

**Public Service Agreement 2010-2014 (Croke Park Agreement) Action Plan**

**TO BE RETURNED NO LATER THAN Tuesday 18<sup>TH</sup> October 2011**

**Department/Office: Department of Jobs, Enterprise and Innovation (and its Offices)**

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

**• Highlighted Item 1: Reform of the State's Employment Rights and Industrial Relations Structures and Procedures**

On 1 July 2011, the Minister for Jobs, Enterprise and Innovation, Richard Bruton, announced the intention to undertake a major reform of the of the State's employment rights and industrial relations procedures and institutions. A core element of the Minister's proposals is the replacement of the current complex and confusing array of industrial relations and employment rights bodies into a rationalised, integrated two-tier structure. The key features of this new approach will be to encourage early resolution of disputes, the vindication of employees' rights and minimisation of the costs involved for all parties – employer, employees and Government – in terms of money, time and workplace productivity.

The ultimate objective in streamlining the existing mechanisms will be to establish a simpler structure while building upon the recognised strengths of the first instance functions currently performed by the Labour Relations Commission, the Rights Commissioners Service, National Employment Rights Authority (NERA), the Equality Tribunal and the Employment Appeals Tribunal. Similarly the centralisation of all functions of an appellate or interpretative character in a single upper tier body will represent a significant improvement by bringing together within the same body the different functions currently discharged by the Labour Court and the Employment Appeals Tribunal.

The Minister's proposals are driven by the need to:

- improve customer service, in light of the acknowledged complexity, backlogs and delays in the resolution of grievances and disputes;
- provide greater value for taxpayers' money, in light of current fiscal constraints;
- rationalise institutions in light of the Government's public service reform agenda.

Preparatory work, including the administration of a process of consultation, has already commenced. This consultation process was initiated in August 2011. The purpose of this consultation is to seek the views of all stakeholders on how change can be achieved while ensuring that the best practice of the existing employment dispute resolution mechanisms is maintained and mainstreamed within the new integrated two-tier structure. The process closed on 16 September 2011. Some initial deliverables arising from the reform programme are scheduled to occur before the end of 2011.

**• Highlighted Item 2: Progress on reform in the Employment Rights and Industrial Relations area**

- The number of EAT claims disposed of at the end of August 2011 shows a 7.6% increase over the same period in 2010 and a 40% increase over the same period in 2009. The amount of new and resumed work listed continues to show an increase as a result of the Tribunal pro-actively driving efficiencies.
- The EAT eForm was launched on the EAT website on 29 July 2011. The Secretary to the Tribunal has recently written to a number of representative bodies seeking their assistance that claimants use the eForm when submitting claims. However, it must also be borne in mind that some claimants may not have access to a PC or may not be computer literate. We will continue to monitor, develop and improve the eForm having regard to experience and customer feedback.

- The EAT is currently listing hearings, free of charge, in public buildings in Dublin, Meath and Offaly. OPW are assisting in efforts to expand this list.
- The EAT continue to introduce administrative changes and drive efficiencies to improve customer service.
- 5 County Registrars have been appointed as Vice Chairmen of the EAT. They will perform, as time permits, their EAT functions in addition to their Registrar duties at no extra salary cost to the State.
- NERA staff continued to assist in data entry for both RCS and EAT.
- Administration of NERA Prosecution and Enforcement activity has been devolved to regional offices.
  
- **Highlighted Item 3: Better Business Processes**
- Electronic Register performance enhanced by major database update.
- System for online incorporation of new companies estimated to be in place by end 2011.
- New B1 “Annual Return” forms implemented requiring Auditor Registration Number in respect of companies due to file audited accounts.
- E-reminder system extended to issue reminders and non-statutory notices by email rather than post.
  
- **Highlighted Item 4: Delivering for the Citizen**
- CRO re-tendered for new data entry service provider.

