

Public Service Agreement 2010 -2014 (Croke Park Agreement)
PART A – PROGRESS ON DEPARTMENTAL / AGENCY PROGRESS PLAN
For submission by 5th October 2011

1. Better human resource management <i>Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management, etc.</i>			
Terms of the Public Service Agreement 2010 – 2014 <i>(refer to all relevant paragraphs)</i>	Action	Timeframe	Comment
1.5, 4.3	<p>FÁS has reduced its staff complement by 16.5% since 2009 including a 21% reduction at management level.</p> <p>Implementation of the further reduction in FÁS staff numbers under the ECF following clarification of targets to be achieved.</p> <p>Reduction in staff numbers will be spread over staff moving to DSP and staff remaining in the Skills entity.</p> <p>The reduction in staff numbers will be achieved through increasing operational flexibility through a review of work practices, changing the structure of the organisation and investigating the outsourcing of non core business activities.</p>	2011-2014	<p>Reduction of 41 in staff numbers achieved from end Q1 2011 to end Q3 2011.</p> <p>Payroll savings of €4m Jan- Aug 2011 compared to the same period in 2010.</p>
4.12	<p>A performance management system will be introduced with a view to:</p> <ul style="list-style-type: none"> • Better tackling of underperformance; • Better evaluation of performance against goals; • Increasing productivity. 	2011	For discussion with Staff Representatives

1.7, 1.8, 1.10, 4.3, 4.4	<p>Implementation of the full integration of FÁS Employment Programmes and Employment Services (including relevant staff) into the Department of Social Protection</p> <ul style="list-style-type: none"> • Funding and Policy responsibility for Employment Programmes and Employment Services transferred to DSP from 1 January, 2010 following commencement of relevant legislation. • Framework Document providing for the delivery of services for DSP by FÁS in place pending commencement of legislation which will facilitate full integration of services. • Further issues to be addressed include: <ul style="list-style-type: none"> ○ Finalise project plan and costings; ○ Develop organisational structure options; ○ Discuss plan and approach with staff representatives; ○ Communicate plan to all staff; ○ Assign managers and staff to DSP; ○ Assign relevant premises; ○ Reconfigure ICT systems. 	2011-2012	<p>In progress. Programme Board and Project teams established.</p> <p>Transfer protocols agreed with staff representative bodies and currently being applied.</p> <p>Transfer of c.700 staff to Department of Social Protection scheduled to take place on 1st January 2012.</p> <p>Information video on transfer of functions provided to FÁS and DSP staff.</p> <p>FAS premises to transfer to DSP identified with OPW.</p>
1.10, 4.17	<p>Restructure and re-mandate FÁS into a new Skills entity.</p> <p>Since the decision of Government to create SOLAS and the LETBs, FÁS has been working with DES, DSP, VECs and the Minister for Skills on the implementation of this decision through the SOLAS Implementation Group.</p> <ul style="list-style-type: none"> • Review of structures; • Identify the allocation of resources (physical training facilities, systems and staff); • Identifying synergist benefits and the elimination of duplicate provision; • Identifying the core activity of each entity (SOLAS, LETB); • Better use of shared services; • Reconfigure IT systems and ensure improved use of IT; • Review of staff structures. 	End 2012	<p>Proposals for renewed and refocused approach to Skills Training developed and presented to Government.</p> <p>Terms of references agreed for SOLAS Implementation Group.</p> <p>Expert sub groups created.</p>

4.1	<p>FÁS has developed a range of measures aimed at the effective management of absence throughout the organisation. The measures, to be implemented in 2011 are:</p> <ul style="list-style-type: none"> • A new Sickness Absence Policy, including sick leave regulations and procedures, for the effective management of absence in the organisation. • Absence Management Guidelines to provide line managers with guidance in the operation of the new Sickness Absence Policy. • A national Occupational Health Service to support the reduction and management of staff absence in FÁS. 	2011	<p>Sickness Absence policy completed and agreed with staff representatives. Policy implemented on 1st August 2011</p> <p>Management Guidelines completed and will be rolled out with new policy</p> <p>Occupational Health Service is in place nationally and is providing support to managers and staff in reduction of absence.</p> <p>Training of all FAS line managers in Absence Management Procedures currently in progress.</p>
4.4	<p>A major upgrade of the integrated CORE HR system has been completed. This will involve the migration of CORE HR to a web-based system and also includes an upgrade of the Employee Self-Service portal with increased functionality.</p> <p>All HR policies will be reviewed in conjunction with Board</p>	<p>January 2011</p> <p>2010-2014</p>	<p>Completed.</p> <p>Ongoing.</p>

2. Better Business Processes *Actions under this heading would include efficiency measures including procurement, revisions to business process, reconfigurations and other changes to service delivery options, including sharing of service, revisions to regulatory/inspection actions, and so on.*

Terms of the Public Service Agreement 2010 – 2014	Action	Timeframe	Comment
4.13	The integration of Employment Services and Employment Programmes into DSP and the creation of SOLAS will involve business process re-engineering so as to improve efficiency, deliver administrative simplification and develop more user friendly systems.	2011-2012	In progress. Programme Board and Project teams established. SOLAS Implementation Body established.
4.13	Reconfiguration of ICT systems as a result of the integration of Employment Services and Employment Programmes into DSP and the creation of SOLAS.	2011-2014	In progress. Interim Shared Services agreement with DSP in place pending reconfiguration of ICT systems.
4.15	Continue the delivery of significant cost savings i.e 12.5% achieved during 2010 on overheads against budget. Continue the use of Framework Agreements as a means of a more cost effective procurement process.	2010-2014	Savings of €4m in overheads achieved Jan-Aug 2011.

3. Delivering for the Citizen *Actions under this heading would include efficiency measures and improvements to the processes by which your Department/body delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.*

Terms of the Public Service Agreement 2010 - 2014	Action	Timeframe	Comment
4.13	The integration of Employment Services and Employment Programmes into DSP	2011-2012	Ongoing as above

4.13

Restructure and re-mandate FÁS into SOLAS.

2011

Ongoing