

Public Service Agreement 2010 -2014 (Croke Park Agreement)
PART A – PROGRESS ON DEPARTMENT OF SOCIAL PROTECTION ACTION PLAN
For submission by 3 May 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 | DSP Action Reference | Timeframe | Action | Comment | | | | | | | | | | | | | | | |
| <p>(ref to relevant paragraph)</p> <p>Resources</p> <p>1.5</p> <p>4.3</p> <p>4.4</p> | 1.1 | <p>For the lifetime of the Agreement</p> <p>ECF 2010: 5024</p> <p>ECF 2011: 4964</p> <p>ECF 2012: 4957</p> <p>ECF 2013: 4804</p> <p>ECF 2014: 4588</p> | <p>Reduction in Public Service Numbers: Implementation of the Department's Employment Control Framework to reduce staffing numbers while maintaining services to the greatest possible extent.</p> <p>The Department will reconfigure and reorganise its business to manage within these lower staffing ceilings and will only request exemptions to the moratorium in exceptional circumstances. These figures represent the staffing ceilings in the pre-merged organisation.</p> | <p>The ECF figures shown do not take account of staff transferring into DSP from Dept of Education & Skills, OSI, FÁS and CWS later in the year.</p> <p>The Original ECF figure for 2010 is 5,024. The figure calculated by this Department for end 2010 is 5,033. The reason for the difference of 9 is due to the arrival of staff from the Community Service Programme and Rural Social Scheme who transferred into DSP during 2010 from the Department of Community, Equality and Gaeltacht Affairs.</p> <p>Please note that some work was done on the target figures for 2011 – 2014 and the figures noted in the PSA Agreement have been amended to also take into account the arrival of the Redundancy and Insolvency Sections from DETI (36 posts) and also includes the staff on loan to Citizens Information Board (3 posts).</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Year</th> <th style="text-align: right;">Old Target</th> <th style="text-align: right;">New Target</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td style="text-align: right;">4964</td> <td style="text-align: right;">5003</td> </tr> <tr> <td>2012</td> <td style="text-align: right;">4957</td> <td style="text-align: right;">4996</td> </tr> <tr> <td>2013</td> <td style="text-align: right;">4804</td> <td style="text-align: right;">4843</td> </tr> <tr> <td>2014</td> <td style="text-align: right;">4588</td> <td style="text-align: right;">4627</td> </tr> </tbody> </table> <p>End Q1 2011 - On target for 2011.</p> | Year | Old Target | New Target | 2011 | 4964 | 5003 | 2012 | 4957 | 4996 | 2013 | 4804 | 4843 | 2014 | 4588 | 4627 |
| Year | Old Target | New Target | | | | | | | | | | | | | | | | | |
| 2011 | 4964 | 5003 | | | | | | | | | | | | | | | | | |
| 2012 | 4957 | 4996 | | | | | | | | | | | | | | | | | |
| 2013 | 4804 | 4843 | | | | | | | | | | | | | | | | | |
| 2014 | 4588 | 4627 | | | | | | | | | | | | | | | | | |

| | | | | |
|-----------------------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Redeployment 1.7 1.8 1.10 4.3 4.4 6.3</p> | <p>1.1 Contd.</p> | <p>The redeployment programme is underway and, when completed, will result in the transfer of almost 2,000 staff to the Department.</p> | <p>Redeployment within Public Service DSP now has a much wider role in relation to the provision of activation, employment, and community services and income support following the reorganisation of Departmental responsibilities announced in March 2010. The transfer of functions brings together employment supports and associated income support services in one organisation.</p> <p>The addition of almost 2000 Community Welfare Service (CWS) and FÁS staff, together with responsibility for a wide range of activation programmes at local level, will enhance our ability to interact directly with all our customers of working age in effective and innovative ways. This will be achieved in the context of a new service vision and model that provides personalised assistance and co-ordinated/integrated delivery of payments and services.</p> <p>That reorganisation provides both opportunities and challenges and includes a refocusing of interventions and support services, increased resource capacity and capability, and significant issues with regard to assimilation of very large numbers of staff and new responsibilities.</p> | <p>2010 On target</p> <p>Q1 2011</p> <p>Project commenced between HSE and DSP in January 2011. HR Division working with CWS to transfer 1,000+ CWS staff to Department by 1 October 2011. 6 HSE staff have been assigned temporary Transitional Principal Officer posts to assist the Department complete the transfer of the CWS to DSP</p> <p>HR Division working with FÁS to transfer 700+ staff to DSP.</p> |