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

<b>1. Better human resource management:</b> <i>Actions under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management, etc.</i>			
<b>Terms of the Public Service Agreement 2010 – 2014</b>	<b>Action</b>	<b>Target Date as per Current Action Plan</b>	<b>Current Position</b>
4.12	Guidelines on the Management of Underperformance agreed	End 2010	Implemented: Guidelines for Managers in the Management of Underperformance were approved and disseminated in the Department (July 2010) and information sessions on their content were provided in November and Decembers 2010.
4.10	Attendance Management Policy finalised and implemented	Quarter 1 2011	Implemented: Attendance Management Policy was approved in February 2011 and implemented with effect from 1 March 2011. The policy was circulated to all staff prior to implementation. An online training programme was devised and used to reinforce the key features of the policy. Operation of the policy is being monitored and will be a key contributor to optimising attendance rates in the Department.
4.4, 4.7, 4.10	New Guidelines on the Management of Flexible Working Arrangements	Quarter 2 2011	Implemented: Guidelines on the Management of Flexible Working Arrangements were finalised and disseminated to all staff on 22 July 2011.
4.1	Development of Workforce Planning Techniques for use in the Department	End 2011	A pilot workforce planning project is taking place in 1 Division of the Department in October and November 2011.
4.7, 4.8	Review the application of Work Life Balance and flexible working policies that currently prevail in the Department to determine if they are operating to the benefit of the Department and its clients	End September 2011	Review was completed and a report, with recommendations, was presented to the Management Board on 30 September 2011. Decision of the Management Board on the recommendations will now be implemented.

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4.11	<p><b>Open / Direct Recruitment by the Department:</b> Direct Recruitment of ICT specialists from the market</p>	Immediate	<p>After lengthy engagement with the Department of Finance (now Public Expenditure and Reform), sanction was secured for the appointment of one specialised post at the EO grade, and an appointment has been made. While sanction was also received for two specialist staff at HEO grade delays have arisen in filling these posts. The Department is continuing to liaise with the Department of Public Expenditure and Reform and is hopeful of progress before end of year.</p>
4.4	<p><b>HR Best Practice Implementation by Departmental Agencies and Offices:</b> The Agencies and Offices will pursue implementation of best practice HR strategies for more efficient and effective implementation of their mandates. Examples will include:</p> <ul style="list-style-type: none"> <li>▪ Staff mobility and flexibility to achieve business goals.</li> <li>▪ Improved attendance management systems and practices (voluntary remote access / hot-desking etc.)</li> <li>▪ Expanding roles and responsibilities at all levels to grow competencies</li> </ul>	Ongoing	<p>See actions and comments above in relation to Departmental Offices.</p> <p>See separate Agency Progress Reports on Action Plans, as each Agency is responsible for its own day to day HR strategies.</p> <p>To the extent that this action point relates to the employment rights bodies, it has been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out under the highlights section.</p>
4.1, 4.4	<p><b>Staff resources – doing more with less:</b> Department and Agencies already operating with reduced staff resources but servicing the same business objectives. This has necessitated the streamlining of procedures and the continuous questioning of whether services are being delivered in the most efficient and cost-effective manner as possible.</p>	Ongoing	<p>Staff numbers in the Department and its Offices have reduced by 10.3% from end Q1 2010 to end Q3 2011 yet the same level of services are being provided. In the dissemination, for example of the new Attendance Management Policy, cloud computing was availed of to provide an online solution which maximized effective knowledge transfer to staff, at their desks and minimised loss of productivity.</p> <p>See separate Agency Progress Reports on Action</p>

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	<p>Departmental example: BPR for Employment Appeals Tribunal (EAT) and Rights Commissioner Services (RCS), will identify opportunities for utilising staff resources across the employment rights bodies, including National Employment Rights Agency (NERA).</p>		<p>Plans in relation to reductions in staff resources.</p> <p>In the course of the BPR for EAT and RCS opportunities for utilising current staff resources of employment rights bodies to better effect were identified and NERA staff were deployed to assist in data entry for both RCS and EAT to reduce problem of backlogs.</p> <p>The plans for action in relation to this item have been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.</p>
4.4, 4.8	<p>Examine the possibility of greater flexibility for moving staff within / between related areas of the Department on a temporary basis (for example 4 NERA Inspectors (EOs) seconded to EAT to act as Secretaries to eliminate backlogs). The BPR for EAT and RCS will identify opportunities for NERA staff to be deployed to undertake EAT secretary role at hearings.</p> <p>The BPR for EAT and RCS will also look at the opportunity for NERA staff to discharge "clearing house" role on first instance complaints formerly routed separately to EAT and RCS/Labour Relations Commission (LRC), on the proviso that it is a net efficiency gain and not an additional administrative burden.</p>	<p>NERA – EAT: Feb 2011 – Feb 2012 – subject to performance and progress made in addressing the backlog in the EAT</p> <p>End January 2011</p>	<p>3 NERA Inspectors seconded by agreement to EAT on 11 February 2011.</p> <p>As a first step in this process NERA has taken on the role of inputting claims to the Rights Commissioner Service case management system and has undertaken the acknowledgement phase of EAT cases.</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.*

