

**Department of the Taoiseach Modernisation Plan  
Fourth Progress Report (December 2007 – September, 2008)**

5<sup>th</sup> June, 2008

<b>1. Modernisation, Flexibility and Change</b>					
<b>Our Objectives:</b>					
<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>					
<b>No.</b>	<b>Action</b>	<b>Priority Rating</b>	<b>Target Date</b>	<b>Progress Made</b>	<b>Measurement</b>
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 important to management and staff in this Department. The strategy will be developed in full consultation with staff.	5	December 2007 (Strategy agreed)	Whilst the new HR Strategy 2008 – 2010 has not yet been finalised, ongoing progress was made during the reporting period on the different components of the Strategy.	The subsequent measurement of the effectiveness of the HR Strategy will be made through bi-annual employee surveys, benchmarked with previous surveys and specific HR performance metrics incorporated into the Strategy.
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. [By end 2007, the first year of operation of the new system, the ratings return was 74%].

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.	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.
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	<p>The training surveys were conducted in May 2007. They identified training priorities for the year ahead.</p> <p><b>Following on from 2007 Managers Survey a 2008 survey of all jobholders is being rolled out.</b></p> <p><b>This will build into a Training and Development Strategy for 2008 onwards which is currently being developed. The Strategy will be informed by both internal Departmental/ Organisational commitments as well as wider Civil Service obligations.</b></p> <p><b>In response to a Comptroller and Auditor General's recommendation, citing the need for proper assessment and evaluation systems of Civil Service training and development, the Training Officer has now received the appropriate training to carry out a Return on Investment to fulfil this C&amp;AG obligation. The</b></p>	<p><b>A total of €535,353 was spent on training and development by the Department of the Taoiseach during 2007. This represents 3.84% of the salary expenditure for 2007.</b></p>

				necessary steps are now being taken to ensure that the Department can report progress back to the Civil Service Training & Development Centre in Autumn 2008.	
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.  Considerable progress has been made in updating our induction/probation materials in the light of the findings.  <b>Having regard to the need to increase energy efficiency, the Department will be including in it's Induction Manual, sections on Energy Awareness.</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	March 2008	<b>Following further consideration, including a review of practices in other Departments and the ongoing development of the Departments websites, we are now considering the potential for a web-based resource for staff. Some work has been done on this and development will continue on an ongoing basis.</b> (see Action 7)	<b>Combined Management/Staff Handbook/web-based resource produced. 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 Handbook' to incorporate new developments and to complement the 'Manager's Handbook'.	5	March 2008	<b>As outlined in Action 6 above, a combined Staff/Management Handbook/web-based resource will be developed.</b>	<b>See Action 6 above.</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	November/December 2007 (survey held)  January 2008 (Responses developed)	<b>Employee Opinion Survey conducted December, 2007. Report has been finalised and findings disseminated to Management. Presentation to staff of the report findings to be held late May/early June 2008.</b>	<b>Survey completed.</b>  <b>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	<b>5</b>	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.  The key performance indicator will be the economies and efficiencies achieved through the 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.
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>Procurement is now included as a significant objective in the business planning process for relevant units throughout the Department. Internal resources have been grouped such as the Departments Registry and Management Services Unit.</b>	Review of the Corporate

				<p><b>Internal purchase to pay process has been streamlined with further progress being made with the move to a shared services platform along with other Departments and agencies.</b></p> <p><b>Internal communication on procurement has been improved through the creation of a dedicated procurement folder on the Department's intranet to facilitate better dissemination of procurement issues.</b></p> <p><b>It is the Department's policy to pay all suppliers by Electronic Fund Transfer and only in exceptional circumstances, issue payment by cheque (once off payments only). In addition, a number of suppliers have also been contacted with a view to reducing the frequency of payments required and to request the consolidation of invoices.</b></p>	<p>Procurement Plan 2006 – 2008 showing progress in the achievement of the high level goals and strategies contained in the plan.</p>
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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	<p><b>Target met. Implementation of Plan is ongoing on a prioritised basis.</b></p> <p><b>We will continue to introduce measures aimed at reducing the administration overhead surrounding the procurement process.</b></p>	<p><b>Internal purchase to pay process streamlined with further progress made with the move to a shared services platform along with other Departments and Agencies.</b></p> <p><b>Number of suppliers paid by EFT.</b></p> <p><b>Number of new contracts/tenders.</b></p>
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		<p><b>We will review our suppliers and expenditure on an ongoing basis with a view to achieving further savings and value for money.</b></p> <p>Following a review of Departmental Postal services in September, 2007, the Department tendered for and procured a new franking machine and put in place new postal credit arrangements with An Post.</p>	<p>New Franking machine and postal credit arrangements in place.</p> <p>Efficiencies and reduced administration surrounding the postal process.</p>
14.	We will amend the format of our Annual Report to focus on the relationship between our goals and the actions we take to achieve them.	4	April 2007	The Annual Report 2006 was 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 was proposed to publish both of these as a joint document early in 2008, thereby reporting on the inputs, outputs and outcomes	<b>Publication of combined Annual Report/Annual Output Statement 2007 by slightly revised date of mid 2008.</b>

