Integrated Progress Report on Action Plan for the Defence Sector

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

1. A significant reorganisation and restructuring of the Defence Forces within the reduced numbers to maintain capacity to undertake the tasks assigned by Government;

2. Redeployment of 1,080 serving military personnel across the organisation: to different posts within the organisation;

3. Introduction of new promotion systems for Generals, Officers up to Colonel and Enlisted Personnel which reflect modern HR standards, including the elimination of seniority and the establishment of a purely merit based systems of promotion at all levels;

4. Continued maintenance of all the services required by Government within reduced numbers and funding;

5. Delivery of additional services with the deployment of personnel to UNIFIL (Lebanon) and takeover of Command by the Defence Forces of the EU training mission in Somalia – circa 459 personnel involved.

6. Reduction in acting and substitution numbers from 350 in March 2009 to 157 in March 2011 to 101 in March 2012.

7. Four Barracks were closed which will maximise the effectiveness of the Defence forces by removing the burden imposed by manning and maintaining unnecessary installations. While the major objective of the closures is to release as many personnel as possible for operational duties annual savings of €1.3m in respect of utilities, security duty allowance and maintenance will also arise.

   515 military personnel transferred to new locations.

8. Completion of a comprehensive review of military medical services in June 2011.

9. The Air Corps pilot retention scheme discontinued resulting in a saving of some €600,000 per annum from 2011.

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

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

1.Human resource management *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.*			
Terms of the Public Service Agreement 2010-2014	**Action**	**Target Date as per Current Action Plan**	**Current Position**
Reduction in Public Service numbers Reconfiguring the design and delivery of public services	1.1 Will participate in a review of the instructions relating to Substitution and Acting Up appointments so as to ensure that the principal of short-term acting unpaid appointments and non-substitution is consistent with public service norms.	Review will be completed by April 2012	Principles in relation to substitution and acting-up appointments have been agreed with PDFORRA. Documentation in relation to a revised scheme is currently being finalised. Through reorganisation and redeployment to fill gaps and through more flexible work methods, the number of persons in receipt of substitution at home has been reduced from 350 in March 2009 to 157 in March 2011 to 101 at March 2012.
	1.2 The overall process will be actively managed so as to obviate, as far as possible, the requirement for acting-up and substitution.		Under existing IR agreements acting up and substitution arises automatically after 30 days. Proactive management of the system, including cross reporting, has been

			implemented. This is reducing new cases of acting up and substitution arising.
	1.3 Re-organisation of Defence Forces into 2 Brigades with a total strength ceiling of 9,500.	Review completed by 31 July 2012	In December 2011 the Government announced a re-organisation of the Defence Force structure from a three Army Brigade structure to a two Army Brigade structure. The Second Interim Report (high level options) on the DF Re-organisation has been submitted to the Minister for approval.
	1.4 A review will be undertaken of the current technical grading of appointments and/or classes of appointments for enlisted personnel, including consideration of whether current requirements merit tech pay, are at the appropriate rate of tech pay (including whether a higher or lower rate of tech pay should be paid) or can be met in a more cost effective manner. The parties are committed to the implementation of proposals arising from the review within an agreed time frame.	31 June 2012. Review cannot progress until clarification received from D/PER on status/sanction of Tech Pay.	The review which will deal with the numbers in receipt of technical pay and appropriate payment cannot progress formally until the reorganisation of the Defence Forces has been concluded. Progress is also dependent on DPER's review of allowances and premium payments.
	1.5 Review of overseas expense related packages.	End 2012	The review which will deal with overseas expense related packages cannot progress formally until DPER has completed its review of allowances. However, background work has been undertaken on this between DPER and this Department.

	1.6 To co-operate with the approved findings of the VFM review of the RDF	Review on going	Awaiting findings of review. This is also dependent on the completion of the re-organisation of the Defence Forces.
	1.7 The Parties will co-operate with the drive to reduce costs through organisational rationalisation and restructuring and by service delivery organised in different ways or delivered by different bodies.	On going	The new DF organisational structure will be based on a force of 9,500 personnel. It will rationalise existing structures and introduce new systems to enable the organisation to be flexible enough to resize and restructure as required so as to maintain, as far as possible, essential capabilities and outputs within Exchequer funding allocations.
	1.7(a) the Parties will co-operate with the drive to reduce costs through service delivery.	On-going	A request for information (RFI) for medical services (includes pharmacy services) for the Defence Forces with a view to outsourcing is currently being finalised (see action point 2.3 below). Service delivery of physiotherapy will be reorganised under the future medical service. Certain HR functions have been outsourced with PAS providing some HR shared services support functions, including: • recruitment • psychometric testing (estimated savings of €110K), • competency based promotion scheme design, and

