

Re-conceptualising Ireland's Competitiveness

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Charlie McCreevy

- 'There's only two good things the Brits left us – good buildings and a good ethos in the public service'.
- Quoted in 'Saving the Future, how social partnership shaped Ireland's economic success' (page179)

IMPACT Rules

- 'To promote excellence and effectiveness throughout the public sector'.
- History of strategic vision
- Even where it raises problems for the union
- Case studies

Case Studies

- Taking the Department of Posts and Telegraphs out of the Civil Service
- Reviewing Forestry and creating a semi state company
- Taxes black hole in the 1980's
- Computer system in Health
- HSE premature

Future Issues

- Academy for public service management
- Multiplicity of new bodies
- Shared services – IT, HR, Legal, Corporate Services
- A Pension Scheme for each one!
- Shaping the pensions debate
- Current OECD review of the Irish public services – a neutral observer?

Health

- Proposal for Health Forum
- Identify what is wrong
- Identify what is needed
- Identify who and what is needed to change

Whose Modernisation Agenda?

- Management driven
- Internally focused
- Annoys staff – little benefit for consumers
- Need a results – outputs agenda

Modernisation Successes

- Motor Tax
- Revenue on-line
- Dublin city refuse
- Special needs mainstreaming
- Activity levels in Health (Q1, Q2 '07)
- Performance management – increments and promotions in Civil Service

Who Said This?

- Ireland's public service performance and efficiency is above the international average and it employs 12% of the workforce, compared to almost 17% in the EU15 and nearly 16% in the USA.
- Organisation for Economic Co-operation and Development (OECD) quoted by Dermot McCarthy in NESCC paper

Who Said This?

- *‘International evidence suggests that the Irish public sector performs well relative to public sectors in other countries’.*
- **NCC’s Review of Ireland’s Productivity Performance**

Who Said This?

- Workplace change is "more frequent in the public than the private sector" and "there are few marked differences between the sectors" in terms of employees' willingness to accept change.
- 'The changing workplace – a survey of employees' views and experiences' ESRI / NCCP

Who Said This?

- “Ireland tends to come out of the analysis of the quality and efficiency of public administration relatively well, particularly when using the most recent data available. Ireland is in with a cluster of countries...that tend to consistently score well.”
- **‘Comparing public administrations’ By Richard Boyle, IPA 2007**

Who Said This?

- “10 out of every 11 additional [health] employees recruited since 1997 are engaged in duties of direct service to patients and the public.”
- **Brennan Commission on Financial Management and Control Systems in the Health Service, 2003**

Conclusions

- The quality of our public services is a mark of the quality of our society
- Those who are unwilling to modernise our public services are the enemies of the public service

**Public
Servants**

**Frontline Quality
Backroom Dedication**

How to Facilitate

- Concept of major v ongoing change in National Agreements
- Additional payments for productivity and major change
- Financial participation underused
- Benchmarking facilitated change in public service
- What will facilitate change going forward?