

**Department of the Taoiseach Modernisation Plan  
Third Progress Report (April 2007 – December 2007)**

<p><b>1. Modernisation, Flexibility and Change</b></p> <p><b>Our Objectives:</b></p> <ul style="list-style-type: none"> <li>○ To provide an excellent service to our customers</li> <li>○ To make efficient use of the resources available to us</li> <li>○ To meet ongoing changes in the external environment</li> <li>○ To maintain a strategic focus on the Department's role and functions, ensuring in particular that we provide leadership and co-ordination across key areas of Government policy</li> <li>○ To work in partnership with staff to bring about the changes required</li> </ul>					
No.	Action	Priority Rating	Target Date	Progress Made	Measurement
1.	We will develop a new HR Strategy 2008 – 2010. The new strategy will take account of Civil Service wide developments in the HR area, as well as respond to HR issues of key importance to management and staff in this Department. The strategy will be developed in full consultation with staff.	5	<b>December 2007 (Strategy agreed)</b>	<b>Whilst the new HR Strategy 2008 – 2010 has not yet been finalised, significant progress was made during the reporting period on the different components of the Strategy.</b>	The subsequent measurement of the effectiveness of the HR Strategy will be made through bi-annual employee surveys, benchmarked with previous surveys.
2.	We will fully implement the new integrated PMDS/HR model. This will include measures to support its implementation such as revised (simpler) review forms and a 'short guide' for staff on the key elements of the new model, as well as automated monitoring of rating returns to assess compliance levels.	5	January 2007	Target met. Short guide and revised PMDS forms developed and circulated to staff. Training/awareness sessions held. PMDS database developed to receive automated rating returns.	The key performance indicator will be compliance levels with the new model. These will be monitored through the rating returns on the PMDS database.

3.	We will review our current training and development strategy.	5	January 2007	Both targets met. Review completed and proposals to ensure greater involvement by managers in assessing staff training needs have been developed. These include an annual survey of managers to identify training priorities for the year ahead. <b>The training surveys were conducted in May 2007. They identified training priorities for the year ahead.</b>	<b>The key indicator will be the level of training take-up and its relevance to the business needs of the Department. We will monitor staff take-up of priority training, as well as evaluate its effectiveness through a rolling programme of evaluations.</b>
4	In light of the review findings, we will develop proposals to ensure that the training we provide to staff is timely and relevant, having regard to the needs of management and staff.	5	March 2007		
5.	We will review our induction/probation processes in the light of the new Civil Service rule on the length of the probation period. We will develop proposals to maximise the benefit of the probation process for both the Department and inductees.	5	March 2007 (review completed)  June 2007 (new procedures in place)	Target met. Review of induction/probation processes completed.  <b>Considerable progress has been made in updating our induction/probation materials in the light of the findings. Further work will be done in the next reporting period.</b>	We will measure our performance by the number of recruits successfully probated (or, where they are not probated, the early identification of problems).
6.	We will develop a 'Manager's Handbook' to assist managers in the performance of their duties, especially in managing and developing their staff. This will be prepared when the above interventions to assist performance management have been finalised.	5	<b>March 2008</b>	<b>After further analysis, including a review of practices in other Departments, it was agreed that it would be more appropriate to develop a single handbook to cover both Staff and Management issues as many staff act in both roles. We expect to complete this combined Handbook within the next reporting period. (see Action 7)</b>	<b>Combined Management/Staff Handbook produced by target date. We will subsequently measure whether it is contributing to more effective performance management and employee satisfaction through employee surveys and the number of problems reported to Personnel.</b>
7.	We will update our 'Staff	5	March 2008	<b>As outlined in Action 6 above, a</b>	<b>See Action 6 above.</b>

