



Employment and Community
Employment Services



Department of
Social Protection



Community Welfare
Service

Project Plan for the Development and Implementation of the

NATIONAL EMPLOYMENT AND ENTITLEMENTS SERVICE

Table of Contents

Part 1: Service overview and operating model	I Introduction II Summary 1. NEES Service Proposition and Scope
Part 2: Project Plan	2. Project Plan Purpose 3. Background/Environmental Considerations 4. Project Definition and Scope Project Objectives Project Scope Key Stakeholders Organisation Capacity to undertake the project Information Security / Data Protection Procurement Costs of the Project Staff Resources required to support project Benefits Performance Measurement Assumptions Dependencies 5 Project Governance and Development Project Structure Project Schedule Quality Control Risk Management Issues Management Change Control Stakeholder Communications
Part 3: Detailed Project Schedules	Detailed Project Schedules

Part 1: Introduction, Summary and Service Scope/Model

I Introduction

The Department of Social Protection is establishing a new National Employment and Entitlements Service (NEES)¹, as provided for in the Programme for Government. The objective is to integrate the provision of employment services and benefit payment services within the Department and in so doing to ensure that the payment of income supports to people who do not have a job is directly linked to the equally, if not more important, task of supporting such people in their pursuit of employment and related opportunities and improving their life chances. As part of this approach the Department is seeking to change its focus from the passive provision of transaction based services (claims processing and payments) to the active case management of clients. Under the case management model the Department will work with clients to prepare, execute and monitor a personal progression plan. This progression plan will have a number of elements, for example, an income support-plan, a skills/training development plan and an employment plan. Clients will be expected to engage with this approach and failure to engage will lead to a reduction or cessation of benefit payments.

The establishment of this new service is a necessary response to the current economic crisis and the unprecedented rise in unemployment with its far-reaching implications for workers, the economy and society in Ireland. The establishment of the service and the reconfiguration of employment and benefits services and resources is a vitally important element of the overall national plan for economic recovery and is critically important to the country's future.

In this regard employment has proven to be a major factor for people exiting poverty and also influences quality of life and social well-being. Therefore, while social welfare income support remains crucial and must be adequate to meet needs, passive income support alone is not sufficient if poverty and social exclusion are to be comprehensively addressed and people are to have financial independence and reach their potential. This new service delivery model is aimed at increasing social and economic participation. In some cases, the successful outcome will be full-time employment without any further social welfare support. In other cases where people are quite distant from the labour market, activation measures will support people on social welfare payments taking up

¹ It is possible that the name of the service may change following further consideration by the Minister for Social Protection.

other progression options, such as training and education to enhance employability

In providing for the establishment of the NEES, the Programme for Government reiterates the requirement for the integration of FÁS employment services and community programmes and the HSE Community Welfare Services (CWS) into the Department. The establishment of the NEES is also a key commitment under the terms of the Memorandum of Understanding with the EU/IMF/ECB.

The Programme for Government sets out the remit of the NEES in the following terms:

“We will replace FÁS with a new National Employment and Entitlements Service so that all employment and benefit support services will be integrated in a single delivery unit managed by the Department of Social Protection. This integrated service would provide a ‘one stop shop’ for people seeking to establish their benefit entitlements; looking for a job; and seeking advice about their training options...This service will offer users a higher level of personalised employment advice, with more frequent face-to-face interviews.”

The Department is already very well advanced with a number of initiatives that are facilitating the development of the NEES service. For example:

- c 1,000 staff from the Community Welfare Service (CWS) currently on secondment to the Department will become full staff members on 1 October 2011. Although much of the work of the CWS is concerned with income support it is provided on a personalised/quasi-case managed basis. We believe that we can automate and/or centrally process a significant proportion of the standard claim processing work and free-up the staff of the CWS to take on the role of NEES case management.
- We are currently in the process of arranging for the transfer of the Employment Services and Community Employment Service units from FÁS into the Department. – These units will bring with them their core capabilities in job-placement and advice.
- We have developed and are now at the pilot stage of implementing a new client profiling capability which will

Key Message

It is important to note that NEES is as much a service concept, an outcome focussed approach to client service, as it is an organisational/institutional construct. In fact in order to deliver an integrated service we need to knock-down institutional barriers, not create new ones. For example, in the development of the National Internship Scheme there was a joint approach between DSP and FAS. Similarly, the NEES will not be launched as a separate ‘stand-alone’ entity, but has already started to evolve as the business model of the merged elements of the Department.

enable us to categorise clients in terms of their 'distance' from the labour market and will support us in developing customised interventions based on the client profile.

- We have developed and are also piloting a new case management tool to facilitate the scheduling of regular periodic 'interventions' with clients.
- In collaboration with FÁS we have revised and rolled out a new approach to engaging with clients on the three month anniversary of their entry onto the live register. This approach has been very successful in increasing the participation of clients in our activation programmes.
- FÁS and the Department have worked together, as one, to develop and launch the National Internship Scheme – JobBridge - the first manifestation of the NEES concept at work.

While each of these steps is a critical enabler of the NEES none of these on its own, nor all of these together, will be sufficient to deliver the full service as set out by the Government. In order to deliver the service it is essential that these steps be combined to form part of an integrated 'whole' - a new organisation built from DSP, FÁS and the CWS with a clear service mission, integrated service processes, and an effective operating model all focussed on the person in need of support. The task now is to specify and plan for the creation of this new organisation and to then follow through with implementation in consultation with all stakeholders, including clients and staff.

This document sets out the Department's approach to this task. It is structured as follows:

Part 1: NEES Service Scope and Operating Model

Summary: A summary of the overall document

Chapter 1: Sets out the scope of the service to be provided by NEES and the operating model to be employed.

Part 2: NEES Project Plan

Chapters 2- 5: Set out the project plan as prepared in line with the Department's standard project management methodology, covering issues such as key assumptions, risks and dependencies, project resourcing, project cost and project governance.

