

PUBLIC SERVICE AGREEMENT 2010-2014 (CROKE PARK AGREEMENT)  
PART A - PROGRESS ON DEPARTMENTAL /AGENCY ACTION PLAN  
For submission by 3 May 2011

<b>1. Better human resource management:</b> 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.			
<b>Terms of Agreement 2010-2014 (refer to all relevant paragraphs)</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
<b>1.1</b>  <b>Paragraphs 4.1 and 4.4</b>	Q2 2011	<b>Office of the Ombudsman</b>  Following a recent comprehensive external review of the organisational structure, significant reconfiguration of both the processes and structure of Office has been identified as required to deliver enhanced service to customers and to meet the current surge demand (+30% on 2009) in the face of declining staff resources (2014 ECF will be 16% less than that envisaged in 2009 AEV).	Reconfiguration of Office structure is complete. Revised complaints process is operational.
<b>1.2</b>  <b>Paragraph s 4.1, 4.3 and 4.4</b>	Q2 2011	<b>Information Commissioner (OIC)</b>  Following a recent external review, staffing levels and certain work practices have been adjusted within the OIC to ensure best fit with demand and to deliver improved flexibility to quickly match resources with demand patterns across the organisation as a whole.	In place.

1.3  <b>Paragraph 4.4</b>	Q2 2011	<b>Offices of the Ombudsman and Information Commissioner</b> More dynamic and focused team-working across the Office will allow enhanced participation by all staff in value adding activities, process and output quality improvement.	In place.
1.4  <b>Paragraphs 4.1, 4.3, 4.4 and 4.15</b>	Effective from 4 October, 2010.	<b>Office of the Ombudsman</b>  Amalgamation of Commission for Public Service Appointments with the Office of the Ombudsman in line with the “McCarthy” Report	Amalgamation in place. Department of Finance to arrange legislative amendment to complete the process.
1.5  <b>Paragraph 4.11</b>	Effective by 1 January 2012	<b>Organisation-wide</b>  A fundamental review of the operation of PMDS within the organisation is underway with a particular focus on equity in terms of recognising good performance and tackling under-performance.	Guidelines drafted and being discussed by relevant parties.
1.6  <b>Paragraph 4.13</b>	Ongoing for some time	<b>Organisation-wide</b>  Within the Office, merit-based competitive promotion has been the norm for many years.	In place.
1.7  <b>Paragraph 4.5</b>	In place	<b>Organisation-wide</b>  Increase staff collaboration and engagement through increased consultative processes (e.g. Innovation Forum established).	In place.

<b>1.7</b>  <b>Paragraph 4.10</b>	In place	<b>Organisation-wide</b>  Fully implement civil service policy on sick leave to maintain absenteeism levels below norm	In place.
<b>1.8</b>  <b>Paragraph 4.11</b>	In place	<b>Organisation-wide</b>  Efficient and effective delivery of training and talent management (e.g. mentoring and coaching for succession planning purposes), together with specific evaluation of training and development programmes.	In place.

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

<b>Terms of Agreement 2010-2014 (refer to all relevant paragraphs)</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
<b>2.1</b>  <b>Paragraphs 4.4 and 4.11</b>	<p>Q2 2011 to Q3 2012</p>	<b>Ombudsman</b>  Ombudsman complaint process has been reviewed and areas for increased efficiency have been identified. When re-structured the process will create a smoother and faster flow through the office. As with all continuous improvement-based models this process will continue to evolve in terms of efficiency gains over the coming years.	Reconfiguration of Office structure is complete. Revised complaints process is operational.
<b>2.1</b>  <b>Paragraphs 4.4 and 4.11</b>	<p>Q2 2011 to Q3 2012</p>	<b>Information Commissioner</b>  Following review, further efficiencies have been identified in case processing, management and case allocation	Currently being implemented and impact will be reported on in further report to the Implementation Body

<p><b>2.1</b></p> <p><b>Paragraphs 4.4 and 4.13</b></p>	<p>Q2 2011 to Q3 2011</p>	<p><b>Offices of the Ombudsman and Information Commissioner</b></p> <p>Invalid demand (phone and mail) impact on the process will be reduced significantly through new technology and web-based innovations.</p>	<p>Relevant procedures and processes in place within the Office of the Ombudsman and further automated web based technologies under development for both Offices.</p>
<p><b>2.2</b></p> <p><b>Paragraph 4.4</b></p>	<p>Q2 2011 onwards</p>	<p><b>Organisation Generally</b></p> <p>New processes and structures organisational arrangements being introduced (e.g. business processes, work practice agility and responsiveness etc.) with IT required to provide optimal assistance in delivery of quality customer service and organisational and administrative efficiency.</p>	<p>Reconfiguration of organisation and premises is complete. Revised complaints process is operational in the Office of the Ombudsman and new procedures in place in Office of the Information Commissioner.</p>
<p><b>2.3</b></p> <p><b>Paragraph 4.13 and 4.14</b></p>	<p>Implementation during 2011</p>	<p><b>Organisation-wide</b></p> <p>A cross-organisation review of how new media can assist customers access the Office and how the current websites should look and operate based on customer and organisational needs is currently underway. The process includes consultation with</p>	<p>Website review complete and a website manager has been appointed to implement recommended improvements.</p>