	Handbook' to incorporate new developments and to complement the 'Manager's Handbook'.			<b>combined Staff/Management Handbook will be developed and completed in the next reporting period.</b>	
8.	We will commission our 4 <sup>th</sup> Employee Opinion Survey, to review progress in the implementation of our HR policies and assess whether they are maximising employee engagement/alignment. We will develop appropriate responses to the survey findings	5	<b>November/December 2007 (survey held)</b>  <b>January 2008 (Responses developed)</b>	<b>In August 2007, the Department of the Taoiseach advertised for tenders to conduct an Employee Opinion Survey on the eTenders website. It was the first time this had been advertised on eTenders and we received a higher number of replies than anticipated. Following a selection procedure which took longer than expected due to the volume of replies, a successful tenderer was chosen and the EOS 2007 got underway. The survey will be completed by mid-December and a final report available in early January, 2008.</b>	<b>4<sup>th</sup> Survey completed by slightly revised target date – January 2008. We will measure the effectiveness of our HR policies through these bi-annual surveys and develop appropriate responses to the findings.</b>
9.	We will integrate our business planning/ financial and non-financial reporting processes in the context of developing our Annual Output Statement	5	December 2006	Target met. We have rationalised our reporting processes. Material from line divisions for our Annual Report and Annual Output Statement focuses on linking outputs to outcomes.	The key indicators will be the submission of the Annual Output Statement to the Select Committee within deadline and their satisfaction with it, and the production of shorter (more focused) Annual Reports.
10.	We will prepare a Procurement Analysis Report, which will seek to identify the scope for improving the procurement function within the Department	5	September 2006	Targets met. Analysis report and the Corporate Procurement Plan were prepared by deadline. The plan contains a series of measures to improve the procurement function within the Department.	Deadlines for preparation of analysis report and plan met.  <b>The key performance indicator will be the economies and efficiencies achieved through the</b>

11.	In the light of this report, we will develop a Corporate Procurement Plan to achieve VFM in the way the Department acquires/pays for goods and services.	5	March 2007	<b>We continue to improve procurement structures and expertise in the Department on an ongoing basis, ensuring that purchasing practices are professional and procurement staff have the necessary capabilities to operate in line with best practice.</b>	<b>implementation of the plan (see action 12 and 13 below), compliance with the National Public Procurement Policy Unit (NPPPU) guidelines in the procurement of goods and services and the procurement needs of Divisions met.</b>  <b>Review of the Corporate Procurement Plan 2006 – 2008 showing progress in the achievement of the high level goals and strategies contained in the plan.</b>
12.	We will fully implement the recommendations in the Corporate Procurement Plan. [Note: It will be necessary to keep the plan under review in the light of proposals to examine the feasibility of moving to a ‘shared financial services’ platform – see action 51]	5	Specific date for each action to be included in plan	Target met. Implementation of Plan has commenced on a prioritised basis.  <b>Carried out a review of Departmental Postal services in September, 2007.</b>	<b>New Franking machine and postal credit arrangements in place.</b>  <b>Efficiencies and reduced administration surrounding the postal process.</b>
13.	We will complete a programme of VFM reviews to ensure efficiency and effectiveness in our financial management, in line with the priorities outlined in our Corporate Procurement Plan	5		<b>Carried out a competitive tender for a new franking machine</b>  <b>Procured a new franking machine and put in place new postal credit arrangements with An Post.</b>	
14.	We will amend the format of our	4	April 2007	<b>The Annual Report 2006 was</b>	<b>Publication of combined Annual</b>

	Annual Report to focus on the relationship between our goals and the actions we take to achieve them.			<b>presented to Government in April, 2007 and subsequently published in English and Irish simultaneously. While the Annual Output Statement was published separately in 2007, it is proposed to publish both of these as a joint document early in 2008, thereby reporting on the inputs, outputs and outcomes associated with the high level objectives in the Strategy Statement.</b>	<b>Report/Annual Output Statement 2007 early in 2008.</b>
15.	We will conduct surveys of our key customer groups (including 'mystery shopping' exercises, etc.) to assess satisfaction levels with the quality of the services we provide.	4	July 2007/ 2008	<b>On this occasion, unlike previously, the Department commissioned external consultant to conduct the 2007 Annual Customer Survey and Mystery Shopping Exercise. The commissioning of this external consultant will give more validation to the survey results. These will be completed by mid-December and a final report available in early January, 2008.</b>	Surveys completed. We will benchmark the results of the surveys against those of previous surveys and develop appropriate responses to the findings.
16.	We will continue to provide appropriate QCS training to staff, taking account of our customers views as indicated in the surveys.	4	October 2007/2008	<b>QCS Training is provided to staff on an ongoing basis as required. A module on QCS is included in all induction training as a matter of course.</b>	We will measure the effectiveness of our training from the results of the customer surveys.
17.	We will upgrade the Department's website tools to deliver new functionality and pilot this.	4	March 2007	<b>Target met. The Pilot upgrade of both Better Gov and DoT has taken place. These have been tested and any necessary changes/updates have been</b>	The Key indicator is that the additional functionality, and more intuitive interface of the new tool, will allow users to easily maintain the Better Gov site.