Part 3: NEES Project Schedules:
Provides the detailed project schedules (activities by timeline) in Gantt chart format.

In order to assist the reader in navigating this document the document layout is explained below.

Section title/Key issue to be addressed by project plan activities

Sidebar drawing out key messages or providing a cross reference to other plan documents

Commentary and/or proposals with regard to the approach to be followed

National Employment and Entitlements Service

Project Plan

3.4.4 Financial Capacity

There is sufficient provision in the estimates for 2011 to continue with the existing work programme to transfer FÁS and CWS functions to DSP. Specific provision will however have to be made in the estimates for 2012, 2013 and 2014 to bring the project to a successful conclusion.

Among the subheads that will require specific NEES related provisions are:

- **IT costs:** Significant costs will arise from the development of an appropriate IT infrastructure to support a case management model of delivery, system developed will be required:
 - o To provide a data management and information system
 - o To develop client profiling and case management and scheduling systems.
 - o To develop web-based channels for customer interaction and information
 - o To upgrade a job-matching website for jobseekers and employers
 - o To systems enable the administration of SWA services on the Business Objects Model (BOM) of the Dept.
 - o To transfer all operating systems from the three merged organisation onto common platforms (e.g. Payroll, HR, Accounting etc.)
 - o To equip staff with the appropriate business tools (mobile phones, laptops etc.) required to deliver case managed services on a localised basis and to standardise the configuration of these tools across the three organisations being merged.
- **Facilities:** The three entities to be merged have separate estates, often with separate offices build to different specifications in the same towns/communities. The delivery of an integrated service will require the consolidation and re-fit of this accommodation.
- **Staff Development:** Front line customer management staff, are streamed into separate and discrete activities at the moment including the assessment of entitlements (CWS and DSP), the provision of employment counselling and referral (DSP and FÁS), the payment of benefits/allowances (CWS) and the investigation of control/fraud cases (DSP). While all of these roles these roles have aspects of case management only employment services officer in FÁS have had any

Relevant Project Schedule Activities:
Financial planning and Accounting X.X; 6.6; 6.8
Business case development X.X; 6.6

Relevant Project Schedule Activities:
IT systems development X.X; 6.6; 6.8
IT infrastructure deployment X.X; 6.8

Relevant Project Schedule Activities:
Facilities review and implementation X.X; 6.6

Relevant Project Schedule Activities:
Staff development X.X; 6.8

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II Summary

Activation based approaches to providing social protection services to the unemployed are widely considered to deliver the best outcomes in terms of facilitating a person's return to gainful employment and reducing the cost to the State of welfare payments.

These approaches are based on

- a) The creation of a social contract between the citizen claiming unemployment benefits and the State under which the citizen commits to engage with the employment advice/training referral services. Failure of the citizen to honour this commitment can lead to a reduction or withdrawal of benefit payments.
- b) The integration of benefit payment services with employment advice/training referral services.
- c) The active case management of each welfare claimant involving the development of a personalised progression plan for each claimant and frequent client interviews and case reviews to monitor progress against that plan.

The introduction of this type of approach through the development of a National Employment and Entitlements Service (NEES) is a key commitment of the Programme for Government and is referenced in the Memorandum of Understanding with the EU/IMF/ECB.

The Department of Social Protection has been actively engaged in a programme of work to develop this type of service and, during the last 12 months, good progress has been made on a number of fronts as set out in the Table II.

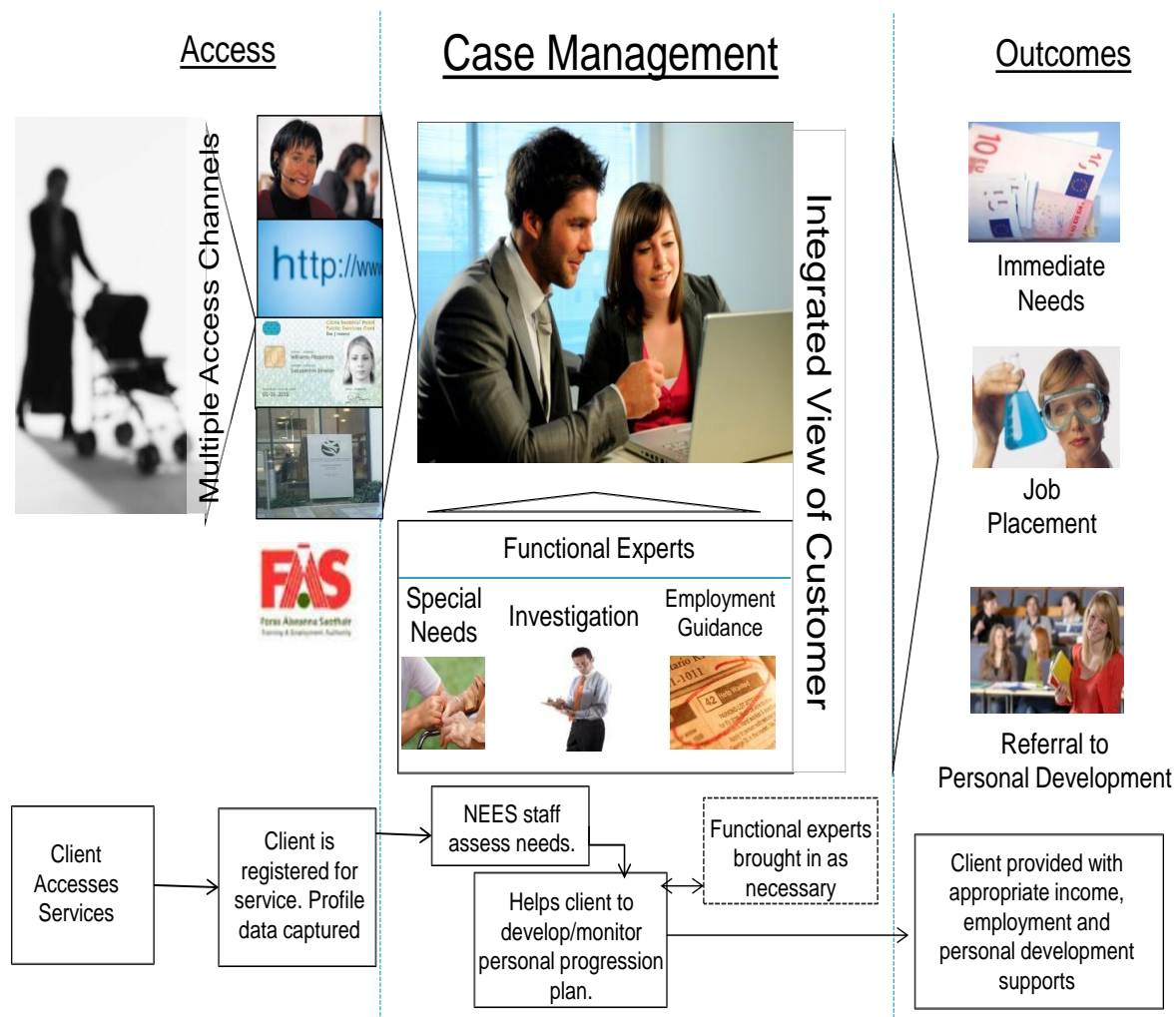
The ultimate objective of all of these initiatives is to deliver a new service model for the client, in line both with international best practice and the commitment in the programme for Government to develop a NEES.

