

Action Plan - Public Service Agreement - Education Sector

Teachers:

The INTO is a party to the Croke Park Agreement and following discussions, significant elements of the Action Plan relating to that union will now be implemented in schools.

ASTI and TUI have not signed up to the Agreement. Following intensive discussion with the Department, ASTI suspended industrial action/directives on 11 September 2010, and is in talks with the Department. The purpose of these talks is to provide an elaboration of aspects of the Agreement, and following that to enable ASTI to ballot its members on the Agreement. The TUI discontinued its industrial action/directives w.e.f 8 November 2010 and has entered into the talks process.

Given that both ASTI and TUI remain outside of the Croke Park Agreement, timescales for implementation of its terms by their membership are not, at this stage, available.

Teachers:	Paragraph of Agreement	Benefits	Timeframe
<p>The putting in place of an additional hour per week (33 hours per annum in the case of second level teachers and 36 hours per annum in the case of primary teachers).</p> <p>This additional time is intended to address an existing structural deficit in the operation of our schools which results in essential activities such as school planning, staff meetings, parent-teacher meetings, national in-service provision etc., intruding on class contact/tuition time.</p> <p>The objective is to put in place a protocol that enables this additional hour to be used (and aggregated if necessary) that enables delivery of this additional time in such a way as to minimise encroachment on tuition time and reduce the requirement for school closure.</p>	3.2	<p>More effective operation of schools, reduced school closure, reduced disruption to parents and improved delivery of tuition time to students.</p>	<p>Primary: Discussions have concluded with INTO and a protocol governing the use of these additional hours is now issuing to schools. These additional hours will be utilised by schools over the balance of the current school year and thereafter.</p> <p>Post-Primary: The position in relation to ASTI and TUI is as set out above. The Department's objective is to conclude these discussions (with assistance from the Labour Relations Commission) in January 2011.</p>
<p>A comprehensive review and revision of the teaching contract to identify and remove impediments to the provision of efficient and effective teaching to students in all sectors.</p>	3.2	<p>Improved efficiency, flexibility and responsiveness in</p>	<p>Primary: Discussions have concluded and the outcome is now being notified to schools for implementation.</p>

<p>This review has concluded at primary level and in addition to the additional hours referred to above, the outcome has also provided for greatly improved flexibility in the re-assignment of duties to post of responsibility holders. This is an essential element of enabling schools to function at a time when the numbers of posts of responsibility are being reduced in consequence of the moratorium. The agreed document also contains a commitment for teachers to continue to fully cooperate with the implementation of change and with national policies aimed at improving educational outcomes.</p> <p>The review at post-primary level would involve a similar process involving post-primary school management, the representative Unions and the Department.</p>		<p>the Education sector.</p>	<p>Post-Primary: The position in relation to ASTI and TUI is as set out above. The Department's objective is to conclude these discussions (with assistance from the Labour Relations Commission) in January 2011.</p>
<p>Implementation of procedures providing for redeployment of surplus teachers</p> <p>A re-deployment scheme for primary teachers who are surplus to requirements already exists. A number of Budgetary measures will result in a reduction of up to approximately 700 teaching posts at primary level from September 2011. These measures are:</p> <ul style="list-style-type: none"> - Standardising the staffing schedule for Gaelscoileanna to that of ordinary national schools - Withdrawal of Resource Teacher for Travellers posts - A phased reduction in the number of Language Support Teachers - Removal of rural co-ordinator teaching posts - Withdrawal of Visiting Teacher for Travellers posts <p>Given these decisions, it will be necessary to review the effectiveness of the current redeployment arrangements at primary level. Co-operation with measures to improve the effective operation of redeployment will be required.</p> <p>At post-primary level substantive discussions have taken</p>	<p>1.7 & 3.2</p>	<p>Efficient deployment of teachers.</p> <p>This will deliver a cost saving by facilitating the re-deployment of teachers who are surplus to allocation in one school into another school.</p>	<p>Primary: Re-deployment currently in place in the primary sector. The Department's objective is to have the revisions to the redeployment scheme in place by late January/early February 2011. These revisions will apply to redeployment from the start of the 2011/12 school year.</p> <p>Post-Primary: The position in relation to ASTI and TUI is as set out above The Department's objective is to conclude these discussions (with assistance from the Labour Relations Commission) in January 2011 so that redeployments can take place with effect from the start of the 2011/12 school year.</p>