				<p><b>made to the new CMS.</b></p> <p><b>The next step is to move this pilot implementation into live. LGCSB are in the process of identifying a new location to house servers to host the DoT Suite of sites in the live environment. These will be in place by end of the year, all the data will be transferred , tested and live for DoT, BetterGov and BetterRegulation by end of the first quarter 2008.</b></p>	
18.	We will roll out the enhanced system to the Departments websites.	4	July 2007	<p><b>Responsibility for updating the websites has now been devolved to line divisions which should ensure more up to date websites.</b></p> <p><b>Once the sites have been completely upgraded, a Trainer will be brought in to run a number of refresher sessions for all Web Liaison Officers.</b></p>	The key indicator will be the ability of line divisions to update material on the websites relating to their area of responsibility. We will subsequently measure customer satisfaction levels with the quality of our websites.
19.	We will continue to make a number of enhancements to our websites (based on current best practice) to improve customer service.	4	Ongoing	<p><b>Ongoing.</b></p> <p><b>The LGCSB is in the process of replacing our web servers and they will be in place by the end of this year.</b></p> <p><b>We have subscribed to a product called BrowseAloud which will enhance the usability of our sites and enable users to</b></p>	We will subsequently measure customer satisfaction levels with the quality of our websites.

				<p><b>create audio files of the content on our sites.</b></p> <p><b>We have also subscribed to a service called SiteImprove which automatically checks and identifies broken links on all our sites. These can then be amended.</b></p> <p><b>Google Search engine will be implemented on remaining 3 sites before end January 2008. Google Analytics will also be implemented across all our sites to improve the service further.</b></p> <p><b>An Information Officer with editorial oversight has been appointed. A Web Liaison Officer Network has been set up. One meeting of this group has been held. A training course in Writing for the Web has been provided for the Information Officer, Web Liaison Officers and Content Management Personnel.</b></p>	
20.	We will review our Customer Charter, with a view to publishing a revised Charter for the period 2008-2010.	4	<b>March 2008</b>	<p><b>Work has commenced on the revision of our Customer Charter and it will be completed in the first quarter of 2008.</b></p> <p><b>It was decided to await the results of the customer surveys so that these could inform the development of the new</b></p>	New charter in place. We will measure performance against the commitments in the charter through annual customer surveys and other evaluation techniques e.g. 'mystery shopping' etc.

				<b>Charter.</b>	
21.	We will prepare our next Customer Action Plan 2008 – 2010.	4	March 2008	Action does not have to be completed in this reporting period	Plan in place by deadline. We will measure the effectiveness of the plan through the annual customer surveys and other evaluation techniques e.g. ‘mystery shopping’ etc.
22.	We will apply for the “Excellence through Accessibility” Award. This will involve an initial analysis to assess our readiness to compete for the award in terms of physical accessibility to the building and the accessibility of websites and general services to the public and a decision on when it is appropriate to make an application.	4	March 2007 (analysis completed)  May 2007 (decision taken on when to apply)	Target met. Analysis completed and decision made to proceed with application. Analysis identified a programme of works to be completed (including proposed timeframes) in order to enhance prospects of receiving award.  <b>The identified programme of works will be carried out in conjunction with OPW over the next 18 months. The Audit Report noted however, that due to the buildings’ features, location and protected heritage conservation status, most of the major works that are recommended to comply with best practice for accessibility, are not practical to effect.</b>	The key performance indicator will be the receipt of this award, which recognises excellence in the provision of services to people with disabilities.  <b>Accessibility of our buildings and services maintained and upgraded as required having regard to the limiting nature of the building.</b>
23.	We will continue to support the Customer Charter initiative, including participation in external evaluation and ensuring that bodies under our aegis comply with the	3	Ongoing	<b>The Department participated in an external review of the customer charter initiative and the report of this review was published in June 2007. The</b>	The key indicator will be customer satisfaction levels with our performance, as measured in annual surveys and other evaluation techniques.