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4.13	<p><b>Elimination of requirement for “originally- signed” applications</b></p> <p>Examine extension of E-signature for all applications to DJEI and Offices and Agencies and amend legislation as necessary.</p>	<p>End 2011</p> <p>Ongoing</p>	<p>Elimination of requirement for signature on claims forms on original submission to EAT – parties can now sign on day of hearing.</p> <p>E-form developed for EAT see separate material.</p> <p>This would permit fully online and automated systems with consequential efficiency gains (BRP for EAT and RCS recommended that new case management system incorporate use of eForms and eFiling of documents) eForm being developed for EAT – see material on this separately.</p>
4.15	<p><b>Facilities Management</b></p> <p>Department to consolidate buildings network in Dublin</p>	Ongoing	<p>We will seek to free up a building and/or reduce overheads. Four Business Units have been moved from Earlsfort Centre to Kildare Street. 2 floors of the Earlsfort Centre have been transferred to Department of Social Protection. The Department (ERIR Division) continues to seek support from OPW in pursuit of relocation of all IR and employment rights bodies in a single location at Tom Johnson House.</p>
4.13	<p><b>Reduce use of postal resources:</b></p> <p>Reduce requirement of sending hard copy letters and other correspondence to clients, respondents and interested parties generally of various Offices. The requirement to do so is often framed by legislation so the discontinuation of such practices will require legislation.</p>	Depends on legislative requirements	<p>Cost/Efficiencies – in addition to the reduced postage costs, this would also free up a certain amount of staff time. The Business Services Unit has brought this project to the attention of the Offices/Business Units concerned and will continue to monitor the position. Business Services Unit will continue to drive the change to electronic communication.</p>

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4.13, 4.15	Rationalise and share data on scheduling of cases, hire of external venues for hearings of Rights Commissioners/ EAT/Labour Court and Equality Tribunal (D/JELR). Shared approach to E-booking and E-invoicing to be explored.		<p>BPR for <b>EAT &amp; RCS</b> identifies opportunities for improved scheduling of cases among agencies with scope for coordinated IT identification /booking of venues. Note: this is predicated on successful delivery of IT systems upgrade in EAT and would involve cross-divisional collaboration with Finance / IT units.</p> <p>The plans for action in relation to this item have been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.</p>
4.13, 4.15	EAT & RCS/LRC		<p>BPR for <b>EAT &amp; RCS</b> will identify opportunities for increased e-mail correspondence with clients under proposed case management system changes. The introduction of the EAT eForm includes a section for the claimant to provide an email address. EAT states on the eForm that "where applicable we may communicate using the email address you have supplied". Legislation to cover the service of documents is required.</p> <p>The plans for action in relation to this item have been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.</p>
4.13, 4.15	Labour Court		<p>A plan for the replacement of the manual postal system for the dissemination of JLC rate change proposals has been devised and is ready for implementation. This plan takes account of the various legal obligations in existence insofar as they relate to the requirements to advise the various parties involved. On implementation, the new system</p>