| <p>Redeployment (cont.)</p> | <p>1.2 1.3 1.4 1.5</p> | <p>Completed. Completed. From Jan 2011. Policy from Jan 2011, with staff to follow later in 2011/2012.</p> | <p>A range of services provided by other Departments/Agencies and associated staff resources will transfer to the Department:</p> <ul style="list-style-type: none"> ○ Rural Support Scheme (from D/CE&GA). ○ Community Services Programme (from D/CE&GA). ○ Redundancy & Insolvency Payments (from (D/ETI). ○ Community Employment Programme (from FÁS). | <p>1.2 RSS transferred to DSP with effect from 1 September 2010.</p> <p>1.3 CSP transferred to DSP with effect from 1 September 2010.</p> <p>1.4 Responsibility for service provision has been transferred. Core staff have transferred and arrangements are in place in relation to transitioned staff to be finalised by the end of year.</p> <p>1.5 Project progressing in accordance with plan.</p> |

| | | | | |
|-----------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>1.6</p> <p>1.7</p> | <p>CWS staff transferred on secondment from Jan 2011, with full integration scheduled for October 2011.</p> | <ul style="list-style-type: none"> ○ Employment Services Programme (from FÁS). ○ Community Welfare Service (from HSE). | <p>1.6 Project progressing in accordance with plan.</p> <p>1.7 Community Welfare Staff transferred on secondment to the DSP on the 1st of January 2011. Planning is underway for integration on the 1st of October - currently on schedule.</p> |
| <p>H.R. and Performance Management 1.13 4.12</p> | <p>1.8</p> <p>1.9</p> <p>1.10</p> | <p>2011 and ongoing over the lifetime of the Agreement.</p> | <p>Continue to implement Human Resource Strategies to:</p> <ul style="list-style-type: none"> ○ Implement an effective manpower planning policy and allocate the deployment of staff to ensure that the needs of the DSP and its customers are met. ○ Promote a culture of pride, innovation and performance. ○ Build capacity, competence, knowledge and leadership of our staff. | <p>1.8 On target</p> <p>1.9 The campaign to secure at least 80% PMDS returns of annual reviews by Q1 has been successful and reflects a positive response by all staff to the leadership and direction provided by senior management. It confirms staff awareness of the critical importance of PMDS in promoting a performance culture and in measuring performance. The increased PMDS compliance reported above has assisted in improving management oversight of performance and interaction with jobholders</p> <p>1.10 Ongoing DSP training courses focus on the importance of customer outcome delivery via customer service, management and business process improvement training and development. Provision of Induction Training to all new staff has been delivered in QTR 1 as an organisational priority. Work has commenced on a strategy to build on the capability of staff in the organisation.</p> |

| | | | | |
|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>H.R. and Performance Management (cont.) 1.13 4.12</p> | <p>1.11</p> <p>1.12</p> <p>1.13</p> <p>1.14</p> <p>1.15</p> <p>1.16</p> <p>1.17</p> | <p>End 2012.</p> | <ul style="list-style-type: none"> ○ Enhance the partnership process to encourage staff to take an active role in decisions which affect them and customers. <p>Performance Management arrangements will be strengthened, including:</p> <ul style="list-style-type: none"> ○ Improved measures to tackling underperformance. ○ More extensive use of individual quantitative and qualitative performance targets. ○ Identification and promotion of best management practice within the Department (business plan development and monitoring, unit meetings, delegation, coaching etc.). ○ Increase awareness of issues identified in the survey carried out as part of the review at end of 2009 among Departments. ○ All promotion to be through merit-based, competitive procedures, using the most appropriate screening and selection processes for the posts to be filled. ○ Develop an accredited capability programme to underpin the development, acquisition and recognition of skills required in various areas of the Department, thereby improving overall performance and reducing costs. | <p>1.11 Partnership process ongoing.</p> <p>1.12 The Department's HR Division has worked closely with Dept. of Finance in developing central guidelines and training on managing underperformance. This will be rolled out as a priority to DSP managers during 2011.