This new service model is summarised in schematic format on page 10.

Table II: Key Activities and Progress 2011 to date:

Action	Description	Status
Development of Activation capability	Development and implementation of process and system capability to profile citizens on the live register and engage with them to facilitate and encourage a return to the employment.	<ol style="list-style-type: none"> 1. Client profiling tool developed in conjunction with ESRI and deployed on pilot basis. – Target to fully deploy by end 2012 2. Case management system developed and deployed on pilot basis – being rolled out progressively with target to full roll-out by 2012. 3. New Employment Action Plan (EAP) referral tool/system developed and in pilot. Target for full deployment by end 2012. 4. Legislation in place providing for benefit sanctions to be applied to people not engaging with activation process.
Organisation Mergers	Community Welfare Service transferred to the DSP	<ol style="list-style-type: none"> 5. Legislation in place 6. Transfer on a secondment basis complete on 1/1/2011. 7. Management reporting in place 8. Union discussions on-going 9. On target for full transfer by 1/10/11
	FÁS Employment Services and Community Employment services transferred to DSP	<ol style="list-style-type: none"> 10. Legislation in place 11. Funding and policy authority now with DSP. 12. Management separation and reporting in place 13. Union discussions on-going 14. On target for a full transfer by 1/1/2012
Integration of services	Integration of business activities to improve efficiency and effectiveness of operations	<ol style="list-style-type: none"> 15. CWS administered Back to School scheme integrated into DSP- savings of c €2m. 16. JobBridge – The National Internship Scheme developed on integrated basis by DSP/FÁS. 17. Revised approach to employment referral implemented on integrated basis by DSP and FÁS. – Increasing throughput and participation.

DSP: Future Service Model



Key Characteristics

- The client can use multiple access channels (including self-serve) to access NEES services.
- Each client's needs will be assessed to determine their level of need based on their employment history, educational level etc.
- NEES staff will work with clients identified as needing case management to develop a personal plan of how to move from income support into gainful employment.
- In some cases the selection and authorisation of the appropriate interventions – whether that be income support, job placement, job search assistance, or referral to personal development will be relatively straightforward.
- However in other cases the client's case will be referred for the attention of specialists whether that be for expert income assessment, special needs payments or for career advice and support.
- Direct training/skills development needs will be identified by the NEES which will then
 - draw on the support of the State's skills/further education agencies in order to meet these needs.
 - Advise the client of the self-serve options available under Back To Education and Springboard schemes
- Once the personal plan is developed and income supports are in place (if necessary) NEES and the client will jointly review progress against that plan at regular intervals and continued income support will be conditional on the client participating in this activation/case management process.

The development of this type of client service capability will deliver a markedly different service experience to clients and will continue the progress already made in devising a new approach to engagement with clients under the National Employment Action Plan. The objective is that clients will have an immediate assessment of needs and, in some cases, that this assessment will lead, if appropriate to an immediate job search assist, job placement or training/education intervention. Other clients not assessed with an immediate need will be prioritised for intervention based on the outcome of their needs assessment. Clients selected for support will benefit from at least 4 case reviews/interviews over a period of 18 months. The first appointment will consist, for most people, of a group engagement, at which options for the individual to pursue as a 'pathway to employment' will be explained. This group engagement will be followed with 'one-to-one' interviews at which the client will be advised on the most appropriate options (job-search assistance, direct job/work experience placement, training/development etc.) to suit their particular circumstances. Clients will, as a minimum, be referred to a personal development/training programme if still on the live register at the end of the eighteen month period.

Given the resource intensive nature of this personalised approach to client service the Department proposes to prioritise the deployment of resources by focussing, in the first instance, on people recorded on the live register. In order to further optimise the effective use of scarce resources these clients will be segmented into high/medium/low categories of need on the basis, *inter alia*, of a profiling tool prepared in conjunction with the ESRI. The Department will also explore the potential to augment internal resources through the complementary outsourcing of some elements of the service (e.g. placement and employment advice services).

While, as Table II shows, very good progress has been made on a number of fronts a significant programme of work remains to be undertaken to deliver the full service model. This is from the practical but complex issues, such as the integration and consolidation of building facilities and IT systems, to softer but more complex issues such as the establishment of strong and effective links between the NEES and the further education sector, the creation of a new service identity/brand for the NEES and the evolution of an organisational culture reflective of an active and integrated approach to client service. In total the Department has identified nearly 800 discrete tasks that need to be completed, at a cost of c €20m, over the next three years in order to give full effect to the NEES model.