	provisions of the initiative			<p><b>QCS Research Group is currently studying the conclusions and recommendations of the review with a view to bringing forward additional proposals.</b></p> <p>The National Economic and Social Forum (NESF) is the only body under our aegis which requires a separate charter and this requirement has been fulfilled.</p>	
24.	We will maintain staff numbers at their authorised levels.	3	Ongoing	<p><b>We continue to comply with the requirement to maintain staff numbers at authorised levels. Following the change of Government there has been a substantial reshuffling of staff and duties to reflect the priorities of the new administration. This process is still ongoing.</b></p>	No unauthorised increase in numbers. [Note: We reduced our staff numbers by 4% between 2003-2005 in compliance with a Government decision.]
25.	We will fully implement the new Civil Service Regulation Act and the new Disciplinary Code for the Civil Service.	3	March 2007	<p><b>The Department has reviewed its internal procedures to ensure that it is compliant with the new Act and Code. We will incorporate information for managers and staff on these procedures into the new Staff/Management Handbook [see actions 6 and 7]</b></p>	Our key performance indicator will be the absence of any infringements of the Act or Code.
26.	We will update our Health and	3	April 2007	<b>Safety statement has been</b>	<b>The majority of issues raised in</b>

27.	<p>Safety Statement to take account of the most recent legislation/regulations. This will include carrying out a full safety assessment within the Department</p> <p>We will fully implement the new Statement, including the provision of appropriate health and safety training to staff</p>	3	February 2008	<p><b>finalised, approved and published.</b></p> <p><b>A new safety audit was completed in November, 2007 and we are awaiting the final report.</b></p> <p><b>We will develop a work programme in conjunction with the OPW to address the issues raised in the audit.</b></p> <p>Action does not have to be completed in this reporting period</p>	<p><b>the safety audit have been addressed and the Safety Statement updated by deadline. Our key indicator will be the number of safety issues highlighted in the annual safety audit.</b></p>
28.	<p>We will fully implement the new Civil Service Policy on Bullying and Harassment. This will include:</p> <ul style="list-style-type: none"> <li>• The provision of appropriate training/awareness raising sessions for managers and staff;</li> <li>• An external review of our current strategies/interventions to address the issue of bullying and harassment; and</li> <li>• Full implementation of any recommendations arising from this review</li> <li>•</li> </ul>	3	<p>March 2007</p> <p>July 2007</p> <p>December 2007</p>	<p><b>We commissioned an external consultant to audit the effectiveness of our policies and procedures to address this issue. While the audit report was favourable, the consultant made a series of recommendations to enhance the effectiveness of our processes and instill a culture where bullying is not tolerated. Specific proposals to implement these recommendations went to MAC in December, 2007.</b></p>	<p>Our key indicator will be the number of complaints received.</p>
29.	<p>We will continue to meet Government targets in relation to the percentage of AP posts filled by</p>	3	Ongoing	<p><b>69% of the Assistant Principal level posts in the Department are filled by women, which</b></p>	<p>Our key indicator will be that Government targets are met in both instances.</p>

