public service clients (e.g. large scale testing services)</li> <li>◇ Conducting recruitment campaigns for other public service bodies outside of our traditional remit</li> <li>◇ 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</li> <li>◇ Conducting job analysis, organisational analysis, and succession planning projects for public service clients who might previously had to retain external consultants for this purpose</li> <li>◇ Developing systems and processes to support recruitment to State Boards, (which PAS has become involved in since 2009)</li> <li>◇ Conducting staff or customer surveys for public service clients</li> <li>◇ Offering our online training procurement and evaluation tool to other public service clients</li> </ul> <p>Providing feedback and career advice to public service candidates through assessment and coaching</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 70 per week in September 2011.</p> <p>Has been continued in this period – applicable projects listed in Appendix A</p> <p>A paper was prepared for Government setting out processes in place and system being put in place.</p> <p>Currently conducting survey for the Courts Service and in discussions with PRAI and Department of Transport in relation to conducting their staff surveys.</p> <p>Completed in First Progress Report.</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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	Q4 2011		
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<b>Terms of Agreement 2010-2014</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
1.11-1.12	Q4 2010	<ul style="list-style-type: none"> <li>◇ Developing a template to allow external clients manage applications for their campaigns through publicjobs.ie</li> </ul>	Completed in First Progress Report – being used on an ongoing basis by NUI Galway, NUI Maynooth and HSE. 61 campaigns have been posted and the applications managed for NUI Galway and 13 campaigns have been posted and applications managed for NUI Maynooth in Q2 and Q3 2011.
	Ongoing	<ul style="list-style-type: none"> <li>◇ Developing in-house tests tailored for the public service and using these for the benefit of public service clients</li> </ul>	An extensive literature review to support the design of the in-house personality questionnaire has been completed. We are currently working in partnership with a leading academic in this area to scope out the item-writing element of this project and benchmark against other measures. Currently tendering for assistance with two test design projects: a bespoke e-tray exercise for middle management posts and an item bank of abstract reasoning questions for use across a range of campaigns. We have also developed a Garda Trainee Job Simulation Exercise and an AO self-assessment tool (which will be available on-line in Q4 2011).
	Ongoing	<ul style="list-style-type: none"> <li>◇ Making our facilities available to other public service bodies for testing, interviewing and training</li> </ul>	HSE, Equality Tribunal, HIQA, An Garda Síochána, Irish Aid and other departments/offices availed of our facilities in Q2 and Q3 2011 (359 rooms used over this period).
	“	<ul style="list-style-type: none"> <li>◇ 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</li> </ul>	Candidate Survey conducted in August 2011. Action Plan to address any issues in survey currently being prepared.
	“	<ul style="list-style-type: none"> <li>◇ Develop a costing model for costing all of our services and the cost and the savings made by PAS providing such services</li> </ul>	Completed in First Progress Report.

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1.11-1.12	Ongoing  “  “	<ul style="list-style-type: none"> <li>◇ Expanding opportunities for PAS availing of shared services (such as hosting of further IT services &amp; provision of printing services by the Revenue Commissioners)</li> <li>◇ Making use of all of the framework agreements and central contracts put in place by the Central Procurement Unit</li> <li>◇ Conduct recruitment campaigns to recruit skilled people from outside the public service where a skills shortage identified</li> </ul>	<p>Revenue and PAS have agreed to pursue the idea of shared storage but recognise that there are other players who need to be brought on board first. We are also looking at the possibility of a shared phone service, supplied through Revenue. In 2012, PAS will be able to deliver email and file and print services to PAS staff in Chapter House, remotely, from the Revenue Computer Centre. This exciting development will provide for both business flexibility and business continuity in the event of a serious unprecedented event occurring.</p> <p>Central contracts/framework agreements used, if in place, for all procurement.</p> <p>No sanction to fill such posts at present.</p>

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1.9-1.10		<p><b>Publicjobs.ie is now the recognised national site for public sector recruitment in Ireland; we will demonstrate our commitment to progress e-government by:</b></p> <ul style="list-style-type: none"> <li>◇ Further development of core recruitment systems to provide additional online services to candidates</li> <li>◇ 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</li> <li>◇ Providing additional online self assessment and self selection material to add to the existing facilities for career guidance and advice available on publicjobs.ie</li> <li>◇ Further development of online sifting/ testing of applicants and increasing the percentage of testing/sifting conducted on-line, where appropriate</li> <li>◇ 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</li> </ul>	<p>Ten major developments to core recruitment application have been rolled out to provide enhanced online services to candidates and clients.</p> <p>Completed in First Progress Report. PAS have agreed to prepare and deliver a presentation to Revenue on the emerging capabilities within our core recruitment application services. This will help ensure that both organisations optimise the use of each other's infrastructure, services and skills to the benefit of all.</p> <p>Completed in First Progress Report.</p> <p>We have developed a new on-line sifting tool for use at graduate/junior management level. 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.</p> <p>We have developed a solution which has been released. Our recruitment application can now provide formatted candidate details to other</p>

			systems on request.
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<b>Terms of Agreement 2010-2014</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
1.13	Q2 2011 & implementation ongoing	<p><b>Performance and Skills</b></p> <ul style="list-style-type: none"> <li>◇ 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"> <li>- 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</li> <li>- 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</li> <li>- Making best use of existing data to support future recruitment and selection</li> </ul> </li> </ul>	<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 15 campaigns since May 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>
1.9-1.10	2010 - 2012 – timescales for each area set out in Plan	<p><b>Reconfiguring the design and delivery of public services</b></p> <ul style="list-style-type: none"> <li>◇ Implement a new Accessibility Action Plan with a view to increasing the quality of services provided to customers with a disability</li> </ul>	<p>Implementation on target. PAS retained 'Excellence Through Accessibility' Quality Award from the National Disability Authority following an</p>

			audit in 2010; our next audit is due in 2013
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<b>Terms of Agreement 2010-2014</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
4.13/4.16	Ongoing	<p>◇ 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> <p><b>Greater Efficiencies</b></p> <p>Ensure Electronics Funds Transfers are used for 100% of payments to staff and suppliers in Ireland</p>	<p>A Quality Assurance and Information Management group is now in place; they meet on a six weekly basis 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 &amp; subsistence payments and board member payment. The results of the most recent Candidate Survey will be reviewed at the next meeting.</p> <p>Completed in First Progress Report.</p>
	Q1 2011		