Key Milestones to be delivered during the next eighteen months of the project plan include:

Milestone	Target Date	Status
Approval of proposed NEES Scope and project plan proposal by Minister and Government	July, 2011	Complete
Establishment of Project Governance Board	Sept, 2011	On target
Approval of detailed project plan by project governance board	Sept, 2011	On target
Project business plan complete (including Cost Benefit Analysis)	Oct, 2011	On target
Service Agreement with Further Education Sector defined in association with Dept. Education/SOLAS	Oct, 2011	On Target
Transfer of CWS completed	Oct 2011	On target
Transfer of FÁS completed	Jan 2012	On target
Financial provisions included in 2012 estimates	Dec 2011	On target
'One stop shop' trial commenced	May 2012	On target
Case management process and system deployed nationwide	May 2012	On target
First phase 'one stop shop' roll-out commenced	Sept 2012	On target
Profiling process and system deployed nationwide	Dec. 2012	On target

Specific targets have also been set by the Minister for Social Protection with regard to the complementary roll-out of the revised National Employment Action Plan. These targets which are set out in the table overleaf will ensure that new clients signing-on on to the live register will, *as a minimum*, benefit from a Group Engagement after three months and a referral to job placement/training after eighteen months as already described above.

Table: Timeframe for Rollout of NEAP Process²

Phase	Date to Be Completed	Coverage to be achieved (% of clients registering in DSP local offices)	
		Profiling	Group Engagement
1	30 Aug 2011	2%	28%
2	6 Jan 2012	7%	75%
3	25 Apr 2012	40%	95%
4	27 Sept 2012	80%	95%
5	30 Dec 2012	95%	95%

The phasing recognises the facts that:

- Group engagement can proceed in advance of profiling capability
- The rollout of profiling is linked to roll-out of IT systems and networks, and staff training.
- The pace of roll-out will increase but incremental coverage will diminish as the roll-out programme reaches smaller public offices.
– In addition given the small size and remote locations of some public offices it is unlikely to be feasible to extend Group engagement processes to 100% of the client base.

In order to ensure that these tasks are completed in a coherent and effective manner, the Department has assigned responsibility to a full time project team, under the direction of an Assistant Secretary General who reports to the Secretary General and the Management Board. This team has responsibility for the detailed planning and project management of the NEES development programme.

Overall project governance will be vested in the Secretary General of the Department who will be supported in this role by a cross departmental Project Governance Board and an Advisory Group of key external stakeholders. The Secretary General, the Project Governance Board and the project team will also work closely with the trade union partners to get their input and to address any staff issues that may arise.

² Profiling in place in Dun Laoghaire and being rolled out in August 2011 to Tullamore, Sligo and Kings Inns. Case Management in place in North Dublin, being rolled out to rest of Dublin in Sept. 2011. Group Engagement in place in Dublin and Galway, being rolled out to Waterford Newbridge and Sligo (August 2011).

Chapter 1: NEES Service Approach and Scope

A high-level view of the existing service approach based on delivery of different service elements by three separate organisations and an outline of the proposed service model of an integrated NEES is set out, in schematic form, in the following pages.

- Table 1: Sets out the key guiding principles of the new service.
- Figure 1: Sets out, for reference, a high level overview of the existing service model and describes the key characteristics of this model.
- Figure 2: Sets out the proposed NEES service model and describes the key characteristics that will define the service.
- Figure 3: Sets out the linkages with the further education sector.
- Figure 4: Sets out the resource and systems development approach that will be required to deliver the service
- Figure 5: Sets out and describes the proposed approach to scaling and implementing our case management capability.
- Figure 6: Set out how we propose to operate the ‘one-stop-shop’ service experience for clients
- Figure 7: Sets out the linkage between client engagement and entitlements and defines the entitlements that will be managed by the NEES
- Figure 8: Sets out some of the key difference between the NEES approach and the existing service model.

In brief we propose to move from a relatively passive, reactive and transaction focussed service construct to a pro-active, outcome focused, approach in which we will expect full engagement from the client. The vision is of a single transparent system with a primary focus on the client and a route map starting at the first point of engagement with the Department of Social Protection. It will be an active, outcome-focused, individual case management of working age clients starting initially with those on the Live Register. Activation measures will be provided at the primary point of access, which is at the initial claim stage.

The direct responsibilities of NEES will be the provision of employment guidance, training referral and the payment of related benefits. The delivery of training/skills development will be the responsibility of the Department of Education and Skills.

It is this service scope and model of operations that informs the project approach set out in the remainder of this document.