</p> <p>1.13 PMDS compliance has been identified as a key priority for DSP staff and management in 2011. Focus will now be on reviewing and improving the quality of performance targets in Role Profile Forms received.</p> <p>1.14 Plans are underway to reflect this in management training. Initially as part of managing underperformance training which will be delivered in second half of 2011.</p> <p>1.15 DSP internal communication strategy in relation to PMDS reflects this.</p> <p>1.16 It is the Department's policy to promote through merit-based competition.</p> <p>1.17 Work has commenced to develop a strategy to build on the capability of staff in the organisation. SDU liaising with Revenue to identify the best approach to establishing accredited training programme in DSP.</p> |
|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|-------------------------------------------------------------------------------------|---------------------------------------|---------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Recruitment 1.7 1.13 4.3 4.11 6.3.1 (i) 6.3.3</p> | <p>1.18</p> <p>1.19</p> | <p>2011 and ongoing over the lifetime of the Agreement.</p> | <p>Extend recruitment options to help manage work demands (within the ECF), including redeployment within the Department and from other parts of the public sector, part-time working, recruitment of temporary staff, open recruitment where skills are not readily available.</p> <p>Participate fully in the Civil Service Human Resource Shared Service initiative.</p> | <p>1.18 Since April 2009, 475 staff have joined DSP by way of transfer or redeployment.</p> <p>1.19 DSP is co-operating with the Dept. of Finance in relation to the evaluation of tenders for HRSSC Project.</p> |
| <p>Attendance Patterns 1.8 4.1 4.4</p> | <p>1.20</p> <p>1.21</p> | <p>2011 and ongoing over the lifetime of the Agreement.</p> <p>Review 2011.</p> | <p>Review, and revise as appropriate, arrangements governing shift working, overtime working, shorter working year and other atypical work patterns, to better meet the business needs of the organisation and to deliver public services outside standard office hours. Initially focus on :</p> <ul style="list-style-type: none"> ○ Extension of opening hours at Local Offices. | <p>1.20 Ongoing.</p> <p>1.21 Local Offices' public opening hours have been extended over the past few years and now open from 9.30 am through lunch time till 4.00 pm, with a weekly one hour late opening to provide staff training. The situation will be kept under review.</p> |
| <p>Attendance Patterns & Management 1.4 1.8 4.9</p> | <p>1.22</p> | <p>10% reduction in days lost by 2011.</p> | <p>Reduce absenteeism through more active management of absences</p> | <p>1.22 Lost Time Rate 2009= 6.42% (69,323 days) Lost Time Rate 2010=5.84% (64,404 days) Lost Time Rate Q1 2010 =6.42% Lost Time Rate Q1 2011 = 6.33%</p> <p>The implementation of D/Finance Circular 09/2010 – Management of Sick Leave which provides, inter alia, for Return To Work interviews as standard is having an effect. The trend is positive and suggests that, if significant momentum can be maintained, the target may be reached by the deadline.</p> <p>The Attendance Management Policy is being promoted at Induction Training for new staff and Management Training courses.</p> |

2. Better Business Processes: *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 | DSP Action Reference | Timeframe | Action | Comment |
|---------------------------------------------------|-----------------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Business Process 4.13</p> | <p>2.1</p> <p>2.2</p> | | <p>DSP is engaged in a multiannual transformation programme of business change with the objective of developing a new vision and service model for the Department. The initial focus is on the provision of more effective services and joined-up approaches, leading to the full integration of employment, activation and other supports. The new service will be more customer-centric rather than scheme-based and will take account of policy and operational developments in the areas of customer profiling, case management, service delivery and income supports.</p> <p>The Department will embed a culture of continuous improvement across the organisation through the use of process improvement methodologies. This will include:</p> <ul style="list-style-type: none"> ○ Implement a new, lower-cost-strategy for making social welfare payments. ○ The provision of services online, reduced data entry, and reduced collection of duplicate data. | <p>2.1 The draft Payment Strategy Report and its Implementation Plan have been presented to the Department’s Project Board in line with programme time line.</p> <p>2.2 Online services introduced since January 2010 to supplement business processes:</p> <ul style="list-style-type: none"> • Online (anonymous) Fraud Report service (January 2010) • Online “sign-off” facility extended to all Local and Branch Offices during 2010 • Online claiming for Jobseekers moving from Jobseeker’s Benefit to Jobseeker’s Allowance (December 2010) • Online claiming for Jobseeker’s Benefit and Jobseeker’s Allowance. Trial ongoing in 1 office since February 2011 and being assessed. |