	women and the employment of people with disabilities.			<p><b>exceeds the Government target of 33%.</b></p> <p>The 3% target of employment of people with disabilities has also been exceeded.</p>	
30.	We will continue to implement our Official Languages Scheme to improve and enhance the quality of services delivered in Irish.	3	September 2008	Action does not have to be completed in this reporting period, although the Coimisinéir Teanga, in a report on the progress being made by Departments in implementing their schemes, indicated that he was satisfied by the progress being made by this Department.	Our key performance indicator will be that the scheme is implemented to the satisfaction of An Coimisineir Teanga. We will also measure customer satisfaction levels through our annual surveys.
31.	The Department's websites (main pages) will be fully bilingual.	3	December 2007	<b>In the reporting period, we sought expressions of interest from translation companies to provide a dedicated website translation service. A contract has been agreed and Web Liaison Officers are currently reviewing and updating material in Irish on the websites.</b>	<b>The key indicator will be that our websites are in compliance with Official Language requirements. The websites must meet these requirements by the end of our current Official Languages Scheme in August, 2008.</b>
32.	20% of the Department's press releases will issue in Irish.	3	December 2007	<b>In the reporting period, we sought expressions of interest from translation companies to provide a dedicated press release translation service. A</b>	<b>The key indicator will be that the target of at least 20% of press releases will be available in Irish, which is in compliance with Official Language</b>

				<b>contract has been agreed and work is underway on this matter.</b>	<b>requirements. This requirement must be met by the end of our current Official Languages Scheme in August, 2008.</b>
33.	We will develop a formal Eco-Friendly Policy for the Department.	3	March 2008	Action does not have to be completed in this reporting period	We propose to include in the plan specific indicators for each action.
34.	We will fully implement the new Eco-Friendly Policy	3	September 2008		
35.	We will use the provisions of <i>Sustaining Progress and Towards 2016</i> to recruit/deploy staff in a manner that enables us to meet existing and emerging business demands within our allocated resources.	2	Ongoing	<b>Ongoing. During the last reporting period we ran an internal competition for a new post of I.T. Knowledge Manager. The intention is to marry emerging trends in Information Technology with Knowledge Management requirements to ensure business continuity.</b>	Business needs of the Department met.
36.	Where the Department is responsible for introducing changes to the legislative framework, we will ensure that RIA is conducted in line with the relevant Government decision	2	As required	In conjunction with the Office of the Attorney General, an RIA was conducted on a proposal to repeal outdated legislation (the Statute Law Revision Bill 2007).	The key indicator will be full compliance with the Government decision in preparing legislation.

## 2. Stable Industrial Relations/Managing Change

### Our Objectives:

To foster and maintain stable and co-operative relationships with employees that:

- Minimise conflict;
- Recognise employees' stake in the organisation;
- Emphasise fairness and transparency;
- Achieve commitment through involvement and the development of mutual interests and values;
- Involve working in partnership with unions and staff to introduce change and new developments.

No.	Action	Priority Rating	Target Date	Progress Made	Measurement
37.	We will review the Partnership structures within the Department in order to develop their potential (1) as an instrument for implementing co-operative change and (2) as a forum for enhanced communication across the Department.	5	June 2007 (review completed)  September 2007 (responses to findings implemented)	<b>Review has been completed and will be submitted to MAC early in the New Year.</b>	The key indicator will be the development of revised Partnership structures to drive the modernisation process within the Department and the full implementation of our Modernisation Programme within the specified timeframes.
38.	We will continue to give unions sufficient notice of all new, significant workplace-related initiatives, thereby allowing time for discussions, if necessary.	3	Ongoing	<b>Ongoing. We continued to appraise staff unions of all new initiatives during the last reporting period (e.g. IT Knowledge Management position).</b>	Stable industrial relations maintained.