Table 1: Guiding Principles for the New Service

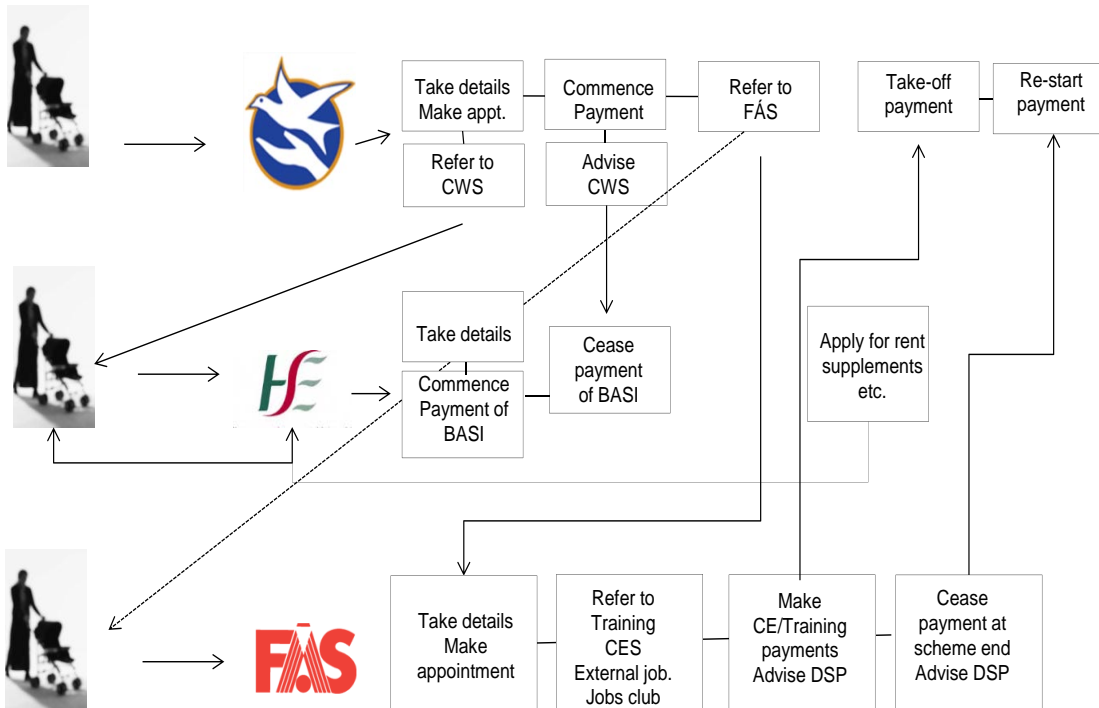
The transformation into an integrated, activation focussed, service has significant implications for clients, staff and stakeholders of the Department. It is therefore important at the outset to identify the principles that will inform its development and implementation.

GUIDING PRINCIPLE	Description
A client centred service	<ul style="list-style-type: none"> • Client Focussed: The client is at the centre of the service • Integrated: There is a single source of client information between services functions • Contract Based: The client has <u>responsibilities</u> which the organisation will expect to be met. A proactive approach on the part of the individual client to job search and improving employability will be a precondition of benefits payments • Transparent: A client charter will be developed that clearly sets out what a client should expect and what is expected from them • Flexible: The Department will work to understand clients wants/needs and change services accordingly • Measured: The Department will assess client satisfaction and report on service outcomes on an on-going basis. Metrics will be benchmarked to peer organisations.
Customised for the specific client needs	<ul style="list-style-type: none"> • Forward Thinking: The Department will aim to anticipate client requirements and customise the service accordingly, e.g. job profiling • Caring: The Department will work to ensure that vulnerable clients are protected and have access to all services • Efficient: The Department will enable and promote client self-service through appropriate channels • Inclusive: The Department will cater for all existing clients across all three organisations (including the employed, employers and stakeholder organisations)

A case management approach	<ul style="list-style-type: none"> • Accountable: The case management process will be oversee all aspects of the client relationship and help the client to navigate the services • Responsive: Specialist support managers to provide a confidential and professional service to clients. • Informed: Significant ICT integration to refer / share client information and for workflow management • Accurate: <u>Control</u> functions, to detect and reduce fraud, will be an integral part of the case management approach.
Service Delivery Focus.	<ul style="list-style-type: none"> • Consistent: Services are delivered in a consistent fashion and format across all locations and service channels. • Visible: Property estate is rationalised where possible to provide a visible 'one-stop-shop' to clients. • Cost-effective: Services will be delivered at the lowest cost possible consistent with maintaining service standards and outcomes – Remembering that the tax-payer pays.
Activation is the priority	<ul style="list-style-type: none"> • Results Driven: Strategic focus on getting unemployed people back to work/closer to the active participation in the labour market. • Prioritised: Activity informed by appropriate client profiling and job matching capabilities • Empowered: Appropriate sanctions for clients that don't engage.
Providing an environment for staff to excel and develop	<ul style="list-style-type: none"> • Supportive: Staff to be provided with the necessary training, support and infrastructure to perform their jobs. • Learning: Staff mobility will be encouraged to build organisational knowledge and competence

Figure 1: Existing Service Structure

The current approach (Simplified View):



3 sets of interfaces X 3 sets of records X 3 sets of payments X 50+ options = complexity, duplication, frustration and sub-optimal outcomes for customers

Existing System

- The client must approach three separate organisations to access employment and benefit services
- The client must provide the same data to each organisation – there is no common database and little exchange of information.
- There is no single point of contact for the client – the client might deal with a different person each time they contact any of the organisations.
- Client information is investigated and entitlement is assessed by different organisations (DSP and CWS) and separate means tests are applied.
- There is a wide variety of benefit options available. Clients wishing to avail of services may have to move between schemes operated by the different agencies, for example starting with Supplementary Welfare Allowance (CWS), moving on to Jobseekers Assistance (DSP), then on to Community Employment (FÁS) and back to Jobseekers Assistance.
- Payment of benefits is not always as consistently linked as is desirable to claimant commitment to engage with employment/training services.
- Employment services tend to focus on direct employment (e.g. CE) and training options. Employer use of services needs to be enhanced.