| | | | | |
|-------------------------------------------------|----------------------------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>2.3</p> <p>2.4</p> <p>2.5</p> | | <ul style="list-style-type: none"> ○ Automated provision of certain data collected for DSP purposes to other agencies to improve seamless service delivery. ○ Improving the quality of management information on costs, outputs and individual throughput to enhance performance management and cost minimisation. ○ Enhancing the roles of all grades by learning new skills, team-working etc. | <p>2.3 DSP currently provides data collected to a wide range of agencies. The provision of automated data to other public agencies will be advanced as opportunities are presented.</p> <p>2.4 Ongoing</p> <p>2.5 DSP Training Unit:</p> <ul style="list-style-type: none"> • introduced Business Process Improvement (BPI) module to all front line managers training courses from Q3 2010 • commenced internal BPI initiative to improve training admin processes (due for completion Q4 2011) <p>Review of all DSP training courses underway to enhance individual and business roles and performance by staff/managers.</p> |
| <p>Business Process (cont.) 4.13</p> | <p>2.6</p> <p>2.7</p> | | <ul style="list-style-type: none"> ○ Implementing the most appropriate grade profile for the range of services provided. ○ Where economically feasible and efficient, introduce, extend and further develop outsourcing and collaborative working with external agencies and providers in the provision of information and other services and implement appropriate sourcing arrangements. | <p>2.6 The report of the Technical Group on Decisions in Local Offices identified the appropriate grades at which decisions should be made on locally administered schemes. Roll-out of the recommendations will take place in 2011 on a phased basis. Work has commenced on examining how services might be more appropriately organised in the integrated Department.</p> <p>2.7 Information, advice and advocacy services are delivered by the Citizens Information Board on behalf of the Department. All applications for grant funding of new organisations under the Grants for the Development and Promotion of Information and Welfare Rights are now directed to the Citizens Information Board.</p> |

| | | | | |
|--|---------------------------------------------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>2.8</p> <p>2.9</p> <p>2.10</p> <p>2.11</p> | | <ul style="list-style-type: none"> ○ Reviewing accommodation arrangements with a view to minimising costs (e.g., by co-location in towns with more than one office following the transfer of services from FÁS and HSE, new accommodation approaches, etc.). ○ Increasing the use of video conferencing and other ICT to enhance productivity while reducing recourse to T&S. ○ Improving document and record management arrangements in daily work, scanning, etc. ○ Participating fully in Civil Service Shared Service initiatives. | <p>2.8 DSP is currently examining the possible co-location of Community Welfare Service staff with DSP staff in a number of locations (Clonmel, Killkenny, Killarney, Galway, Loughrea, Clifden, Portumna, Gort, Monaghan and Tallaght). It is proposed that all new Social Welfare Local Offices will provide for the delivery of services transferred from the HSE and FÁS.</p> <p>2.9 Full ICT infrastructure now in place to support comprehensive use of video conferencing across the DSP office network. Usage of video conferencing increased over the last year to an average of 400 instances a month.</p> <p>2.10 Roll-out of integrated office systems continued in Q1 around a single browser-based corporate portal (SOLAS) which provides a knowledge repository, collaboration facilities, content management functionality and line of business applications. Digitization of the customer document lifecycle continued in Q1 in BOMi business areas via in-house scanning of customer papers to meet business needs. Outsourced scanning will be pursued where this is the most efficient and effective option.</p> <p>2.11 DSP currently avails of print facilities in Revenue to print notifications to customers. This has increased from 32,000 in 2006 to 500,000 in 2010. DSP also hosts servers for D/Ag as part of that Department's disaster recovery plan. DSP is co-operating with D/Finance in relation to the evaluation of tenders for the HRSSC project.</p> |