place under the T-2016 framework and much of the detail of a re-deployment scheme has been developed. Implementation of this scheme is linked to a resolution of the current ASTI/TUI stance.			
Post-primary teachers to be available for three timetabled class periods per week under the supervision and substitution scheme (while leaving the current maximum number of hours used per teacher per week under this scheme the same as at present).	3.2	More efficient use of the existing substitution/supervision scheme with consequent savings.	This aspect of the Agreement is relevant only to post-primary teachers and the position in relation to ASTI and TUI is as set out above. The Department's objective is to conclude these discussions (with assistance from the Labour Relations Commission) in January 2011.
Co-operation with numbers reductions, Employment Control Frameworks and other budgetary efficiency measures as required.	1.5	Maximise efficiency and productivity in the use of resources.	Ongoing throughout the lifetime of the Agreement.
Special Needs Assistants (SNAs)	Paragraph of Agreement	Benefits	Timeframe
Elements of SNA terms and conditions have recently been revised and become operational in schools. These include the introduction of revised sick leave arrangements, revision of the Brief Absences arrangements and, the introduction of an occupational health strategy for SNAs.	3.3	Cost effectiveness and an improved use of resources through the better management of absences.	Introduced with effect from the commencement of the 2010/11 school year.
A review and revision of the existing employment terms and conditions to address the following items: 1. The introduction of greater flexibility during all non-instruction periods and days including the additional 12 days, and the month of June at post-primary level, especially in terms of the duties to be assigned to the SNAs during those periods; 2. The putting in place of a clear requirement for a full-	Paragraphs 1.4, 1.10 and 3.3 of the Agreement	Cost effectiveness and an improved utilisation of existing resources.	Consultation with the Management Bodies has concluded. Engagement with the Unions commenced in December 2010, with the objective of implementation in March 2011.

<p>time SNA to work a minimum of 32 hours per week (27 hours per week in the case of an SNA on Junior Infants hours);</p> <ol style="list-style-type: none"> 3. The duties of the SNA to be restated to include the necessary duties that are required to support the care needs of deaf and hard-of-hearing students and blind and visually impaired students; 4. A clear recognition and understanding that SNA duties are assigned at the discretion of the Principal or another senior person acting on behalf of the Board of Management; 5. A clear recognition and understanding that an SNA does not have to work at all times under the direct supervision of the Principal or a teacher once they are assigned appropriate duties in line with their contract; 6. The introduction of Grievance and Disciplinary Procedures for SNAs. 			
<p>Flexible deployment of Special Needs Assistants within schools to respond to urgent work demands and to cover for periods of absences by SNA colleagues.</p> <p>Where work demands arise during non-instruction days, school management will continue to have discretion to deploy staff to appropriate SNA duties.</p> <p>Implementation of these aspects of the Agreement has already been agreed by the respective Unions with their approval of the Agreement. Accordingly, a notice will issue to the relevant Management Bodies in the sector, outlining the approval of the Agreement, and detailing the aspects of the Agreement which now have automatic effect in schools.</p>	3.3	This will bring greater clarity to the system and facilitate the improved utilisation of resources.	Notice to management bodies to issue in January 2011.
<p>The recent Budget contained a decision to cap the number of SNAs at the current level. Following this, the Department is engaging in detailed discussions with the NCSE,</p>	1.5	Saving in consequence of restricting growth	Discussions to take place in Q1 2011

management and unions with a view to implementing this measure as efficiently and effectively as possible.		in number of SNAs in the system	
Co-operation with numbers reductions, Employment Control Frameworks and other budgetary efficiency measures as required.	1.5	Maximise efficiency and productivity in the use of resources.	Ongoing throughout the lifetime of the Agreement.
Vocational Education Committees (Other than teachers and SNAs)	Paragraph of Agreement	Benefits	Timeframe
A review and revision of the existing employment terms and conditions to harmonise them with similar grades in the public service. This review will deal with arrangements for attendance, annual leave, work assignment, deployment and discipline.	Paragraphs 1.4 to 1.10 and 3.4 of the Agreement	Ensure greater consistency and harmonisation with public service norms.	Review involving Management Authorities, Unions and the Department to commence in early 2011.
Co-operation with the restructuring and rationalisation of the VEC sector. The Government has decided on a re-structuring of the VEC system involving a reduction in their number from 33 to 16 following the merger of particular City and County VECs. In order to give effect to a new structure there are a range of areas that need to be addressed, primarily; the preparation of legislation, and the management of accommodation, industrial relations and re-deployment issues. Full co-operation is required with the changes to organisational structures, functions, roles and business processes that are a necessary consequence of the restructuring and rationalisation.	3.4	The restructuring of VECs will result in entities of greater critical mass and effectiveness with consequential savings.	Legislation enacted and implementation effected by May 2012.
Co-operation with the introduction of shared services in areas such as payroll, student support, procurement and purchasing, ICT and HR management. <i>Student support</i>			Single student grant scheme in place in time for start of 2011/12 academic year (this to be administered by existing agencies).