				<p>associated with the high level objectives in the Strategy Statement.</p> <p><b>Work is underway on the production of a joint Annual Report/Annual Output Statement and will be completed during this reporting period.</b></p>	
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	<p>On this occasion, unlike previously, the Department commissioned an external consultant to conduct the 2007 Annual Customer Survey and Mystery Shopping Exercise. The commissioning of this external consultant gives more validation to the survey results.</p> <p><b>Final survey reports and presentations have been completed and forwarded to management for consideration.</b></p>	<p>Surveys completed. We will benchmark the results of the surveys against those of previous surveys and develop appropriate responses to the findings.</p> <p><b>We will use the survey findings to inform the Department’s new Customer Charter and Customer Service Action Plan.</b></p>
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	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.	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	<p>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 made to the new CMS.</p> <p>The next step has been to move this</p>	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>pilot implementation into live.</p> <p><b>Upgrades have been completed and testing was carried out by the Department. We have purchased new servers and the LGCSB has recently identified a new hosting site. Per LGCSB, we will be able to move our new websites to this facility by June 2008.</b></p>	
18.	We will roll out the enhanced system to the Department's websites.	4	July 2007 and ongoing	<p>Responsibility for updating the websites has now been devolved to line divisions which should ensure more up to date websites.</p> <p><b>All websites have been upgraded to the latest version of the Content Management System but will only go live once the LGCSB have put in place new servers. When this process has been completed training/familiarisation sessions will be arranged 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>Ongoing.</p> <p>The LGCSB is in the process of replacing our web servers and they will be in place by the end of this year.</p> <p><b>BrowseAloud, a product which</b></p>	We will subsequently measure customer satisfaction levels with the quality of our websites.

				<p><b>will enhance the usability of our sites and enable users to create audio files of the content on our sites, was installed in Spring 2008.</b></p> <p>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.</p> <p>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.</p> <p>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.</p> <p><b>Ongoing training and support is provided as necessary to Web Liaison Officers and Content Managers. There continues to be ongoing monitoring of the website to ensure it's up to date and reflects changes within Department of the Taoiseach.</b></p>	
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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>Work has commenced on the revision of our Customer Charter and it was originally to be completed in the first quarter of 2008.</p> <p><b>It was subsequently decided to await the results of the customer surveys so that these could inform the development of the new Charter.</b></p> <p><b>Final survey reports and presentations are now complete and have been forwarded to management for consideration.</b> (See Action 15)</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.
21.	We will prepare our next Customer Action Plan 2008 – 2010.	4	March 2008	<p><b>Following the publication by the QCS Research Group, of the new guidelines on the preparation of Customer Charters and Customer Service Action Plans, the Department will commence preparation of a draft document. These guidelines are now expected to be available in early Summer 2008.</b></p>	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	4	<p>March 2007 (analysis completed)</p> <p>May 2007 (decision taken on when to apply)</p>	<p>Target met. Analysis completed and a decision had been made to proceed with application. The analysis identified a programme of works to be completed (including proposed</p>	The key performance indicator will be the receipt of this award, which recognises excellence in the provision of services to people with disabilities.

	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.			<p>timeframes) in order to enhance prospects of receiving award.</p> <p><b>The identified programme of works is being carried out by OPW at present.</b></p> <p>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.</p> <p><b>Arising from issues pertaining to the heritage/conservation status of the building, it has now been decided to postpone the submission of this application for the moment.</b></p>	Accessibility of our buildings and services maintained and upgraded as required having regard to the limiting nature of the building.
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 provisions of the initiative	3	Ongoing	<p>The Department participated in an external review of the customer charter initiative and the report of this review was published in June 2007.</p> <p><b>The QCS Research Group is currently studying the conclusions and recommendations of the review with a view to bringing forward new guidelines on the preparation of Customer Charters and Customer Service Action Plans. These guidelines are now</b></p>	The key indicator will be customer satisfaction levels with our performance, as measured in annual surveys and other evaluation techniques.