			• board and candidate interview training. • Saving of approximately 4 posts (€179,200) in DF competition section. *Services partially or fully outsourced over recent years* • Aircraft Power by the Hour contracts • 2nd Line Maintenance • Front of House Catering • Barrack Maintenance
Sectoral Agreements Stable industrial relations climate Performance and skills	2.1 Consult Representative Associations on Organisation and Structure. 2.2 Once review of the DF organisation and structure is completed, amend DFR CS4 and Admin Instr. CS4. 2.3 Support the implementation of the recommendation of the Medical Review (PA	On going 31 July 2012 First stage, i.e. the formal	The Representative Associations will be consulted. The DFR CS4 and associated Administrative Instrument will be redrafted once the reorganisation of the Defence Forces from a three Army Brigade structure to a two Army Brigade structure is approved by the Minister. It has not been possible to implement the Medical Review because of lack of medical

	Consultants Report) in order to deliver medical services in an efficient, effective and economic manner. Implementation Plan in place. Phased implementation to be progressed.	establishment of the new Central Medical Unit to be completed by 31 March 2012.	doctors and difficulties in recruitment. Therefore, the Department is in the process of drafting a Request for Information in relation to outsourcing medical services for the Defence Forces.
Reduction in Public Service numbers Performance and skills	3.1 Promotion and recruitment within the PDF to be maintained within the new 9,500 number for the Permanent Defence Force. 3.2 Review promotion procedures to ensure merit based competitive promotion policies are the norm.	On going	Personnel currently serving (8,899 as of 31/3/12) are below the level of 9,500. Promotion and recruitment are being maintained within this number and the Defence Budget. A new competency based scheme for promotion to the General ranks has been finalised and promotions have taken place under the new scheme. The new scheme is a fully competitive merit based system consistent with CPSA standards. A fully competitive merit-based promotion scheme for other officers was agreed with RACO and promotions have taken place under this new competency based scheme. It eliminates length of service marks (seniority), opens up the competition to a wider candidature, revises the existing performance assessment system to align it with the competency based promotion system and provides improved opportunities for advancement to more junior officers. Transitional arrangements have also been

			agreed such that the new scheme will be fully implemented by 2013. A competitive merit-based Non Commissioned Officer (NCO) promotion scheme has been agreed with PDFORRA and is currently being piloted. The scheme has opened up promotions for NCOs right across the system. It enables personnel to be promoted to all units throughout the country and will facilitate the redeployment of personnel across units and formations. The scheme addresses a range of systemic issues identified by the Ombudsman. A more efficient general panel system replaces the system of running individual competitions for individual vacancies. For the 2012 promotion competitions potentially 500 individual interview boards have been replaced with just 27 panel interview boards.

Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services	4.1 Recognising that GOCs have power to post personnel to appointments within the Brigade, including for reasons, *inter alia*, SWAs, surpluses arising from barrack closures, restructuring of the PDF cadre supporting the Reserve, and for operational requirements, etc. the Parties will cooperate in this context with the flexible deployment/ redeployment of personnel.	On going	Redeployment is ongoing in context of organisational down-sizing. The extent of the requirement will depend on the revised organisation structure. In the period under review, 1,080 personnel have been redeployed to different posts within the organisation. Much of this movement is directed at covering off staff reductions in various locations where staff have left the Defence Forces. This figure is exclusive of overseas deployments to UNIFIL etc.
	4.2 The Eastern Brigade and DFTC will be treated as the one Brigade area for the purposes of such deployment/redeployment.		The Eastern Brigade and Defence Forces Training Centre (DFTC) are now treated as one Brigade area for the purpose of deployment/redeployment.
	4.3 In so far as is possible, redeployment will be based on the principles of volunteerism/ expressions of interest so as to avoid the necessity for compulsory redeployment.	31 March 2012	Compulsory redeployment had been avoided. However, on foot of Barrack Closures there has been compulsory redeployment of 515 personnel from these Barracks to the new locations.
	4.4 Barrack Consolidation.		Four Barracks were closed at the end of March 2012. Resulting in expected savings of: • Manpower efficiency gain, €5m, • Utilities, maintenance and security duties allowances €1.3m, and

			• More efficient collective training and use of facilities.

Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services.	5.1 Agree to enter into a review of the tasks attracting Security Duty Allowance (SDA) and eligibility thereto.	30 April 2012. Review cannot progress until clarification received from D/PER on status/sanction of Security Duty Allowance.	An internal working group has reviewed the duties and incidence of SDA across the system. Formal consultations are ongoing with the Representative Associations pending the outcome of the D/PER review of all allowances. Internal estimates of savings of over €1.0m p.a. from reorganisation/rationalisation of duties have been identified. .
	5.2 Agree to a review of the IMG recommendations in relation to the Specialised Instructors.	End of 2012.	Review of Specialised Instructors allowance will be completed in the context of a broader scheduled review of the IMG recommendations. Potential saving of €1.0m from rationalisation of this allowance over the course of the agreement.
	5.3 Agree to a review of current certified sick-leave entitlements/processes and, in that context, consider amongst other things the application of civil service norms in relation to salary payments for long-term sick leave.	Planned mid 2012.	An initial review of sick leave in the DF has confirmed that there is no systemic problem with sick leave in the DF, but there is a problem in exceptional circumstances. This is now on hold due to a central initiative regarding sick leave.
	5.4 Will participate in a review of "living-in" accommodation requirements, standards and charges to ensure greater transparency in the system by reference to objective criteria.	30 June 2012	Officer Accommodation has been reviewed and classified. Officers in standard accommodation are now paying for accommodation. Agreement has been reached that no further married quarters be allocated. A review of Enlisted Personnel