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			<p>will involve considerable costs savings relative to the current system in terms of direct postal charges and other related costs (paper, printing, stationery, etc). It will also reduce the man-hours allocated to the process.</p> <p>The implementation has been put on hold pending changes to the JLC structure arising from either or both of the current High Court challenge or the outcome of the current JLC/REA review.</p>
4.16	<p>Online Payslips/P60s and other certs</p> <p>Payment of salaries to all staff by Electronic Fund Transfer (EFT)</p> <p>Expanded use of EFT mechanism for payment to suppliers</p>	<p>Q 2 2011</p> <p>Not included in the current Action Plan – target date end April 2011</p> <p>Not included in the current Action Plan – target date: ongoing</p>	<p>Phase 1 of this project was completed in Q4 2010 with the introduction of the new form of payslip. The final phase of the project has been completed and is on course to go live to the Department in Q4, this includes the rollout of online payslips, P60s, USC and PRD certificates.</p> <p>Salaries Section moved to 100% EFT payments for salary payments and all supplier (salary deduction payments) in April 2011.</p> <p>Regular suppliers are actively encouraged to complete a mandate form to enable payment by EFT.</p>
4.16	EFT payment of Travel claims	End 2011	Travel Payments to staff were switched to EFT on 31 May 2011.
4.13	Switch to eT&S for inputting of Travel claims	End 2011	The project was formally approved by the Management Board on 30 September 2011 and Request for Tender is due to be published on eTenders in early October 2011. The intended

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			commencement of the successful contract for development and implementation is end November 2011.
4.13, 4.16	Develop an on-line application and payment system for Employment Permits	Mid 2012	Due to financial constraints in the Department's IT budget as well as ICT staffing constraints, there are no plans to progress an online application for work permits in 2011 or 2012. Focus should rather centre on action point under 4.13 - consideration of a single process for permits and immigration in advance of which, plans to progress any unilateral system development for permits would be wasteful of financial and staffing resources.
4.13	Employment Permits – Single application process for immigration and work permissions.	No timeframe agreed between the two relevant Departments	Requires detailed examination/decision making at a senior level in both Departments involved. (DJEI/DJELR).  Legal, technical and policy issues under examination. Possible operational model for greater integration of the two systems being identified.
4.4	<b>Reception Arrangements in Buildings of Department and Offices</b>  Review reception arrangements for Dublin offices.	2011	Enable more efficient use of staff resources. Improved productivity and enable more staff to fulfill customer-facing role. This is an ongoing matter. Business Services Unit will finalise a formal review as soon as practicable.
4.15	<b>Shared Services</b> Between the Department, Offices and Agencies in ICT, HR, Finance, Pensions, Facilities Management and Procurement.	Dependent on central systems being put in place	Reduction in the number of corporate services staff needed in each agency. Development of expertise in particular areas e.g. pensions, where small agencies can not develop the required expertise.  See Facilities Management above on shared services options envisaged for IR and employment rights bodies.

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			<p>The Department's ICT Unit has collected information on ICT systems and technologies in use in each of the Department's Agencies, in order to better understand and promote opportunities for increased cooperation, joint procurement and/or shared services. This data is of use both at a general level in identifying new collaborative opportunities, but particularly in the context of a study currently under way in the Department to review how the policy and research functions currently undertaken by Forfás might be integrated with the resources of the Department in order to further enhance the formulation and development of national enterprise policy.</p> <p>A similar information gathering process has been initiated to identify any opportunities for shared procurement.</p> <p>In parallel to this, an online collaborative forum has been established for ICT staff in the Department and its Agencies, and this is being extended gradually to other Civil Service bodies to maximise the potential for information sharing. There are now 30 member organisations in the forum.</p> <p>Further progress will require decisions from the centre.</p>
4.15	The Department will explore with its Offices and Agencies shared services opportunities.	Feasibility study to be completed by end 2011	<p>See Above.</p> <p>Initial phase has commenced.</p>
4.13, 4.14	HSA GeoSmart Inspection workflow system to be made available to other inspection bodies that need to update their systems e.g. to NERA or similar bodies.	Feasibility study to be completed by mid 2011	Discussion between HSA and NERA. Feasibility study completed by NERA. HSA have offered the IP of GeoSmart to NERA and have also demonstrated the