|--|---------------------------------------------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|----------------------------------------------------|-------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | 2.12 | | <ul style="list-style-type: none"> ○ Reviewing relevant legislation. | 2.12 All the legislation relating to the Transfer of Functions to the DSP has been passed and only requires a commencement order. There is no other requirement for legislative change at this time. |
| Shared Service 1.11 4.13 4.15 | 2.13 | | Avail of opportunities for the greater use of shared services across the public sector, including HRM, payroll and pension's administration, financial management and ICT, with a view to achieving savings and bringing about improvements in the delivery of services. | 2.13 As part of the Department's transformation programme, DSP is making arrangements to assume responsibility for ICT aspects of HRM/payroll for Community Welfare Service and employment–placement section of FÁS. |
| | 2.14 | | Consider the provision of certain services (allied to core DSP services) on behalf of other agencies. | 2.14 A new means capture system has been developed which has the future potential for use by other agencies. A Joint Technical Group has been set up with Revenue to identify common issues. |
| Procurement 1.10 1.11 4.13 4.15 | 2.15 | Over the lifetime of the Agreement. | The Department is committed to participating fully in the initiatives of the National Procurement Service to make more efficient use of resources and benefit from economies of scale. The Department currently makes significant purchases from frameworks tendered by the NPS for common goods and services and is working closely with the NPS in extending the range of such procurements, including the significant high value areas of office supplies and energy requirements. The Department has already participated in NPS initiatives aimed at improving procurement practice, including the development of common procurement templates and the development of procurement training, while ensuring compliance with EU requirements, application of best practice and achieving value for money. Department procurement policy also takes in to consideration whole of government policy issues, including facilitating SME access to procurements and the need to take environmental issues in to consideration, where relevant. | <p>2.15 Participating in a 12 month contract with a number of suppliers from 1 January 2011 within a Framework agreement established by the National Procurement Service (NPS) for the supply of electricity to Government Departments and Agencies.</p> <p>Committed to purchasing office supplies under an NPS contract effective from 4th April 2011.</p> <p>Participated in further NPS training opportunities.</p> <p>Facilitated Enterprise Ireland in engaging appropriate SMEs in a recent consultative process aimed at developing a payment strategy which has potential to include procurement of innovative solutions.</p> |

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

| | | | | |
|---------------------------------------|-------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>New technology 4.13</p> | <p>3.1</p> | | <p>DSP is heavily reliant on the use of ICT infrastructure, applications and services. It will continue to develop and implement its ICT Strategy, increasing its internal capacity for the delivery of ICT services and participating in shared services as appropriate in order to ensure the continued provision of ICT infrastructure, applications and services to customers and other stakeholders and to support the implementation of the Business Transformation Programme. New technologies will be deployed as appropriate.</p> | <p>3.1 New technologies deployed:</p> <ul style="list-style-type: none"> • Budget Changes Implemented • System for certification of casual JA/JB customers deployed • Internal skills transfer support contracts put in place • Further functional BOMi releases for <ul style="list-style-type: none"> ○ Activation ○ Means ○ Pensions • BOMi infrastructure expansion Project underway • New systems implemented for PRSI contribution retrieval (DB481) and PRSI refund processing. <p>In 2010 DSP engaged in a tendering process to acquire additional “bandwidth” capacity to its offices. This additional capacity will be rolled out over the next 12 months and will greatly increase DSP’s internal capacity to deliver additional functionality across its office network. This new contract is likely to lead to a saving of approx €1m over the next 3 years on cost of network link provision.