

**Public Service Agreement 2010 -2014 (Croke Park Agreement)**  
**CIVIL SERVICE AND NON-COMMERCIAL STATE AGENCY SECTOR**  
**TEAGASC ACTION PLAN**

**1. Better human resource management** *Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management, etc.*

<b>Terms of the Public Service Agreement 2010 – 2014</b>	<b>Action</b>	<b>Timeframe for Implementation</b>	<b>Benefits Arising 2010-2014</b>
4.3 – 4.12	Development of Programme and <b>Staffing Plan</b> to address imbalances in staffing resources arising from retirements, office closures, disposal of land assets.	March 2011 and on going	<ul style="list-style-type: none"> <li>• The identification of priority posts that will be filled through internal redeployment, strategic retraining of staff.</li> <li>• Enable Teagasc to maintain key front-line services.</li> <li>• Identify posts that could be released for redeployment opportunities in the wider public services.</li> </ul>
1.6, 1.7, 4.3	Develop Internal <b>Redeployment Policy</b> in order to fill vacant priority posts in the context of the Moratorium and closure of offices	2010	<ul style="list-style-type: none"> <li>• Greater flexibility and assignment of staff from non-priority to priority areas.</li> <li>• Maximise use of human resources to deliver service</li> </ul>

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			levels in existing areas and emerging priority areas.
	Progress the implementation of a targeted <b>Voluntary Redundancy</b> Scheme and identify posts for External Redeployment	2010 and Ongoing	<ul style="list-style-type: none"> <li>• Use programme and staffing plan to identify staff who are not transferable to other duties or locations and who are not a realistic option for external redeployment.</li> <li>• Payroll savings associated with salaries and allowances of surplus staff.</li> <li>• Teagasc priority posts may be filled through redeployments from other areas of the wider public service.</li> </ul>
1.6	Implement a <b>Strategic Training Fund</b> to enable staff to move into key priority posts and ensure adequate training opportunities are available	2010	<ul style="list-style-type: none"> <li>• Ability to assign staff to areas of high priority and retrain staff members to fill critical staffing gaps arising from retirements.</li> <li>• Development of strategic high-level training initiatives that focus on bridging gaps identified in the programme and</li> </ul>

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			staffing plan. <ul style="list-style-type: none"> <li>• Provide training for staff in emerging specialist areas.</li> <li>• Up-skill staff in areas of high priority where recruitment of new staff is constrained by Moratorium.</li> </ul>
1.4 1.8 4.9	Review all work-sharing arrangements in line with the terms of Circular 11/2010, issued in August 2010.	Q1 2011	<ul style="list-style-type: none"> <li>• Staff will be required to review their work sharing arrangements every 12 months in order to meet the business needs of both the organisation and the needs of staff.</li> </ul>
1.4 1.8 4.9	Introduce CORE Time and Attendance system * subject to Departmental approval	End 2012	<ul style="list-style-type: none"> <li>• Meet legal obligations under the OWT act</li> <li>• Manage annual leave more efficiently (less paper)</li> <li>• Manage and report on uncertified and certified sick leave</li> </ul>
1.7	Avail of services of PAS to maximise efficiencies in open recruitment and external re-deployment.	From Q4 2010	<ul style="list-style-type: none"> <li>• Reduced reliance on external recruitment providers and reduce advertising costs.</li> </ul>

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1.13 4.12	Review and implement Croke Park recommendations on utilising PMDS process to recognise and improve staff performance	2010/2011	<ul style="list-style-type: none"> <li>• Improved use of resources and productivity. Increased focus on performance. Managers provided with information they need to strengthen PMDS.</li> </ul>
4.10	Review and implement Croke Park arrangements for managing and reporting sick leave		<ul style="list-style-type: none"> <li>• Reduce absenteeism by 10%</li> </ul>
4.3 – 4.16	Develop People, Leadership and Change Strategy 2010- 2013 to align Teagasc’s human resource requirements with the vision and goals set out in Teagasc’s Statement of Strategy and Teagasc 2030.	2010 - 2013	<ul style="list-style-type: none"> <li>• Creation of a high performance work environment.</li> <li>• Establishment of strategic learning and develop programmes.</li> <li>• Enhanced management and leadership capabilities.</li> <li>• Alternative mechanisms of rewarding staff for high performance.</li> <li>• Improved employee engagement, communication and partnership.</li> </ul>
1.5	Achievement of targets set out in Teagasc’s <b>Employment Control Framework</b>	2010 - 2014	<ul style="list-style-type: none"> <li>• Reduced paybill arising from reduction in staff numbers.</li> </ul>