				<p><b>expected to be available in early Summer 2008.</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>We continue to comply with the requirement to maintain staff numbers at authorised levels.</p> <p><b>The Taoiseach, on 7<sup>th</sup> May 2008, announced policy moves that have implications for staff numbers in the Department. These have yet to be worked out with the Departments concerned and staff interests.</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	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/web-based resource. [see actions 6 and 7]	Our key performance indicator will be the absence of any infringements of the Act or Code.
26.	We will update our Health and Safety Statement to take account of the most recent legislation/regulations. This	3	April 2007	Safety statement 2007 was finalised, approved and published.	The majority of issues raised in the safety audit have been addressed and the Safety

27.	<p>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>Following a further safety audit which was completed in November, 2007, the Safety Statement 2008 has now been finalised, approved by the Health and Safety Committee and published on the Departmental Procedures database.</p> <p><b>This Department has commenced development of a work programme, in conjunction with the OPW, to address the issues raised in the audit.</b></p> <p><b>A training plan for 2008 has been developed that incorporates Health &amp; Safety training sessions that comply with the Department's corporate legal responsibilities e.g. manual handling, evacuation chair training, first aid/occupational first aid.</b></p>	<p>Statement updated by deadline. Our key indicator will be the number of safety issues highlighted in the annual safety audit.</p> <p>Work programme and training plan developed.</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> </ul>	3	<p>March 2007</p> <p>July 2007</p> <p>December 2007</p>	<p>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 currently being considered by MAC.</p>	<p>Our key indicator will be the number of complaints received.</p>

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29.	We will continue to meet Government targets in relation to the percentage of AP posts filled by women and the employment of people with disabilities.	3	Ongoing	<p>69% of the Assistant Principal level posts in the Department are filled by women, which exceeds the Government target of 33%.</p> <p>The 3% target of employment of people with disabilities has also been exceeded. <b>The figure at May 2008 is 5%.</b></p>	Our key indicator will be that Government targets are met in both instances.
30.	We will continue to implement our Official Languages Scheme to improve and enhance the quality of services delivered in Irish.	3	September 2008	<p><b>The outstanding elements of the Scheme are being concluded (see Actions 31 and 32 below). A review of the Scheme is being prepared for D/CRGA, and a new Scheme for the period 2008-2011 is being prepared, following a period of consultation with staff and the public.</b></p> <p><b>In our February 2008 customer survey, none of those surveyed had used the Dept's services in Irish, and only 2% said they would prefer to. We offer a facility to give views in Irish on our website, but very few have been received to date. However, demand can depend on the perceived capacity to meet it, and we will continue to highlight the services we provide in Irish.</b></p>	Our performance indicators are that the scheme is implemented to the satisfaction of An Coimisineir Teanga; and that D/CRGA is happy with the new scheme.

31.	The Department's websites (main pages) will be fully bilingual.	3	December 2007	<b>Web Liaison Officers are currently reviewing and updating material in Irish on the websites or have completed this process. We expect to have met this target by June 2008.</b>	<b>The key indicator will be that our websites have met 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>A small number of press releases have issued in Irish to date, and steps are being taken to increase this number.</b>	<b>The key indicator will be that the target of at least 20% of press releases will be issuing in Irish, 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	<b>In conjunction with the OPW, the Department will</b> <b>(a) conduct an energy audit of its section of Government Buildings and</b> <b>(b) initiate a staff energy conservation programme to increase staff awareness of energy issues.</b>	<b>A measurable (carbon footprint) reduction of 7%plus in electricity consumption by the Department. It should be noted however, that the Department's heating system is part of a Government Buildings Complex system which can only be dealt with centrally.</b>
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	Ongoing.	Business needs of the Department met.
36.	Where the Department is responsible for introducing changes to the legislative framework, we will ensure	2	As required	In conjunction with the Office of the Attorney General, a RIA was conducted on a proposal to repeal	The key indicator will be full compliance with the Government decision in preparing legislation.