</p> <p>3.2 Customer Profiling:</p> <ul style="list-style-type: none"> • IT functionality developed since December 2010; • February 2011 -> live trial in Dun Laoghaire SW Local Office • Rollout planning well underway -> nationally Q3 2011 onwards • Rollout being synchronised with that of other activation modules and Local Office modernisation programme |
| | <p>3.2</p> | | <p>Develop and implement a new customer profile and case management system.</p> | |

| | | | | |
|--------------------------------------------------------------------------------------------|----------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | 3.3 | | Participate fully in the procurement and implementation process for the National Postcode System. | <p>Case Management:</p> <ul style="list-style-type: none"> IT functionality developed since October 2010; December 2010-> live in DSP's Dublin North region Building block for future case management system being developed in DSP as part of the integration of employment and income support services Rollout planning well underway -> nationally Q3 2011 onwards Rollout being synchronised with that of other activation modules and Local Office modernisation programme <p>3.3 DSP has engaged with DCENR on the Postcode project to date and provided information in response to requests received.</p> |
| <p>New business process</p> <p>1.9 1.10 1.11 1.14 4.13 4.15</p> | 3.4 3.5 | Over the lifetime of the Agreement. Commenced. Commenced. | <p>Modernise Live Register and related claim and payment processing, including:</p> <ul style="list-style-type: none"> Develop new processes and systems to support the integrated functions of the transformed organisation. Revised National Employment Action Plan arrangements, including closer co-operation and interaction between the staff of FÁS and DSP. | <p>3.4 Ongoing.</p> <p>3.5 Group Engagement:</p> <ul style="list-style-type: none"> October 2010: referral of jobseekers under the NEAP to group engagement (GE) sessions in 3 trial areas, with joint presentation by FÁS /DSP; Draft evaluation of process complete; Roll-out of GE to commence nationally, on a phased basis, end-May 2011. <p>New IT system for the NEAP:</p> <ul style="list-style-type: none"> December 2010: new IT system developed February 2011: live trial in Dun Laoghaire SW Local Office. |

| | | | | |
|--|-----------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>3.6</p> <p>3.7</p> | <p>2011.</p> <p>2011.</p> | <ul style="list-style-type: none"> ○ Online claim initiation. ○ Process revision and automation at expiry of entitlement to Jobseeker's Benefit, Education Sector claims, Casual Workers etc. | <ul style="list-style-type: none"> • Offers increased flexibility for referrals under the National Employment Action Plan; • Supports the profiling and group engagement modules of the activation programme in DSP <p>Measures to encourage compliance with Activation programme:</p> <ul style="list-style-type: none"> • <u>SW Act 2010: Penalty rates</u> introduced to encourage jobseekers to engage with the NEAP. Will apply where a jobseeker refuses or declines to avail of appropriate offers of training or interventions under the EAP or does not attend/drops out of the EAP process. <p>FÁS look-up service for DSP staff:</p> <ul style="list-style-type: none"> • enabling DSP Deciding Officers to access information on the FÁS case management systems to support more informed decision-making generally and the application of the above-mentioned 'penalty' legislation. On trial in Thomas St SW Local Office. Joint project between DSP and FÁS. <p>3.6 Trial ongoing in one local office & being assessed.</p> <p>3.7</p> <ul style="list-style-type: none"> • 47,000 casual customers now being processed weekly through improved ICT systems • Over 300,000 automated communications have issued to unemployed customers. • Process revision of transfer from JB to JA for certain customers introduced in 59 offices. • 23,800 customers have signed off online since phased introduction of service in October 2009. |
|--|-----------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | |