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1.9 – 1.11	<p><b>Reduction in number of research departments</b> across the Teagasc Food Programme from seven to four in order to reflect the main priority areas of the Programme</p>	2010	<ul style="list-style-type: none"> <li>• More specialisation in key areas of strategic economic importance to the meat and dairy sectors.</li> <li>• The Teagasc Food Programme will be more closely aligned to industry goals.</li> <li>• Greater integration between Teagasc and the industry.</li> </ul>
1.10, 4.3 – 4.12	<p><b>Restructuring of Advisory Area Unit structure</b></p> <ul style="list-style-type: none"> <li>- agree revised structure</li> <li>- appoint managers to new regions</li> <li>- review duties of Posts of responsibility to reflect new structure</li> <li>- re-configure ICT and Financial systems (ie: CIMS, Integra) to reflect new structure</li> </ul>	End 2012	<ul style="list-style-type: none"> <li>• Implementation of best practice corporate governance mechanisms across Advisory Service.</li> <li>• Application of consistent policies and procedures across more focussed Advisory Service.</li> <li>• Realignment of roles of Post of Responsibility holders with new programme focussed structures.</li> <li>• Expansion of administrative roles in light of specific emerging programme and</li> </ul>

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			service delivery requirements. <ul style="list-style-type: none"> <li>• Implementation of efficiencies identified through business process review.</li> <li>• Streamlined financial reporting</li> </ul>
1.7, 1.10, 1.12, 4.2, 4.8, 4.15	<b>Rationalisation of Advisory Office numbers from 91 to 51</b>	30 June 2012	<ul style="list-style-type: none"> <li>• Release of capital through the disposal of surplus offices and realisation of annual operational savings.</li> <li>• Investment in improved work conditions for staff in maintained offices.</li> <li>• Maximising use of Teagasc’s asset portfolio.</li> <li>• Availing of efficiencies afforded by exploiting shared service locations with other public service bodies.</li> </ul>
1.12, 4.4	Implementation of <b>reduced and integrated senior management structure</b> consisting of three directorates (down from six) – Research, Knowledge Transfer and Operations.	2010 and Ongoing	<ul style="list-style-type: none"> <li>• Focus on priority programme areas – knowledge creation, knowledge transfer and knowledge absorption.</li> <li>• Greater functional integration</li> </ul>

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			<p>between research, advice and education providing greater effectiveness in programme delivery and greater efficiency.</p> <ul style="list-style-type: none"> <li>• Functions aligned with goals contained in Statement of Strategy and Teagasc 2030.</li> </ul>

**2. Better Business Processes** *Actions under this heading would include efficiency measures including procurement, revisions to business process, reconfigurations and other changes to service delivery options, including sharing of service, revisions to regulatory/inspection actions, and so on.*

Terms of the Public Service Agreement 2010 – 2014	Action	Timeframe for Implementation	Benefits Arising 2010-2014
4.2, 4.13, 4.14, 4.15, 4.16	Establish a <b>Business Process Review</b> Group to comprehensively map out the business processes within Teagasc and recommend improvements	2011 - 2012	<ul style="list-style-type: none"> <li>• Identification of opportunities to reduce overhead costs associated with inefficient practices.</li> <li>• Align budgeting and financial reporting with new programme</li> </ul>

			<p>structure.</p> <ul style="list-style-type: none"> <li>• Improvements and efficiencies in programme budgeting, claims for externally funded projects and processing of purchase invoices.</li> <li>• Improvements to research management systems.</li> <li>• Streamlined planning and marketing of education courses and greater utilisation of administrative staff in Regional Education Centres.</li> <li>• Greater utilisation of admin staff in support of Advisory Professionals.</li> <li>• Centralised credit control, client invoice processing and debt collection.</li> </ul>
1.4, 4.2	Optimising the organisation's <b>procurement</b> practices	2010 - 2012	<ul style="list-style-type: none"> <li>• Minimise time and effort spent on procurement activities.</li> <li>• Maximise discounts to be obtained through smart procurement.</li> <li>• Enhance the governance of the procurement function throughout the organisation.</li> </ul>
	Management of the organisation's <b>property</b>	2009 - 2012	<ul style="list-style-type: none"> <li>• Reduce cost of servicing surplus</li> </ul>