<p>There are currently 4 different student grant schemes administered by 66 bodies. A Government decision was taken in July 2010 to streamline this process on the basis of one consolidated student grant scheme to be administered solely by one body.</p>	3.4	<p>This will deliver significant service enhancements to student grant applicants and associated cost savings.</p>	<p>Legislation in progress, to be completed by February 2011 subject to the exigencies of Oireachtas business.</p> <p>Single agency to administer grant scheme identified (by independent selection process) by March 2011.</p> <p>Transfer of functions from existing agencies to new single agency on a phased basis over a period of 4 years commencing from 2011/12 academic year.</p>
<p><i>Procurement and purchasing</i> Implementation of projects aimed at maximising economies of scale in procurement and purchasing in co-operation with the National Procurement Service. VECs are co-operating with the National Procurement Service and the first tender has been published.</p>	3.4	<p>Maximising economies of scale in procurement and purchasing by taking advantage of the leverage provided by public service wide tender arrangements.</p>	<p>This has commenced and will continue throughout the duration of the Agreement.</p> <p>Development of Sectoral Stationary and Energy Networks to be finalised in early 2011.</p> <p>Development of a VEC Procurement Network and supporting website in January 2011.</p>
<p><i>Pensions</i> 33 Local authorities currently have responsibility for the payment of pensions and retirement gratuities to former employees of VECs and the IOTs. The Department and the VECs have now established a method of streamlining this service in line with the Government's policy in respect of shared services. One central body (PMG Pensions Section, Department of Finance) will now assume responsibility for the pension and gratuity payment function.</p>	3.4	<p>More efficient service and associated cost savings.</p>	<p>The implementation process commenced in September 2010 and is being rolled out on a phased basis over a 12-14 month period.</p>
<p>Co-operation with numbers reductions, Employment Control Frameworks and other budgetary efficiency measures as required.</p>	1.5	<p>Maximise efficiency and productivity in the use of resources.</p>	<p>Ongoing throughout the lifetime of the Agreement.</p>

Institutes of Technology (Academic Staff)

Academic staff in the Institutes are substantially represented by the TUI. The position of that Union in relation to the Agreement and the steps currently in train to advance this matter have been set out above.

Institutes of Technology (Academic Staff):	Paragraph of Agreement	Benefits	Timeframe
<p>The completion of all elements of the review of the academic employment contract.</p> <p>The key objectives in this review are:</p> <ul style="list-style-type: none"> Remove impediments to the delivery of the full contracted lecturing hours in the Institutes (560 for lecturers and 630 for assistant lecturers), e.g those relating to weekly limits on contact hours and premium weighting for evening hours. Improve quality assurance and academic workload management, including the availability of student feedback information to management. <p>Provide for enhanced and structured student access to academic staff.</p>	3.5	Greater efficiency in the operation of Institutes of Technology with consequent benefits for students.	Contingent upon the resolution of the TUI position. The Department's objective is to complete the review in January 2011 and, to this end, discussions are ongoing under the aegis of the Labour Relations Commission.
<p>The provision of an additional hour per week to be available to facilitate, at the discretion of management, all educational activities in the Institutes. The objective is to put in place a protocol that enables this additional time to be used (and aggregated if necessary) so as to enable improved efficiency in Institutes. It is intended that the precise usage of this additional time will be informed by the outcome of the contract review.</p>	3.5	Greater efficiency in the operation of Institutes of Technology with consequent benefits for students.	Contingent upon the resolution of the TUI position. The Department's objective is to complete the review in January 2011 and, to this end, discussions are ongoing under the aegis of the Labour Relations Commission.
<p>Flexible delivery of new courses specifically targeted at unemployed individuals. This is designed to facilitate the return to education and re-skilling of unemployed persons and associated labour force activation measures.</p>	3.5	Improved flexibility and responsiveness in the current difficult economic	This will be delivered on an ongoing basis over the life-time of the Agreement as specific needs are identified.