## 3. Team/Cross Functional Working

**Note:** A key function of the Department is to support the development, implementation and co-ordination of Government policy. To this end, the Department supports a number of Cabinet Committees on key policy areas (e.g. Northern Ireland, Social Inclusion, Infrastructure), as well as participating in a number of cross-departmental teams that support the work of these committees

### Our Objective:

To provide leadership and support co-ordination across key areas of Government policy

No.	Action	Priority	Target Date	Progress Made	Measurement
-----	--------	----------	-------------	---------------	-------------

		<b>Rating</b>			
39.	<p>We will extend the eCabinet system to the Cabinet Committees. This will enhance the effectiveness of these Committees by ensuring a secure document authoring and distribution system. The actions necessary before this measure can be fully implemented include:</p> <ul style="list-style-type: none"> <li>• Familiarisation for selected users</li> <li>• Holding a pilot exercise</li> <li>• Feedback from the pilot and final changes to the system</li> <li>• Familiarisation for users</li> <li>• Full implementation</li> </ul>	5	Completed in Nov 07 Dec 07 Q1 2008	<p><b>The Cabinet Committee system extension has been built and tested. Following the establishment of the usual range of Cabinet Committees in September post the general election, the system is being piloted for a Cabinet Committee meeting and pre meeting in early December. Further enhancements are likely to be required post pilot exercise and these should be completed in Q1 of 2008.</b></p> <p><b>Other agreed eCabinet enhancements of an administrative nature were deployed, including an application to manage change of Departmental names that occurred after the election.</b></p>	<b>Holding of familiarisation, pilot exercise and full implementation.</b>
40.	We will pilot an EU Directives Extranet – an online access point for all Government Departments to track transposition of EU Directives.	3	March 2007	<b>The Pilot Phase is now complete.</b>	The key indicator here will be improved monitoring and reporting capability on performance of transposition - which has indeed been the case.
41.	Following the pilot, we will roll out the EU Directives Extranet to all Departments.	3	June 2007	<b>The EU Directives Extranet has been rolled out to all Government Departments. Real</b>	

				<b>time data on transposition of EU Directives is now available to the Government Departments.</b>	
<b>4. New Technology/eGovernment</b>					
<b>Our Objective:</b>					
To maximise the benefits of technology, so as to provide an efficient and effective service for our customers and further the Department's business objectives					
<b>No.</b>	<b>Action</b>	<b>Priority Rating</b>	<b>Target Date</b>	<b>Progress Made</b>	<b>Measurement</b>
42.	<p>We will complete a Knowledge Management project to ensure the security, integrity and uniform availability of corporate information/ knowledge within the Department. This will involve the following steps:</p> <ul style="list-style-type: none"> <li>• A decision on the most appropriate way to implement the project</li> <li>• An analysis of the Department's information structures/needs</li> <li>• Taking on board the results of this analysis, the development of a new Knowledge Management Policy for the Department; and</li> <li>• The design/build of appropriate information structures to implement the new policy (commence in 2008)</li> </ul>	4	<p>March 2007</p> <p>September 2007</p> <p>January 2008</p> <p>December 2008</p>	<p>The Department carried out an analysis of the Knowledge Management environment in which it must operate and has identified a number of key drivers that will underpin this project.</p> <p><b>An officer has been appointed to the post of Knowledge Manager for the Department with responsibility of drafting a Strategy and Roadmap for the Department. Work has just commenced on the analysis of the Department's Information structures and needs.</b></p>	<p>The key indicators will be:</p> <ul style="list-style-type: none"> <li>• Better corporate governance</li> <li>• Improved processes</li> <li>• Increased business efficiencies.</li> </ul>
43.	Through the Working Group on Electronic Statutory Instruments, we will pilot revised procedures for	4	February 2007 (pilot run)	Target met. Detailed guidelines on the new system were developed and issued to all users	<ul style="list-style-type: none"> <li>▪ Over 160 officials from across the public service trained in the new</li> </ul>