|------|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.8 | Review in 2011. | <ul style="list-style-type: none"> ○ Certification of unemployment electronically, online and by phone. | 3.8 Outstanding technical issues currently being resolved to facilitate trial of the new system. |
| 3.9 | Over the lifetime of the Agreement. | <ul style="list-style-type: none"> ○ Extended opening hours at Local Offices. | 3.9 See 1.21 above. |
| 3.10 | Completed. | <p>Modernise pensions, disability, child and other claim and payment processing, including:</p> <ul style="list-style-type: none"> ○ Review the range of different social welfare schemes for people of working age to streamline the delivery of income support and increase the rate of progression from welfare to work. | 3.10 Action completed - DSP published a feasibility report on the possibility of a single working age social assistance payment scheme in November 2010. As a follow-up. A consultation seminar with interested stakeholders is being organised for mid 2011. |
| 3.11 | 2011. | <ul style="list-style-type: none"> ○ Implement online claim registration and develop self-service options. | 3.11 Online claiming for Child Benefit in respect of first-born child introduced in May 2010. |
| 3.12 | | <ul style="list-style-type: none"> ○ Implement the Medical Review Case Management Project, including: <ul style="list-style-type: none"> ● IT desk assessments and ● IT in-person assessments ● Activation. | 3.12 Implementation and roll-out commenced and ongoing. See responses to Sections 3.2 and 3.5 above. |
| 3.13 | | <ul style="list-style-type: none"> ○ Implement the Partial Capacity Scheme. | 3.13 Legislation enacted in December 2010. Preparatory steps, including development of IT platform to support the scheme, in hands with a view to introduction of the scheme in Q4 2011. |
| 3.14 | | <ul style="list-style-type: none"> ○ Revise and re-design the Disablement Rating Scale. | 3.14 Preliminary work completed. Refinement of new scale and preparation of Statutory Regulations in hands with implementation planned for Q3 2011. |

| | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>New business process (cont.) 1.9 1.10 1.11 1.14 4.13 4.15 4.16</p> | <p>3.15</p> <p>3.16</p> <p>3.17</p> <p>3.18</p> <p>3.19</p> | | <ul style="list-style-type: none"> ○ Explore the feasibility of on-line Illness Benefit certification and closed certification by GPs. ○ Implement a customer contact centre. ○ Improve the effectiveness of in-work supports. ○ Reduce complexity for customers, administrators and information providers. ○ Complete the implementation plan for the reform of the legislative and administrative infrastructure for pensions as set out in the National Pensions Framework and implement elements as appropriate. | <p>3.15 Project Proposal has been submitted to the Department's Project Governance Committee for approval.</p> <p>3.16 Longford HQ telephony services migrated to Contact Centre 6 platform in June 2010. All HQ buildings now on this platform. A review of the Department's Telephony Strategy is planned for 2011 which will inform plans for the implementation of a customer contact centre.</p> <p>3.17 (see also 3.20) Work on the feasibility of an integrated child income support payment will address some issues around FIS and therefore has potential to improve effectiveness of in-work supports.</p> <p>3.18 All application forms adhere to the Department's form design standards using consistent layout and design, reducing customer transaction costs and supporting scanning and once-and-done processing in business areas. All information leaflets use plain English and the website conforms to international accessibility standards.</p> <p>3.19 Work on the implementation of the National Pensions Framework began in 2010 with the establishment of a steering group and a number of sub-groups have been established to develop the necessary legislative, administrative and IT requirements. Budget 2011 implemented elements of the framework which related to the tax treatment of pension lump sums and arrangements for the drawdown of retirement benefits. In December 2010, legislation was introduced to provide for the introduction of the sovereign annuity initiative. Work</p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|--|-------------|-------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | 3.20 | | <ul style="list-style-type: none"> ○ Develop new systems to support agreed recommendations for modernised Child Income Support. | <p>on the implementation process is continuing in 2011. In particular, the development of a new model of defined benefit provision as outlined in the framework is being expedited.</p> <p>3.20 DSP published a review of child income support policy and programmes in November 2010. This report set out the broad architecture for an integrated and re-balanced child income support payment and proposed that the DSP report on the detailed feasibility of such a payment. This is scheduled for Q3 2011. A consultation seminar with interested stakeholders was held in March 2011.</p> |