	portfolio by realigning our property assets more closely with our business strategy.		offices.
4.2	Rationalisation of Research Lands at Ballydague, Leenane and Athenry	2010 - 2012	<ul style="list-style-type: none"> <li>• Overall reduction in research land farmed by 546ha (32%).</li> </ul>
4.2	Dispose of Kinsealy site and relocate the current activities to other Teagasc locations	2013	<ul style="list-style-type: none"> <li>• Capital monies available in the future and economies of scale from consolidation of resources at one campus (i.e. Ashtown Food Research Centre).</li> <li>• Annual operations savings at €350,000.</li> </ul>
4.2, 4.13 – 4.16	Strengthening the organisation’s capability for <b>financial</b> planning and management	2010 - 2011	<ul style="list-style-type: none"> <li>• Improved financial management and implementation of FGS Report.</li> <li>• Reduction in outstanding debtors.</li> <li>• Improved financial performance of research projects.</li> </ul>
4.2 – 4.12	Enhancing the organisations ability to manage its own <b>performance</b> and demonstrate delivery of high performance through improved management reporting systems and programme evaluation.	2011-2013	<ul style="list-style-type: none"> <li>• Better business planning.</li> <li>• Business plan targets achieved.</li> <li>• Quicker, more frequent, more consistent evaluation of performance against goals. Evaluation of programmes including peer reviews.</li> </ul>
4.2, 4.3 – 4.12	Establishment of a <b>programme-driven structure</b> across Food, Animal and Grassland,	2010 and Ongoing	<ul style="list-style-type: none"> <li>• Deliver maximum impact for clients and stakeholders by</li> </ul>

	Crops, Environment and Land Use and Rural Economy and Development.		<p>integrating research and knowledge transfer functions.</p> <ul style="list-style-type: none"> <li>• Appointment of Heads of Programme to drive both research and knowledge transfer.</li> <li>• Integration of programme managers, specialist and research personnel.</li> <li>• Delivery of a more streamlined service for clients.</li> </ul>
1.4, 1.6, 1.10, 4.2 – 4.12	Establishment of Programme Support Roles through the <b>expansion of Administrative duties</b> in order to enhance the support available to Advisory staff	End 2010	<ul style="list-style-type: none"> <li>• Ensure that Teagasc maintains as many clients as possible in light of reducing staff numbers.</li> <li>• Provide enhanced service levels to clients and enable administrative staff to develop their skills and capabilities.</li> <li>• Streamline the client management process and enable advisors to focus on programme implementation.</li> <li>• Align administrative support with areas of high priority on a programme basis.</li> <li>• Maximise service delivery.</li> </ul>

**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.*

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<b>Where ‘Public’ relates to clients, students or citizens</b>			
4.2 – 4.12	Developing supports to <b>meet the environmental needs of farmers</b>	End of 2010	<ul style="list-style-type: none"> <li>• Enhanced capability to meet emerging environmental demands associated with climate change, the Water Framework and Biodiversity and Soils Directives.</li> <li>• The development of a highly trained body of staff to meet the needs of commercial farmers.</li> </ul>
4.2 – 4.12	Appointment of Rural Innovation Advisors to drive the implementation of the Options Programme and to <b>help farmers diversify</b> .	2011	<ul style="list-style-type: none"> <li>• Establishment of team of specialists who will work closely with Advisors at Area Unit level to implement the Options Programme.</li> <li>• Creation of key strategic</li> </ul>

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			<p>relationships with other agencies involved in rural development.</p> <ul style="list-style-type: none"> <li>• Integration of diversification activities within mainstream programmes.</li> <li>• Management of scheme support services to meet the needs of part-time farmers.</li> <li>• Implementation of support systems for education services and farm planning and promotion of good farm practice.</li> </ul>
	<b>Redesign Advisory Service Fee Structure</b>	2010 and Ongoing	<ul style="list-style-type: none"> <li>• Advisory Service remains accessible to the highest possible number of clients.</li> <li>• Recognises individual client requirements and circumstances.</li> <li>• Simplified charging structure.</li> <li>• Higher cost recovery.</li> <li>• Reduce administration costs.</li> </ul>