			accommodation is ongoing. Additionally, an internal working group is developing proposals for revised charges which will be then be subject to consultation with the Associations.
	5.5 Agree to review the criteria for NCO course qualification and selection.	31 October 2012	The criteria for NCO course qualification and selection will be reviewed when the current Pilot of the NCO promotion scheme has been completed.
	Agree to review the criteria for NCO promotions.		The criteria for NCO Promotion course qualification and selection will be reviewed when current Pilot of NCO Promotion scheme has been completed. Revised completion date of 31 October 2012.
	5.6 The significant work already achieved in progressing Regulatory reform will be continued. Part V Defence Act rewrite.	Work of Part V is ongoing	Review of promotion criteria was completed end July 2011. Substantial progress was made on the re-write of regulations including: • Accommodation and Engineer works (DFR L1); • Welfare Schemes and Canteens (DFR L4); • Pay and Allowances (DFR S3),

	5.7 A review of the existing practices and procedures regarding undertakings for courses of education and training for enlisted personnel will be undertaken.	29 February 2012	Work has been completed on re-writing and simplifying: • Leave Regulations (DFR A11) • Enlistment and Promotions for Non commissioned personnel (DFR A10 (New A2). While this refers to enlisted personnel, the process commenced with Officers and this has now been completed. The review for enlisted personnel is well advanced.
	5.8 The parties agree to continue to work together to address the education and training of personnel to promote future employment following transition out of the Defence Forces by continuing to expand the accreditation of Defence Forces military courses and training.	On going	Accreditation of the training and education programmes throughout the DF is at an advanced stage and now expected to be completed by end of June 2012. Currently an expert panel are evaluating syllabi to be accredited.
	5.9 Agree that the Air Corps pilot retention payment will be discontinued on expiration of the current contracts		The Pilot retention scheme has been discontinued. At a savings of over €600,000 p.a.

2. Better Business Processes *Actions under this heading would include efficiency measures including procurement, revisions to business process, reconfigurations and other changes to service delivery options, including sharing of service, revisions to regulatory/inspection actions, and so on.*			
Terms of the Public Service Agreement 2010 - 2014	**Action**	**Target Date as per Current Action Plan**	**Current Position**

Redeployment in the integrated Public Service Reconfiguring the design and delivery of public services	6.1 Integration of civilian and military elements 6.2 Continued use of integrated civilian and military personnel on committees	Pilot project to commence in Q2 2012 On going	The Strategic Management Committee has examined a range of possible areas. An area for a pilot integration project has been identified which is planned to commence is Q2. Joint Committee on HR and Personnel issues established and meeting monthly: • Croke Park Implementation Group meeting fortnightly • Overseas Operations group established • A number of Joint Committees are established to progress official positions on various Croke Park issues.
Redeployment in the integrated Public Service **Reconfiguring the design and delivery of public services** **Performance skills**	7.1 Identify aspects of business which could be considered for civilianisation or outsourcing.	Ongoing	As a result of the review of the Medical Services, the Pharmacy service was identified as suitable for civilianisation and the Physiotherapy service as suitable for a change in service delivery. Defence Human Resources Branch has been making use of the Public Appointments Service for areas such as psychometric testing. Further possibilities for civilianisation or outsourcing continue to be examined.
Redeployment in the integrated Public Service **Reconfiguring the design and delivery of public services**	8.1 In the event that Government decides to close further installations, the Parties will co-operate in relation to those matters, which fall within the scope of representation,	Subject to Government decision	All parties co-operated with the closure of four army Barracks in March 2012.

	particularly redeployment and retraining of personnel.		

3. Delivering for the Citizen *Actions under this heading would include efficiency measures and improvements to the processes by which your Department/body delivers its services to the public, including changes to the technology used, better data management, including around identity, and so on.*			
Terms of the Public Service Agreement 2010 - 2014	**Action**	**Target Date as per Current Action Plan**	**Current Position**
Performance Verification Stable industrial relations climate	9.1 The parties accept the principles, objectives and obligations set out for the Defence Sector and the overall "Public Sector Agreement 2010-2014". 9.2 The parties are committed to public service modernisation as set out in previous agreements.	2010 - 2014	Continued co-operation. No further actions, not covered above, are planned at this time.