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			system and met the Department's IT people. HSA happy to cooperate.
4.15	<b>Procurement</b> Consolidate / streamline procurement across the Department and its Offices and Agencies	End 2011	A Procurement Committee with representatives of the Department, its Offices and its Agencies has been established. A procurement policy and procedural guidelines are currently being drafted.
4.13	<b>Publications</b> Review publications process with a view to maximising the downloading of publications and where paper copies are essential to minimise the costs of these.		Reduce printing and distribution costs. This is an ongoing process but a formal review will be initiated by Business Support Unit as soon as practicable.
4.14	Administration of NERA prosecution and enforcement activity being devolved to Regional Offices.	To commence January 2011	Commenced January 2011. All prosecutions from NERA inspections and enforcements arising, now devolved.
4.13	Update current EAT IT system.	Based on standard IT tendering and development practices end 2013	To be reconciled with action on BPR and streamlining on direction of new Minister.  The plans for action in relation to this item have been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.
4.13	Ditto for LRC/Rights Commissioners as per BPR recommendations on common IT system for both EAT and RCS.	Ditto for LRC/RCS as per BPR recommendations on common IT system for both EAT and RCS	The plans for action in relation to this item have been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.
4.13	Introduce eForm which can be completed online by EAT claimants, including phased introduction of a complementary back office capacity that is capable of eliminating manual	Early 2011 for initial phase. Full e-filing only on	-Form developed April 2011. -Testing May 2011. -Online June 2011.

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	inputting.	delivery upgraded IT system	<p>-Full electronic filing only on delivery of upgraded IT system.</p> <p>This is now available on the EAT Website (<a href="http://www.eatribunal.ie">www.eatribunal.ie</a> ) However, the full online version of a claim form is predicated on the introduction of a new IT System with back office capabilities to facilitate the acceptance of the claimant's data online.</p> <p>The plans for action in relation to this item have been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.</p>
4.12	IR: Ditto for LRC/Rights Commissioners as per BPR recommendations on common IT system for both EAT and RCS		The plans for action in relation to this item have been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.
4.13	HSA to make better use of teleconference and web-based facilities for internal meetings & more use of Webinars for interacting with industry.	Ongoing from Spring 2011 onwards	HSA has already run two very successful Webinars on the Chemicals side and more are planned.
4.13	CRO to increase innovative e-filing solutions	Ongoing	<ul style="list-style-type: none"> <li>The CRO has just completed a major database upgrade to ensure the platform supporting the electronic register is more stable but also faster and performance-enhanced. This new platform will facilitate companies and presenters e-filing with the CRO in that the system will deliver faster response times and cope better with the filing peak which arises annually in September and October.;</li> <li>Work on finalising the system for incorporation of</li> </ul>

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			<p>new companies online continues and is now estimated to be in place by end 2011;</p> <ul style="list-style-type: none"> <li>• Arising from the complexity of the work involved in the database platform upgrade, Registry of Friendly Society documents are not yet available online but will be by end 2011;</li> <li>• In April 2011, the CRO implemented a new version of its "B1" annual return form which now contains a field requiring an Auditor Registration Number (ARN) in respect of any company due to file audited accounts. In conjunction with this form, the CRO has set up an electronic system to automatically notify an auditor once a return has been filed citing his or her ARN. This allows auditors an opportunity to confirm if they were indeed the auditor to that company as a significant problem of falsified auditor submissions had arisen in recent years;</li> <li>• In August 2011, the CRO extended its E-Reminder system to automatically issue reminders and non-statutory notices by email rather than post. This has resulted in significant savings for the CRO and also a more efficient system for customers.</li> </ul>
4.14	<p>Make more use of desktop inspection by Enforcement Agencies in combination with and preparatory to on-site inspections, especially in very specialised areas (e.g. chemicals).</p> <p>BPR for EAT &amp; RCS will identify scope for reduction in "in-person" hearings where straightforward claims can be handled expeditiously through written procedure In order to see if there is scope for reducing the number of in-person hearings (without increasing expense for currently non-represented clients), the BPR to consider the possibility of the</p>	Q2 2011	<p>HSA, with over 18 months experience of its GeoSmart, case-management system, is already well advanced in refining its risk-profiling system in order to enable a more targeted inspection regime</p> <p>The Authority has put in place a risk rating process to ensure that on-site inspections are targeted on the less compliant. Chemicals Division of HSA is progressing the conducting of desk top inspections where appropriate and intends to advance this further this year and into 2012.</p>