	that RIA is conducted in line with the relevant Government decision			obsolete local and personal and private pre 1922 legislation.	
<b>2. Stable Industrial Relations/Managing Change</b> <b>Our Objectives:</b> To foster and maintain stable and co-operative relationships with employees that: <ul style="list-style-type: none"> <li>o Minimise conflict;</li> <li>o Recognise employees' stake in the organisation;</li> <li>o Emphasise fairness and transparency;</li> <li>o Achieve commitment through involvement and the development of mutual interests and values;</li> <li>o Involve working in partnership with unions and staff to introduce change and new developments.</li> </ul>					
<b>No.</b>	<b>Action</b>	<b>Priority Rating</b>	<b>Target Date</b>	<b>Progress Made</b>	<b>Measurement</b>
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)  Summer 2008 (responses to findings implemented) - This date has been pushed back due to a number of unexpected staffing issues which arose.	<b>Review has been completed and once approved by the MAC and Partnership Committee, new structures will be developed and implemented with a view to driving the modernisation programme in the Department. This process is underway.</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	Ongoing. We continued to appraise staff unions of all new initiatives during the last reporting period.	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 Rating	Target Date	Progress Made	Measurement
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	<p>Completed in Nov 07 Dec 07 Q2 of 2008 (slightly revised target date)</p>	<p>The Cabinet Committee system extension has been built and tested. Following the establishment of the usual range of Cabinet Committees in September 2007 post the general election, the system was piloted for a Cabinet Committee meeting and pre meeting in early December 2007.</p> <p><b>Further enhancements were required post pilot exercise and these will now be completed in Q2 of 2008.</b></p> <p><b>Further familiarisation of users will take place and the system will be fully completed in Q2 of 2008 also.</b></p>	<b>Full implementation.</b>
40.	<p>We will pilot an EU Directives Extranet – an online access point for</p>	3	March 2007	The Pilot Phase is now complete.	The key indicator here will be improved monitoring and reporting

41.	all Government Departments to track transposition of EU Directives.  Following the pilot, we will roll out the EU Directives Extranet to all Departments.	3	June 2007	The EU Directives Extranet has been rolled out to all Government Departments. Real time data on transposition of EU Directives is now available to the Government Departments.	capability on performance of transposition - which has indeed been the case.
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#### 4. New Technology/eGovernment

##### Our Objective:

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

No.	Action	Priority Rating	Target Date	Progress Made	Measurement
42.	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: <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	March 2007 September 2007 <b>January 2008</b>  <b>December 2008</b>	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.  An officer was appointed to the post of Knowledge Manager for the Department with responsibility for drafting a Strategy and Roadmap for the Department.  <b>The Department's information sources and needs have now been identified.</b>  <b>A plan for the Knowledge Management approach has been agreed and the initial project</b>	The key indicators will be: <ul style="list-style-type: none"> <li>• Better corporate governance</li> <li>• Improved processes</li> <li>• Increased business efficiencies.</li> </ul>

				<b>vision document has been drafted for input into the strategy.</b>	
43.	Through the Working Group on Electronic Statutory Instruments, we will pilot revised procedures for 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.	4	February 2007 (pilot run)  April 2007 (report on findings and proposals for future action)	<b>Completed.</b>  Target met. Detailed guidelines on the new system were developed and issued to all users of the system.  Training/information sessions were developed, advertised through the Training Officers Network and subsequently held.  The GSA has now taken over responsibility for the system.	<ul style="list-style-type: none"> <li>▪ Over 160 officials from across the public service trained in the new system.</li> <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	Launched.  Initial contract expired – negotiation of new contract to take place.	Targets met. 5 editions published. Next edition will be published in early 2008 KSN is available online at <a href="http://www.ispu.ie">www.ispu.ie</a>  <b>In the Taoiseach's speech to the Dáil on 7<sup>th</sup> May, 2008, he indicated that "...responsibility for producing an Action Plan for the Knowledge Society will be co-ordinated by Minister Eamon Ryan at the Department of Communications, Energy and Natural Resources....</b>	Meet publication targets. Key indicators will be number of subscriptions and feedback from subscribers.  <b>As responsibility for Knowledge Society issues has transferred to the Department of Communications, Energy and Natural Resources, that Department will decide on the future requirement for the Knowledge Society News Bulletin.</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	December 2007	<p><b>Delivered December, 2007.</b></p> <p><b>This project was one of Ireland's deliverables under the EU eGovernment project on eGovernment Research. The LGCSB developed a portal for eGovernment research which will function as a knowledge repository for the eGovernment community including end users.</b></p> <p><b>The portal has been scoped, developed and tested and delivered to the Swedish project co-ordinator for final data load and ongoing administration.</b></p> <p><b>This fulfils Ireland's obligations under the eGovernment project.</b></p>	<b>The key indicator was the completion of the exercise. The next stage will be to make a decision on the feasibility of the portal and identify how it can be adapted for use in relation to other issues.</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	<p><b>Completed.</b></p> <p>Target met. Deployed in June 2007.</p>	The key indicator will be the availability of the template through the eCabinet system.