		climate.	
The putting in place of re-deployment arrangements for academic staff in Institutes.	3.5	Efficient deployment of academic staff where surplus to requirements.	Contingent upon the resolution of the TUI position. The Department's objective is to have a scheme in place in time for the start of the 2011/12 academic year.
Co-operation with numbers reductions, Employment Control Frameworks and other budgetary efficiency measures as required.	1.5	Maximise efficiency and productivity in the use of resources.	This has already commenced and will be ongoing throughout the lifetime of the Agreement.
Institutes of Technology (non-academic staff)	Paragraph of Agreement	Benefits	Timeframe
Re-deployment arrangements have been agreed for grades represented by IMPACT, SIPTU and UNITE across the education sector. Employers in the sector have been asked to notify the Department of potential issues involving the need to redeploy staff.	3.5	Efficient deployment of non-academic staff where surplus to requirements.	Ongoing for the duration of the Agreement.
Introduction of new technology, particularly web registration and other online services and the further development of existing Institute IT systems. The Institutes of Technology have identified the development of new and existing IT systems, and the implementation of online services, as an important enabler of change, service effectiveness and efficiency. This will involve a programme of implementation both nationally and in individual Institutes.	Paragraphs 1.10 and 1.11 of the Agreement.	Improved service delivery.	Commencing in December 2010 and continuing through the lifetime of the Agreement.
Institutes will review and where necessary revise work practices and arrangements. This will address matters such as: -improved flexibility with regard to work assignment, re-assignment and redeployment in line with the needs of the Institute;	Paragraphs 1.4 to 1.10 of the Agreement	Improved service delivery, effect economies of scale and greater efficiency in operation.	Commencing in December 2010 and continuing through the lifetime of the Agreement.

<p>-removal of rigidities associated with job titles and descriptions; -review and revision of HR policies, procedures and practices for example in the areas of performance, probation, absence and time and attendance management.</p>			
<p>Co-operation with the introduction of shared services Arrangements to be put in place to develop a more collaborative approach to the procurement of goods and services, in Institutes and in the wider third level sector.</p>	1.10	Improved cost effectiveness.	<p>Institutes have already collaborated in the shared procurement of electricity and audit services. Further work is ongoing into the scope for shared service arrangements in other areas, as well as procurement of legal services, various equipment and other services. This will be further developed over the lifetime of the Agreement.</p>
<p>Co-operation with numbers reductions, Employment Control Frameworks and other budgetary efficiency measures as required.</p>	1.5	Maximise efficiency and productivity in the use of resources.	<p>As already outlined this has already commenced - overall staffing numbers in the sector are being reduced by 6% (Dec '08 to Dec '10) - and this will be ongoing throughout the lifetime of the Agreement.</p>

Universities and other Higher Education Institutes

Unlike the Institute of Technology sector there is no central negotiating forum for Industrial Relations matters in the University sector, and the individual Institutions have significant statutory autonomy in the management of their affairs. Given this fact, the Department has required that the Institutions in question produce and implement their individual action plans in line with a broadly common template and overseen by the Education Sector Implementation Group (independently chaired by Mr. David O’Callaghan). These individual action plans have now been received and will be considered by the Education Sector Implementation Group.

The material below summarises those elements of the Action Plans common to all Universities.

It must also be noted that IFUT (representing Academic staff in most but not all Universities) has rejected the Croke Park Agreement. The Department has met with that union and elaborated on its approach as set out in this action plan, but has to date received no indication of an intention by IFUT to re-ballot its members on the Croke Park Agreement. This aspect introduces a level of contingency to any timescales involving members of that Union.