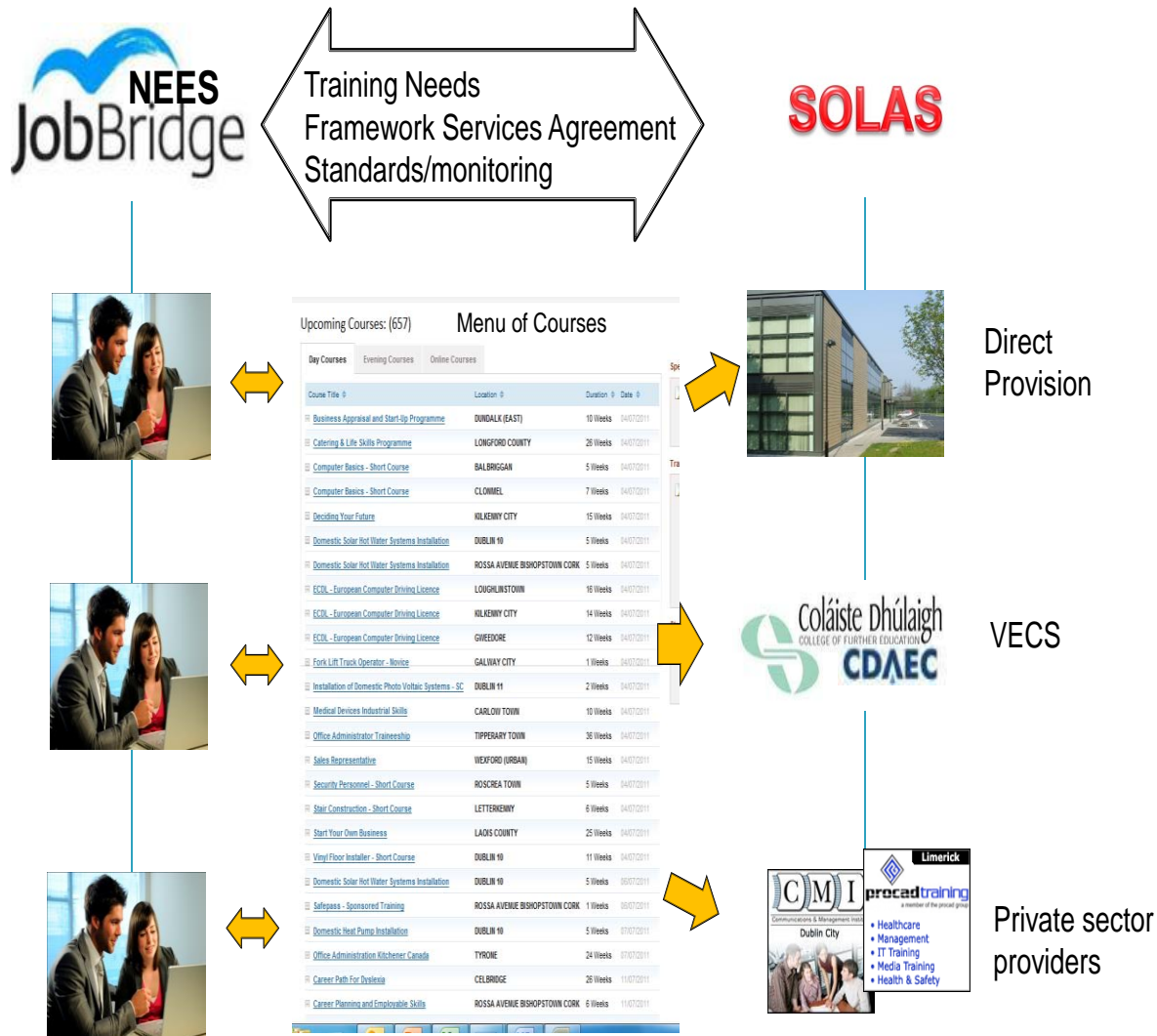
Figure 2: The NEES Service Model



New System

- The client can use multiple access channels (including self-serve) to access NEES services.
- Each client's needs will be assessed to determine their level of need based on their employment history, educational level etc.
- NEES staff will work with clients identified as needing case management to develop a personal plan of how to move from income support into gainful employment.
- In some cases the selection and authorisation of the appropriate interventions – whether that be income support, job placement, job search assistance, or referral to personal development will be relatively straightforward.
- However in other cases the client's case will be referred for the attention of specialists whether that be for expert income assessment, special needs payments or for career advice and support.
- Direct training/skills development needs will be identified by the NEES which will then
 - draw on the support of the State's skills/further education agencies in order to meet these needs.
 - Advise the client of the self-serve options available under Back To Education and Springboard schemes
- Once the personal plan is developed and income supports are in place (if necessary) NEES and the client will jointly review progress against that plan at regular intervals and continued income support will be conditional on the client participating in this activation/case management process.

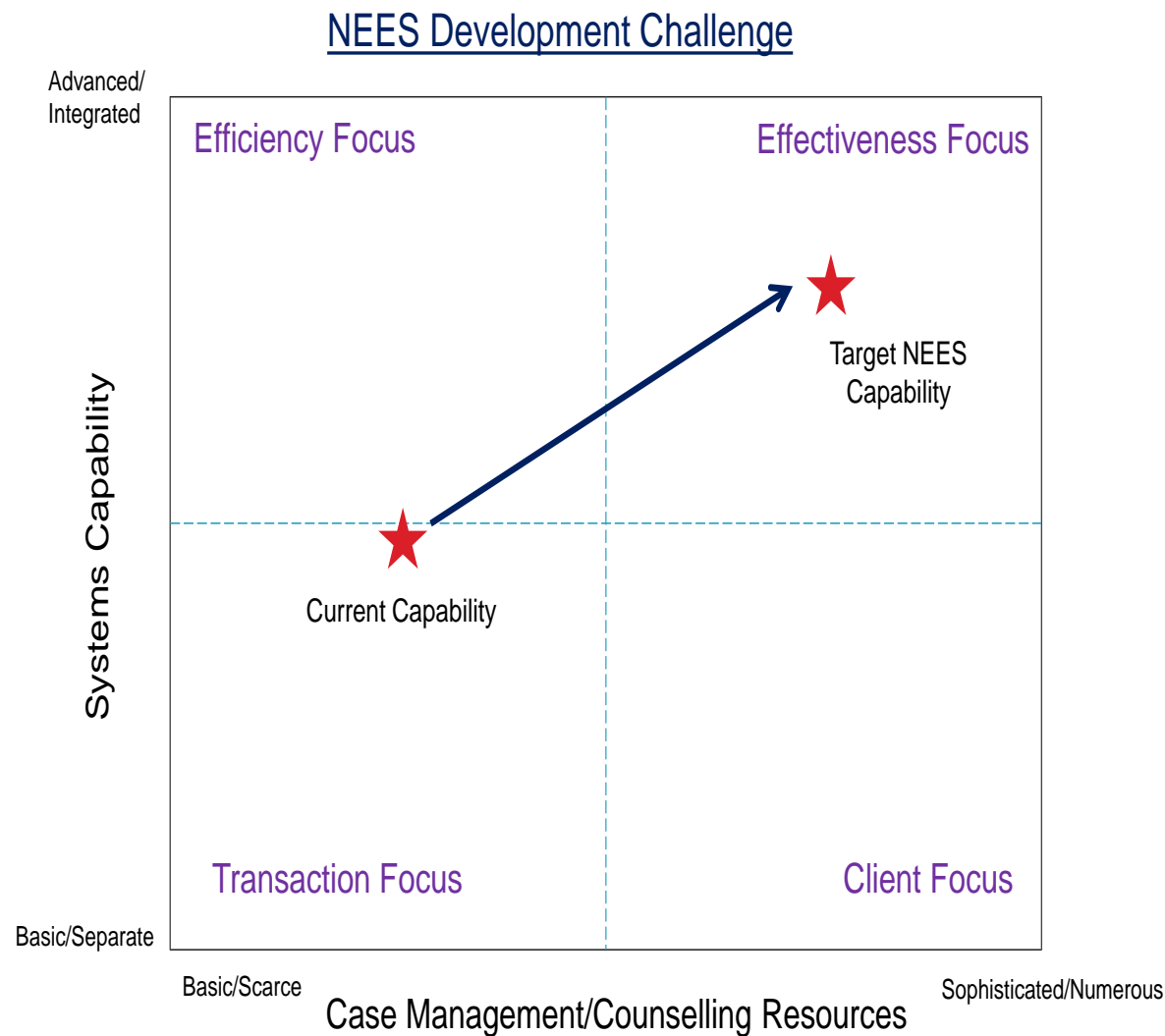
Figure 3: A co-ordinated Approach to Meeting Training/Development Needs