		website users and other customers.	
<b>2.4</b>  <b>Paragraph 4.15</b>	January 2011	<b>Organisation-wide</b>  The management of risk within the Office will be updated to ensure that the Risk Register and its proposed action plans are linked directly to strategy and unit Business Plans.	Business process and risk management fully integrated and under direct responsibility of the newly created role of Business Process Manager.
<b>2.5</b>  <b>Paragraph 4.4</b>	January 2011	<b>Organisation-wide</b>  The Office will develop further its Business Planning Process to ensure uniformity of approach in terms of improved measurable outputs/outcomes and better clarity around individual staff responsibility in that context.	As above.

<b>2.6</b>  <b>Paragraphs 4.14.and 4.15</b>	March 2011 onwards	<b>Organisation-wide</b>  The Office will identify and utilise improved financial metrics to monitor and improve the overall efficiency of organisation	Work to commence by end of Q2 2011.
<b>2.7</b>  <b>Paragraphs 4.14 and 4.16</b>	Initiated Q3 2010	<b>Organisation-wide</b>  Achieve a significant overall reduction in supplier prices by end-2012	All relevant contracts are being reviewed.

**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.

<b>Terms of Agreement 2010-2014 (refer to all relevant paragraphs)</b>	<b>Target Date as per Current Action Plan</b>	<b>Action</b>	<b>Comment</b>
<b>3.1</b>  <b>Paragraph 4.4</b>	Q2 – Q4 2011	<b>Ombudsman</b>  Redesign of the complaints process to focus on quicker throughput and decision-making. We envisage that the customer will experience significantly faster process time than is currently the case. Details to be provided in further progress reports.	Revised complaints process is operational since March 2011.
<b>3.2</b>  <b>Paragraph 4.4</b>	Q2 2011	<b>Ombudsman and Information Commissioner</b>  Dedicated enquiry team trained and in-place to address enquiries efficiently and effectively at the first point of contact with a view to improving customer responsiveness.	In place.
<b>3.3</b>  <b>Paragraph 4.4</b>	Initiated Q3 2010	<b>Ombudsman</b>  The Office of the Ombudsman is leading a cross-cutting project	Funding provided by particular agencies from existing budgets,



		group with regulatory agencies , advocacy groups and complaint handling bodies in the health sector to put in place agreed mechanisms to facilitate for potential customers easier interaction with the various constituent bodies and raise awareness of how best to pursue a complaint or raise a matter of concern about health and social services	website and information material being developed and to be launched Q3 2011.
<b>3.4</b>  <b>Paragraph 4.4</b>	Q3 2011 onwards	<b>Organisation-wide</b>  Identify improved strategic quality service delivery and output standards.	From Q3 2011 onwards.
<b>3.5</b>  <b>Paragraph 4.4</b>	Initiated Q4 2010	<b>Office of the Ombudsman and information Commissioner</b>  Continue and improve the customer feedback process via various media and maintain and increase the level of customer satisfaction	The quarterly customer feedback process has been reviewed and a more extensive process is now in place and will further enhance service delivery.
<b>3.6</b>  <b>Paragraph 4.4.</b>	Initiated Q4 2010	<b>Organisation-wide</b>  As part of its Strategic Plan the constituent Offices have identified a number of initiatives that are	Within the Office of the Ombudsman an Investigation Unit was established in April 2011 to

		<p>designed to bring about systemic improvements across the public service or are directly related to enhancing customer care.</p> <p>These include:</p> <ul style="list-style-type: none"> <li>• collating examples/evidence of poor public service delivery and unfair practices for further possible investigation,</li> <li>• developing a strategy to liaise with and support new public bodies due to come under the remit of the Ombudsman's Office in 2011,</li> <li>• identifying and undertaking systemic investigations/commentaries on examples of maladministration,</li> <li>• identifying and targeting public bodies performing particularly poorly to address maladministration</li> </ul>	<p>address some of these initiatives.</p>
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