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	use of written submissions on pilot basis.		Legislation is required following submission to Minister.
4.13	<p><b>Legal services</b></p> <ul style="list-style-type: none"> <li>➤ Appointment of NERA in-house solicitor.</li> <li>➤ LRC to explore possibility of access to legal services secured by other ERIR bodies, including NERA - while recognising the limitations on that Office's reduced service.</li> </ul>	<p>NERA solicitor appointed</p> <p>2011</p>	<p>Solicitor commenced October 2010.</p> <p>BPR for EAT and RCS identified access to legal support for Rights Commissioners as a means of minimising time spent investigating case law and preparing recommendations</p> <p>The plans for action in relation to this item have been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.</p>
4.15	Review of <i>Departments</i> and public bodies with responsibilities for chemicals and control of substances to eliminate duplication and overlapping responsibilities. For example, the <b>Pesticides Control Services</b> and the HSA currently fulfil similar roles in relation to both pesticides and other chemicals.	Ongoing	HSA has submitted options in the context of the Comprehensive Review of Expenditure.

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4.14	<p><b>Exploring the potential for a sharing of “field officer/ inspectorate resources – short of formal integration</b></p> <p>Explore the potential to maximise use of the inspectorates whereby each inspector would have some training in other areas/disciplines such that an “informed view” could be taken as to more obvious breaches in the workplace.</p>	Feasibility study to be completed by mid 2011.	<p>HSA and NERA have recently finalised a report on areas of potential cooperation between them including in the enforcement area and these will be developed during 2011. HSA and NERA have discussed possible co-operation at a high level.</p> <p>The plans for action in relation to this item have been superseded by the Minister’s announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.</p>
4.14	<p><b>Consolidated Inspections / Risk Based Enforcement</b></p> <p>Progress the work of the inter – Departmental Risk Based Enforcement Group with a view to:</p> <p>(a) Delivering on the “Smart Economy” commitment to develop a consolidated inspection regime, as appropriate.</p> <p>(b) Developing proposals for data sharing between offices and agencies to enhance risk based enforcement.</p>	Implementation dependent on legislative amendment	Requires a legislative amendment
4.15	<p><b>Streamlining or outsourcing call-centres</b></p> <p>A number of Business Units / Agencies (NERA, HSA, Employment Permits) operate individual call centres – explore possibilities for merging and / or outsourcing.</p>		<p>Rationalisation of resources allocated to call-centre function with possibility to “professionalise” the service to cover a number of functions in the DJEI family. Call-centre duties and technology can be shared thereby giving flexibility and greater ability to maintain service in the face of staff reductions.</p> <p>Outsourcing would have a cost which would have to be taken into account.</p> <p>The review has not yet been initiated. The Business</p>

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			<p>Services Unit (Information Section) together with the ICT Unit will commence the review as soon as practicable.</p> <p>The plans for action in relation to this item, insofar as it relates to NERA, have been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.</p>
4.15	<p>Establishing alternative ways of securing processing / call handling capacity including, for example, through outsourcing of data entry / LRC recommendations / dictaphone typing and/or using capacities available within the ERIR bodies or within the wider Department e.g. NERA assisting with LRC processing backlogs.</p>	<p>Once BPR completed</p> <p>CRO will complete in Q1 2011 a CBA of retaining the conversion of manually</p>	<p>BPR for EAT and RCS recommended a single "clearing house" / call centre to handle all individual grievance claims.</p> <p>NERA already assisting LRC processing backlogs.</p> <p>As a first step in this process NERA has taken on the role of inputting claims to the Rights Commissioner Service case management system and has undertaken the acknowledgement phase of EAT cases.</p> <p>The plan for action in relation to this item, insofar as it relates to the employment rights bodies, has been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.</p> <p>CRO has re-tendered in August 2011 for a new data entry service provider and a new contract should be in place by year-end. CRO has set a maximum cost of €50,000 for the data entry of 50,000 B1 forms over</p>