Joined Up Training and Development Referral

- NEES/DSP will forecast training/development needs and provide input to the training/further education process.
- NEES will conclude a Framework Service Level Agreement/protocol with SOLAS setting out training requirements, terms and conditions under which clients will be referred to providers of training, and the required standards of service and reporting.
- SOLAS will arrange for the delivery of training programmes via State (e.g. VECs) and via private sector providers.
- NEES will have access to a menu of programmes available through the Training/Further Ed process and will review these with clients to identify the most suitable courses in each case.
- NEES will ensure that arrangements are made directly with the relevant course provider for participation of their client on the programme selected.
- The training provider will provide feedback directly to NEES on the client's participation on and progress in the selected course.
- This feedback will form part of the regular client meeting/case review.
- The client will also be advised on 'self-service' options available under the Back to Education Allowance and Springboard schemes.

Figure 4: IT and Case Management Resource Requirements

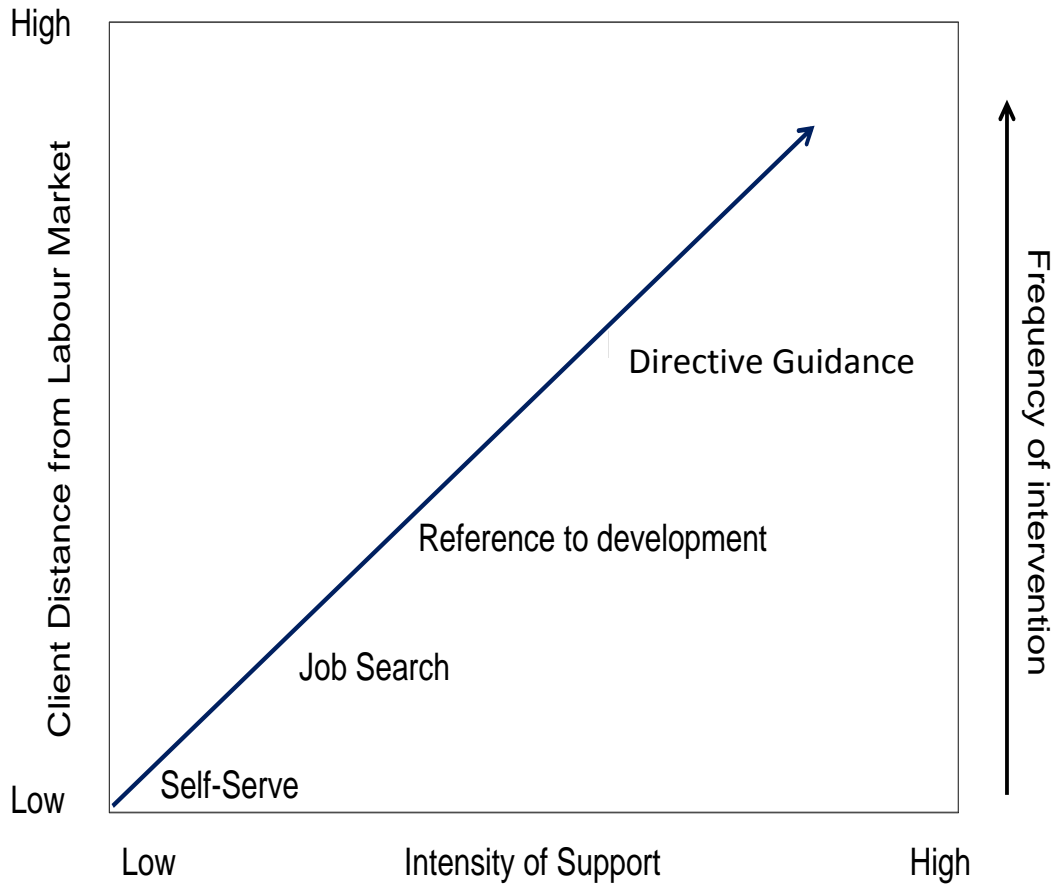


Critical Success Factors

- The ability of the NEES service will be critically dependent on the availability of sophisticated and integrated IT systems and competent and professional case management/advisory staff.
- At present the three constituent organisations use a variety of different systems.
- Although these systems are, each on their own, capable of meeting discrete business needs (e.g. payments, job matching, means assessment) there is little data exchange or systems integration.
- This militates against both the provision of a 'one-stop-shop' client experience and the linkage of benefit payment to client participation in activation programmes.
- Similarly the active engagement with clients requires knowledgeable and experienced client representatives/advisors competent in adult advisory services.
- While all three organisations have such staff they are dissipated across functions and numbers may need to be augmented to cater for the the current caseload.
- The intention under the NEES programme is to integrate and develop our IT capability, and to redeploy and up-skill staff onto case management activities.
- Outsourcing of some work, in line with the provisions of the Public Services Agreement, will be considered to augment resources if necessary