	the making of Statutory Instruments (SIs) across all Departments and report to Government on the findings of that pilot with recommendations for further action. Training support and guidelines will be developed and delivered to officials using the new system.		April 2007 (report on findings and proposals for future action	of the system.  <b>Training/information sessions were developed, advertised through the Training Officers Network and subsequently held.</b>  <b>In this reporting period, the Group reported to Government on the findings of the pilot and the system is now the sole process for making of Statutory Instruments. The GSA has now taken over responsibility for the system.</b>	system. <ul style="list-style-type: none"> <li>▪ Material incorporated into the CSTDC course on 'Legislative Processes'.</li> <li>▪ Guidelines further developed on foot of user comments.</li> <li>▪ Report is in preparation for the Implementation Group of Secretaries General: will be informed by results from a questionnaire survey of users.</li> </ul>
44.	We will launch "Knowledge Society News". This eMagazine (which will have 4/5 issues per annum) will promote Knowledge Society initiatives, national and international, to both the public and private sectors and will be hosted on a free-to-access web facility.	4	<b>Launched.</b>  <b>Initial contract expired – negotiation of new contract to take place.</b>	<b>Targets met. 5 editions published. Next edition will be published in early 2008</b> <b>KSN is available online at <a href="http://www.ispu.ie">www.ispu.ie</a></b>	<b>Meet publication targets.</b> <b>Key indicators will be number of subscriptions and feedback from subscribers.</b>  <b>New contract to be negotiated.</b>
45.	We will support the Local Government Computer Service Board in developing a proof of concept to test the feasibility of establishing a central policy repository for all government policies and a spatial representation of these policies	4	<b>December 2007</b>	<b>Significant progress has been made in the development of a proof of concept portal with 8 "views" of policy through the lenses of cultural, societal and political; legal; process; organisational; user; knowledge; security and privacy; technical. The final proof of concept will also incorporate the use of Blog and Wiki as a means of</b>	<b>The key indicator will be the completion of the exercise and the making of a decision on the feasibility of the portal.</b>

				<b>disseminating policy and receiving feedback.</b>	
46.	We will move our Peoplesoft HR system to CMOD's shared service platform for the Civil Service.	3	September 2006	Target met. The Department's HR Peoplesoft system has moved to a single Human Resource Management System (HRMS) platform.	Business needs met. The system transition is complete and user acceptance of the system finalised. The system provides more efficient access to a range of HR information for planning and reporting purposes.
47.	We will update our eCabinet procedures to take account of the RIA requirement. An electronic RIA template will be developed and made available to all Departments through a link on the eCabinet system.	3	June 2007	<b>Target met. Deployed in June 2007.</b>	The key indicator will be the availability of the template through the eCabinet system.
<b>5. Service Delivery/Service Channels/Shared Services</b> <b>Our Objectives:</b> To investigate and implement other service delivery options and utilise all available channels, to ensure the most effective delivery of services. To co-operate with the introduction of shared services between public service and related organisations, where this gives rise to efficiencies or economies					
<b>No.</b>	<b>Action</b>	<b>Priority Rating</b>	<b>Target Date</b>	<b>Progress Made</b>	<b>Measurement</b>

48.	In exploring options for our planned upgrade of Oracle FMS, we will complete a feasibility study on moving to a 'shared financial services platform' with other Government Departments, to achieve increased efficiencies and economies of scale in the management of our financial resources	5	May 2007	<b>A feasibility study was undertaken and indicated that the outsourcing of the payroll and financial management systems was the most beneficial option for the Department in terms of cost and value for money. The project started in September and is on target.</b>	The key indicator will be the completion of the upgrade and the level of compliance with financial procedures across the Department. If a decision is taken to move to a shared service platform, we will measure the potential economies and efficiencies arising from this.
49.	We will procure an appropriate financial management system (FMS), if required, to complete the upgrade	5	July 2007	<b>Not relevant as the existing oracle system will not now be upgraded.</b>	
50.	We will implement the Software upgrade (as required)	5	December 2007	<b>Upgrade of software to facilitate moving to the shared services platform is ongoing.</b>	
51.	We will implement any changes required to our financial processes and procedures in the light of the upgrade (including appropriate revision of our Corporate Procurement Plan)	5	March 2008	Next reporting period.	
52.	We will provide timely and relevant training to staff on any revised procedures arising from the upgrade.	5	June 2008 (and ongoing)	Next reporting period.	
53.	In the development of our new Corporate Procurement Plan (see actions 11 and 12) and the subsequent procurement of services, we will explore opportunities for	5	<b>Ongoing</b>	<b>We have put arrangements in place to share information with other Departments/Offices in the Government Buildings complex when tendering/contracting services,</b>	<b>Continued participation in cross-departmental aggregation initiatives and all suitable public sector framework agreements.</b>

	outsourcing/sharing services with other Departments.			<b>with a view to maximising the benefit of lower prices through joint “bulk buying”. For legal/financial administration reasons, however, we still need to enter into separate contracts.</b>	
--	--	--	--	--	--