| | 3.21 | | <ul style="list-style-type: none"> ○ Introduce electronic exchange of social security and related information with EU Member States. | <p>3.21 Work continues on the project with the aim to have an electronic exchange system in place by May 2012 (when the European system becomes available to support this exchange of information). In the meantime the Department is using paper versions of the Structured Electronic Documents (SEDs) to test the process involved.</p> |
| | 3.22 | 2011. | <ul style="list-style-type: none"> ○ Develop new claim processing and payment system for Redundancy & Insolvency schemes featuring on-line claiming and electronic payment facilities. | <p>3.22 Tendering process underway. Development is scheduled to commence Qtr 2 2011.</p> |

| | | | | |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Identity Management and customer data 1.10 1.11 1.14 4.13 4.15</p> | <p>3.23</p> <p>3.24</p> <p>3.25</p> <p>3.26</p> <p>3.27</p> <p>3.28</p> | <p>From 2011 and over the lifetime of the Agreement.</p> | <p>Improve the collection and use of customer data across the public sector, through the following:</p> <ul style="list-style-type: none"> o Maintenance and development of civil registration functions. o Manage the allocation and use of the PPSN. o Produce and manage Standard Authentication Framework Environment (SAFE)-compliant Public Service Cards and promote their usage in other agencies. o Continue to develop an enhanced registration service to establish customer identity. o Provide identity management services to external agencies. o Develop an internal means system as a basis for the sharing of means information with other public bodies. | <p>3.23 Registration of civil partnerships commenced in Q1 2011 without any increase in staffing requirements in GRO or HSE. The introduction of civil partnerships has been very well received in the media and by representative organisations. Electronic registration provides for efficient processing, exchange and reporting of data.</p> <p>On-line enquiry-only access to electronic registers continues to be made available to increasing numbers of DSP staff. This eliminates the need for the customer to produce certified paper copies of civil status documents, thereby reducing the transaction cost and improving claim processing times.</p> <p>3.24 Project to extend the stock of numbers available for allocation has commenced.</p> <p>3.25 Internal management software contract awarded (for initial software release in July 2011) and project commenced.</p> <p>3.26 Discussions held with RPA, Passport Office, RSA, HSE, D/Finance and other bodies to advise on status and progress joint initiatives. Resolved data protection issues with the Office of the Data Protection Commissioner.</p> <p>3.27 Standard data matching services provided for external bodies.</p> <p>3.28 The internal Means assessment Object has been developed on the BOMi to facilitate the capture, calculation and issue of all communications on all means tested schemes. The project for internal</p> |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|--|---------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>3.29</p> <p>3.30</p> | | <ul style="list-style-type: none"> ○ Develop and implement systems in support of secure data exchange with other agencies and EU Member States. ○ Review and enhance underlying security facilities and processes to ensure that data protection principles are further embedded in DSP systems. | <p>data was completed on 27th February 2011. The sharing of this information with external bodies will require a further phase of development which is being planned.</p> <p>3.29 (See 3.21) In addition it should be noted that discussions have been held with the Office of the Data Protection Commissioner to ensure that the development is in line with acceptable data management and protection practices.</p> <p>3.30 A five year Information Security Works Programme currently underway. Projects earmarked for progress in 2011 include Data Classification and Identity and Access Management.</p> |
|--|---------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|