Universities and other Higher Education Institutes (Academic staff)	Paragraph of Agreement	Benefits	Timeframe
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<p>A review and revision of the existing employment contracts. It is envisaged that this review will address items such as attendance, tenure, duties, flexibility and co-operation, professional development, academic freedom, annual leave and discipline.</p>	<p>Paragraphs 1.4 to 1.14 and 3.6 of the Agreement.</p>	<p>Improved service delivery and greater flexibility and efficiency in operation.</p>	<p>This review to be completed in Q1 2011.</p> <p>New contractual provisions to be in place by end Q2 2011.</p> <p>There is a contingency in view of the IFUT position referred to above.</p>
<p>The provision of an additional hour per week to be available to facilitate, at the discretion of management, teaching and learning in the university.</p>	<p>Paragraphs 1.4 to 1.14 and 3.6 of the Agreement.</p>	<p>Improved service delivery and greater efficiency in operation.</p>	<p>The application of this additional hour will form part of the individual action plans of the Universities.</p> <p>There is a contingency in view of the IFUT position referred to above.</p>
<p>Co-operation with the introduction of academic workload management and full economic costing models and with the compilation of associated data to support these.</p> <p>As regards workload allocation models a variety of models can be applied which will allow effective planning at department/school and institutional level. The overarching requirement is that all staff co-operate with the implementation of systems which allocate work across the three key headings of teaching, research, and overall contribution to the institution and society.</p> <p>The Full Economic Cost System is a pan university project with common standards applying. Full engagement with this project including the completion of the Academic Activity Profile (AAP) is required from all staff.</p>	<p>Paragraphs 1.4 to 1.14 and 3.6 of the Agreement.</p>	<p>Improved capacity to cope with increasing student numbers. Increased efficiency and support reform via the identification of inefficient areas of activity. Enhanced research performance. More effective deployment and utilisation of staff resources.</p>	<p>Workload Models to be in place in all Universities by end Q2 2011.</p> <p>AAP data in respect of 09/10 to be finalised in Q1 2011.</p> <p>FEC model to be available by end of Q2 2011.</p> <p>There is a contingency in view of the IFUT position referred to above.</p>
<p>Co-operation with redeployment/ re-organisation/ rationalisation arising from the review of Higher Education strategy (published in January 2011) and changing economic and social circumstances.</p> <p>In this regard Universities are seeking continuing cooperation with the development of organisational structures and functions appropriate to the evolving environment in which universities operate.</p>	<p>Paragraphs 1.4 to 1.14 and 3.6 of the Agreement.</p>	<p>Stronger and more responsive institutions and more effective deployment and utilisation of staff resources.</p>	<p>Ongoing for the lifetime of the Agreement and the duration of the Higher Education Strategy</p>

Co-operation with numbers reductions, Employment Control Frameworks and other budgetary efficiency measures as required.	1.5	Maximise efficiency and productivity in the use of resources.	As already outlined this has already commenced in the higher education sector - overall staffing numbers in the sector are being reduced by 6% (Dec '08 to Dec '10) - and will be ongoing throughout the lifetime of the Agreement.
Universities and other Higher Education Institutes (non-academic staff)	Paragraph of Agreement	Benefits	Timeframe
A review and revision of the existing employment contracts. It is envisaged that this review will examine areas where efficiency and productivity can be improved to fully support the evolving teaching and research mission of the institutions.	Paragraphs 1.4 to 1.14 and 3.6 of the Agreement.	Improved productivity. More effective deployment and utilisation of staff resources. Improved service delivery.	This review to be completed by the end of Q1 2011. New contractual provisions implemented end Q2 2011.
Re-deployment arrangements have been agreed for grades represented by IMPACT, SIPTU and UNITE across the education sector. Employers in the sector have been asked to notify the Department of potential issues involving the need to redeploy staff.	Paragraphs 1.4 to 1.14 and 3.6 of the Agreement.	Efficient deployment of non-academic staff where surplus to requirements.	Ongoing for the duration of the Agreement.
Co-operation with the introduction of shared services: Arrangements are being put in place to develop a more collaborative approach to the procurement of goods and services, in Universities and in the wider third level sector and a shared services steering group has been formed. The Universities will also be working with the National Procurement Service to achieve best value for money.	Paragraphs 1.4 to 1.14 and 3.6 of the Agreement.	Improved cost effectiveness.	Universities have already collaborated in shared procurement (e.g. electricity procurement) and specific sub-groups are now looking at areas identified as offering greatest potential – Finance, HR, ICT in particular. A business case for shared services will be completed by end Q2 2011. This will be ongoing over the lifetime of the Agreement.

<p>Co-operation with numbers reductions, Employment Control Frameworks and other budgetary efficiency measures as required.</p>	<p>1.5</p>	<p>Maximise efficiency and productivity in the use of resources.</p>	<p>As already outlined this has already commenced in the higher education sector - overall staffing numbers in the sector are being reduced by 6% (Dec '08 to Dec '10) - and will be ongoing throughout the lifetime of the Agreement.</p>
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