## 6. Attendance Patterns

### Our Objective:

To manage attendance patterns in such a way as to ensure the provision of an excellent, cost-effective service to our customers

No.	Action	Priority Rating	Target Date	Progress Made	Measurement
54.	We will reach agreement with IT staff on the provision of ‘out of hours’ IT services to Departmental staff.	3	March 2007	<b>The level of additional cover which can be provided has been agreed.</b>	Support of business provided outside of regular hours.
55.	We will implement the agreed ‘out of hours’ IT service.	3	June 2007	<p><b>Recent staff changes in IT mean that a limited service can only be provided at present. New members of the team will have to be trained up in order to be able to participate fully in the out-of-hours rota.</b></p> <p><b>IT Unit are also currently testing remote access options to allow authorised personnel secure access to the site for troubleshooting from home thus cutting down on travel times.</b></p>	
56.	We will continue to provide a range of out-of-hours services to our customers, including private office	3	Ongoing	<b>Ongoing. We continued to provide a range of out-of-hours services, as required, during the</b>	Business needs met. We also monitor customer satisfaction levels through our internal and

	services, government press service, etc.			<b>current reporting period e.g. Private Office, Press Office etc.</b>	external customer surveys.
--	--	--	--	--	----------------------------

## 7. Redeployment of Staff

### Our Objective:

To manage the deployment of staff in such a way as to ensure the provision of an excellent, cost-effective service to our customers

No.	Action	Priority Rating	Target Date	Progress Made	Measurement
57.	We will ensure that our staff recruitment/ deployment policies are fully aligned to the business needs of the Department.	3	Ongoing	<b>Ongoing.</b>	The key indicators are: <ul style="list-style-type: none"> <li>• Business needs met</li> <li>• Staff satisfaction levels</li> </ul>
58.	We will, where appropriate, employ temporary or specialist staff to meet specific business needs, particularly in areas such as IT. This will be done in line with the provisions of <i>Sustaining Progress</i> and <i>Towards 2016</i>	3	As required	<b>We continued to provide a full range of work sharing options to staff during the reporting period.</b> <b>We also co-operated fully with decentralisation in the release of staff. Thirty three staff currently serving in the Department have applied through the Central Applications Facility to relocate under the Decentralisation Programme. A total of fifteen staff members have been decentralised to date.</b>	
59.	We will continue to make the full range of 'work sharing' options available to staff.	3	Ongoing	<b>As stated in Action 35, we ran a special competition during the last reporting period, in agreement with the union, to fill a newly created post of I.T. Knowledge Manager.</b>	
60.	We will fully support the Government's decentralisation programme by releasing staff in a timely manner.	2	Ongoing		

## 8. Competitive Merit Based Promotions

### Our objective:

To ensure that our internal promotion processes are fair and transparent and that the best people are promoted

No.	Action	Priority Rating	Target Date	Progress Made	Measurement
61.	We will continue to move towards 100% competitive promotions. Rather than a move based on percentages, this will be achieved over a fixed (limited) number of promotions.	5	Dependent on promotion opportunities arising	<b>We have moved to 100% competitive promotions from the grade of HEO upwards. We still have a limited number of Seniority/Suitability promotions in the more junior grades (S.O., E.O.) before moving to 100% competitive procedures.</b>	100% competitive processes in place.
62.	We will continue to keep our promotion processes and procedures under review to ensure that they are fair and transparent and in line with the CPSA Code of Practice. The first such review will be completed by March 2007.	5	March 2007 (and ongoing)	<b>During the reporting period, the Commission for Public Service Appointments (CPSA) undertook an independent audit of our internal promotion processes. The CPSA commented very favourably on our processes.</b>	The key indicator will be satisfaction levels among management and staff with our promotion processes.