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		completed annual returns into electronic format function in-house versus outsourcing. Ongoing.	two years (i.e. an average of €25,000 per year). If CRO were to complete this work in-house, it would require more than one full-time clerical officer (inputting a minimum of 100 forms a day) already elevating the cost beyond what can be achieved through a new outsourced contract.
4.13	Review and reduce the amount of information obligations that employers are obliged to submit to Regulatory bodies.  This may require legislative changes.	End 2011	The initial focus of this is on the OWT Form 1, which is currently being examined.  The plan for action in relation to this item has been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is attached by Employment Rights Section for information.  The Department has identified potential savings of approximately €187 million per annum for business arising from measures taken to reduce the administrative burden in the areas of Company Law, Employment Law and Health and Safety Law.
4.14	Formal channels of communication and information sharing between INIS, GNIB, NERA, DSP, Revenue and <b>Employment Permits</b> staff to facilitate sharing of information leading to more comprehensive enforcement regime. NERA has structured and formalised arrangements with DSP and Revenue. There are also informal arrangements with Employment Permits and GNIB.	No date given – need to structure and formalise the informal existing arrangements	NERA has structured and formalised arrangements with DSP and Revenue. There are also informal arrangements with Employment Permits and GNIB.  Need to examine and find a solution for data protection issues to ensure necessary safeguards are in place.
4.13	Reduce the review period for examining employment records of employers to one year.	January 2011	Implemented and effective from 1 March 2011.

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4.13, 4.14	<p>Develop new module to GeoSmart inspection system to enable insurance companies to electronically submit Insurance forms –‘report of thorough examination of lifting equipment’ which is a legal requirement – to the HSA.</p> <p>This will require an initial investment of up to €15,000. And implementation will be subject to a business case showing adequate savings in administration cost.</p>	Q1 2012	A business case was prepared by HSA which showed that the administrative savings to either the Authority or insurance companies did not justify the cost of implementing this action.
4.15	<p>Greater use of free or minimal cost public facilities for hearings of EAT (also applies to other ERIR tribunals).</p> <p><b>EAT</b> – Will continue to seek greater use of free or minimal public facilities for hearings. However, there has been a change in the last year, in that many public venues that had formerly agreed to provide these free of charge, such as Courthouses, VECs, etc are now either charging or indicating that they no longer want to facilitate EAT hearings in their venues. Resolution of this may require a central direction in relation to maximizing the utility of public buildings.</p> <p>IR: See under 2.2 Facilities Management above.</p>	Ongoing	<p>OPW was requested to make available a list of all public buildings which could be used to host EAT hearings and asked to issue a direction that such facilities should be made available.</p> <p>OPW has provided access to an additional venue in Dublin for hearings to be heard free of charge. The scope for further space in Davitt House for hearings is being looked at as St Stephen’s Green House may not always be available.</p> <p>A follow up re provincial locations has also issued to OPW and EAT is currently listing hearings, free of charge, in public buildings in Meath and Offaly.</p>
4.13	<p>Greater use of ICT in information dissemination etc. by the LRC.</p> <p>See above on relevance of common system recommendations of BPR on EAT and LRC/RCS.</p>	Mid 2011	The plans for action in relation to this item have been superseded by the Minister’s announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.
4.13	Online Filing of Trade Marks.	Mid 2011	A secure electronic drop box which facilitates the electronic filing of trade mark applications has been put in place as an interim measure pending the development of online filing functionality. It is not possible at this time to give a revised target date for implementing the online filing functionality.

Terms of the Public Service Agreement 2010 - 2014	Action	Target Date as per Current Action Plan	Current Position
4.14	<p><b>BPRs</b></p> <p>EAT and Rights Commissioner Service of LRC.</p>	Beginning in 2011, and phased and inclusive basis	<p>BPR completed on EAT and Rights Commissioner Service of LRC.</p> <p>BPR recommendations to be assessed via submission to new Minister on Streamlining of employment rights bodies.</p> <p>The plans for action in relation to this item have been superseded by the Minister's announcement of a major project to streamline the five State employment bodies. A full description of the objectives of the streamlining project is set out in the highlights section.</p>
4.15	<p>Agree systems with <i>Department of Social Protection and State Claims Agency</i> for data sharing on issues of mutual interest (e.g. occupational injuries and sickness issues).</p>	Ongoing	<p>Subject to interdepartmental agreement and possibly legislative developments. HSA has put in place the infrastructure to enable direct reporting to take place and the State Claims Agency is currently evaluating their capability to forward this information.</p>