## 5. Service Delivery/Service Channels/Shared Services

### Our Objectives:

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

No.	Action	Priority Rating	Target Date	Progress Made	Measurement
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	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.  <b>The project commenced in September, 2007 and was completed in February 2008, with a go live date of 5<sup>th</sup> February. The project was completed on target.</b>	<b>The move to shared services was completed, which included an upgrade of systems functionality for the Department and the level of compliance with financial procedures across the Department was maintained.</b>  The move of financial systems and related financial transaction processing will result in an estimated saving of approximately €140,000 per annum, a reduction of 3 Corporate Services staff and enables the Department to avail of greater efficiencies through the availability of specialist IT and functional expertise.
49.	We will procure an appropriate financial management system (FMS), if required, to complete the upgrade	5	July 2007	Not relevant as the existing oracle system will not now be upgraded.	
50.	We will implement the Software upgrade (as required)	5	December 2007	<b>Software updated to support move to the Financial Shared Services system on 5<sup>th</sup> February, 2008.</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	<b>March 2008 (and ongoing)</b>	<b>Our financial processes and procedures have been updated due to the upgrade.</b>	

52.	We will provide timely and relevant training to staff on any revised procedures arising from the upgrade.	5	<b>June 2008 (and ongoing)</b>	<b>In preparation for and on an ongoing basis since the February go live date, we have provided information sessions, written procedures, training courses, and training to staff on a one-to-one basis on the new system.</b>	<b>The key indicator will be feedback from staff/divisions in the Department on an ongoing basis, which has been positive to date, with a high level of compliance with new procedures and new online processes.</b>
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 outsourcing/sharing services with other Departments.	5	Ongoing	<p><b>The Corporate Procurement Plan has been developed and is now being implemented.</b></p> <p><b>We have put arrangements in place to share information with other Departments/Offices in the Government Buildings complex when tendering/contracting services, 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></p> <p><b>We have now outsourced our payroll and financial management systems.</b></p>	<p>Continued participation in cross-departmental aggregation initiatives and all suitable public sector framework agreements.</p> <p><b>Increased participation in all suitable Public Sector procurement arrangements such as Government Supplies Agency contracts for stationary and paper supplies and Department of Finance framework agreements for ICT equipment.</b></p>

## 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	The level of additional cover which can be provided has been agreed.	Support of business provided outside of regular hours.
55.	We will implement the agreed 'out of hours' IT service.	3	June 2007	<p>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.</p> <p><b>A remote access option has been designed, developed, tested and implemented by the IT Unit. Currently a small number of staff are providing out of hours cover each weekend. The service is currently in pilot mode and needs are being assessed.</b></p>	
56.	We will continue to provide a range of out-of-hours services to our customers, including private office services, government press service, etc.	3	Ongoing	<p>Ongoing. We continued to provide a range of out-of-hours services, as required, during the current reporting period e.g. Private Office, Press Office etc.</p> <p><b>A remote access option has been designed, developed, tested and implemented by the IT Unit. Currently a small number of staff</b></p>	Business needs met. We also monitor customer satisfaction levels through our internal and external customer surveys.

				are providing out of hours cover each weekend. The service is currently in pilot mode and needs are being assessed.	
<b>7. Redeployment of Staff</b> 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	Ongoing.	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 and Towards 2016</i>	3	As required	<b>Temporary IT specialists have been employed as necessary to deal with specific staff/skill shortages in IT</b>	
59.	We will continue to make the full range of 'work sharing' options available to staff.	3	Ongoing	We continued to provide a full range of work sharing options to staff during the reporting period. We also co-operated fully with decentralisation in the release of staff. Thirty two staff currently serving in the Department have applied through the Central Applications Facility to relocate under the Decentralisation Programme. A total of <b>sixteen</b> staff	
60.	We will fully support the Government's decentralisation programme by releasing staff in a timely manner.	2	Ongoing		

				members have been decentralised to date.	
<b>8. Competitive Merit Based Promotions</b> 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 EO upwards. We still have a limited number of Seniority/Suitability promotions in the more junior grades before moving to 100% competitive procedures [The only grade that still maintains seniority/suitability promotions is the Staff Officer grade. Currently, 30% of posts at this grade are filled by seniority/suitability but we expect to have this phased out by 2011 or thereabouts].</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)	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.	The key indicator will be satisfaction levels among management and staff with our promotion processes.