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			<ul style="list-style-type: none"> <li>• Greater utilisation of electronic and more efficient payment systems in order to minimise the cost base of the Advisory Service.</li> </ul>
4.2, 4.3 – 4.12	<b>New training facility</b> at College of Amenity Horticulture, National Botanic Gardens	2012	<ul style="list-style-type: none"> <li>• Increased student intake capacity.</li> <li>• Upgrading of the overall quality of teaching resources at the College of Amenity Horticulture.</li> <li>• Ability to provide specialist facilities (e.g. landscape architectural facilities and specialist science rooms).</li> </ul>
1.4, 1.10, 1.12, 4.2	<b>Refocus the Advisory Service</b> in order to address emerging trends and deliver the required services for clients	2010 and Ongoing	<ul style="list-style-type: none"> <li>• Retain maximum number of clients.</li> <li>• Provide support for farmers on emerging factors such as greenhouse gas abatement requirements and the implementation of the Water Directive.</li> </ul>

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			<ul style="list-style-type: none"> <li>• Ability to respond with flexibility to ongoing needs of farmers at community level.</li> <li>• Enhanced research-based knowledge transfer capabilities.</li> </ul>
1.10, 4.3 – 4.12	<p><b>Restructuring of Education services</b> incorporating three Lead Colleges and ten Regional Education Centres in order to cater for increased demand for courses</p>	2010 - 2011	<ul style="list-style-type: none"> <li>• Uniformity in the delivery of educational programmes across Teagasc colleges and Regional Education Centres.</li> <li>• Increase in REC staffing levels to cater for increased demand for agricultural education and to maximise programme delivery options (full-time, part-time, online / distance learning).</li> <li>• Improved coordination and integration of education programmes and staff nationally.</li> <li>• Concentration of future investment in three lead colleges and designated local Area Unit education facilities.</li> <li>• Rationalisation of resources</li> </ul>

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			devoted to agricultural and horticultural education in order to reduce cost per student.
<b>Where ‘Public’ relates to wider Stakeholder groups</b>			
1.11, 4.2, 4.13, 4.15	Establishment of a new <b>Food SME Technology Transfer service</b>	2010	<ul style="list-style-type: none"> <li>• The establishment of a bespoke technology transfer service targeted at the needs of food SME’s which will be delivered in close collaboration with Enterprise Ireland.</li> </ul>
4.2	Seek to <b>treble EU research funding</b> over the coming years and to pursue all national potential funding sources	2010 - 2014	<ul style="list-style-type: none"> <li>• Enables the integration and development of the Teagasc research and innovation programmes with European programmes.</li> <li>• Facilitates the achievement of the Teagasc mission to support science-based innovation for stakeholders in the agri-food sector. This is required to deliver the growth potential of the sector as outlined in the Food Harvest 2020 Report.</li> </ul>

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4.2 – 4.12	Provision of an integrated, applied research and advisory service for the Irish <b>horticulture and forestry sectors</b>	2010 - 2013	<ul style="list-style-type: none"> <li>• The development of a focused science-based innovation support for the stakeholders in both sectors that will contribute to the achievement of their respective national development goals.</li> </ul>
4.15	Launch food research and <b>innovation strategic alliance with University College Cork</b>	2010	<ul style="list-style-type: none"> <li>• Facilitate a deeper cooperative relationship between UCC and Teagasc.</li> <li>• Generate national and international support for food research.</li> <li>• To improve innovation support for the food sector.</li> </ul>
4.2, 4.4	Refocus the <b>delivery of Advisory Services</b> through discussion group activity	2010	<ul style="list-style-type: none"> <li>• Increased number of B&amp;T advisors involved in dairying in order to meet demand for discussion group initiatives.</li> <li>• Increased discussion group activity will lead to the doubling of the number of farmers that</li> </ul>



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			<p>currently have access to discussion groups.</p> <ul style="list-style-type: none"> <li>• Drystock and tillage advisors delivering project groups focusing on key production issues for development-oriented farmers.</li> </ul>
1.10, 4.3 – 4.12	Review arrangements with Higher Education Partners – <b>further innovation in the provision of joint higher level programmes</b> and progression opportunities	2010 - 2011	<ul style="list-style-type: none"> <li>• Increased levels of compensation for Teagasc Education Services from Waterford IT, Cork IT and Dundalk IT.</li> <li>• Provision of further higher level education programmes and progression opportunities in horticulture.</li> <li>• Meet dairy sector stakeholder demands for a specialised dairy business degree for future commercial dairy farm managers.</li> </ul>