Figure 5: A Tailored Approach to Case Management

Relationship between Client profile and Intervention Type and Frequency



A Tailored Approach to 'Case Management'

- Case management will not be delivered on a 'one size fits all' basis.
- The approach will be tailored to meet the needs of clients dependent on their service needs, taking account of the available case management resources within the department.
- Towards this end a client profiling model has been developed with the ESRI to calculate the 'distance' that a client is from active participation in the labour market.
- Based on client characteristics such as work experience, educational attainment, length of time on the LR and age this model calculates a probability of exit score (PEX) for each client.
- Clients who are near to the labour market (high PEX score) will typically be literate, numerate, relatively young, have a high level of education and marketable job skills. These clients will be capable of 'self-serving' their needs using on-line tools to be provided by the NEES (Many of which are already in place).
- As clients move further away from the labour market (lower PEX scores) the need for personal intervention will increase and the type of intervention will change.
- People furthest from the labour market will, in all likelihood, need very intensive directive advice through frequent interaction with a skilled advisor.

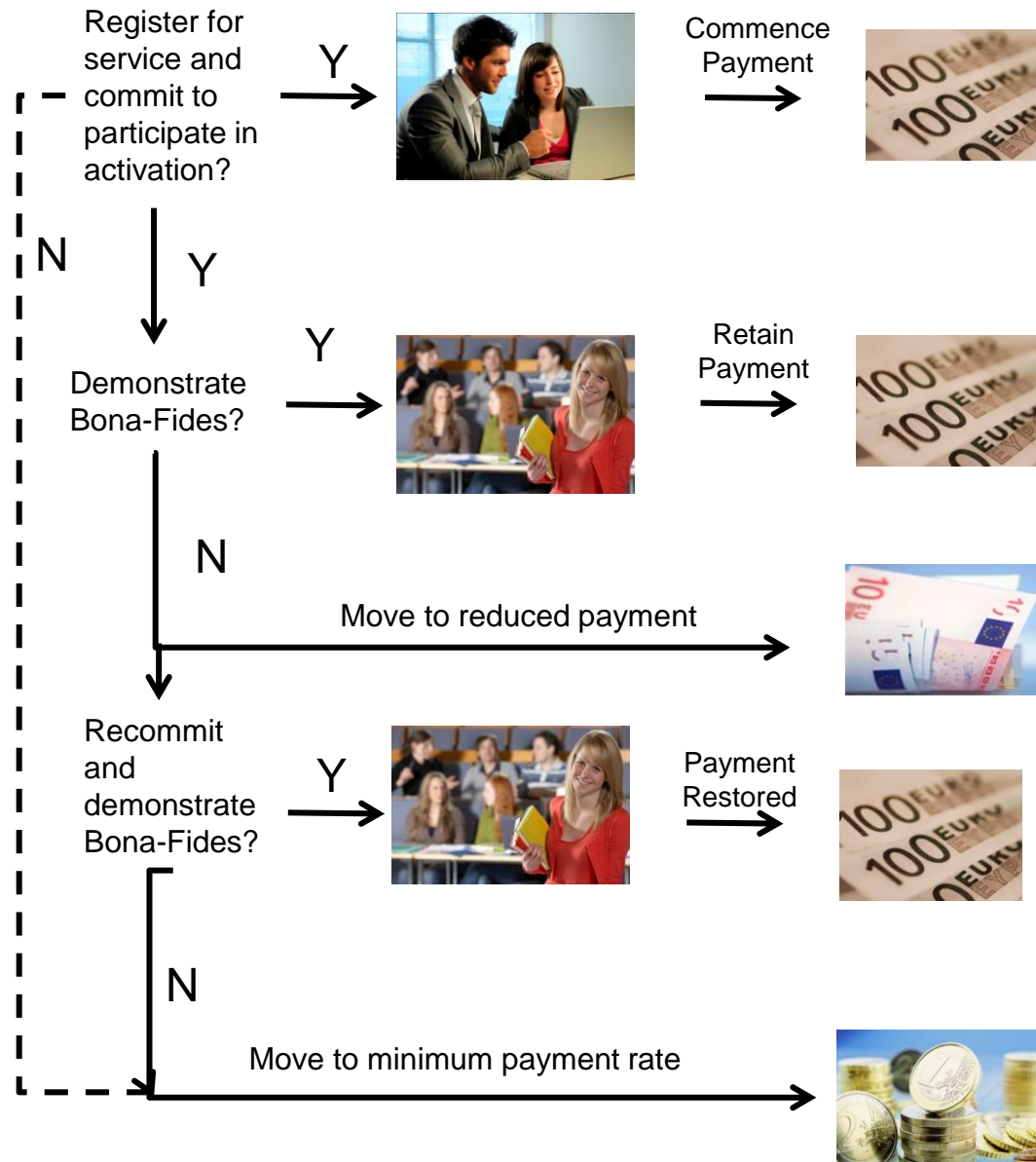
Figure 6: The One-Stop-Shop Experience



Many Doors – One Service

- A common misconception of the 'one-stop-shop' concept is that it refers to a physical location where all services are provided.
- Ultimately this is the intention with regard to services provided 'on-site' in high street locations. i.e. a single office rather than multiple offices (FÁS, DSP and CWS) serving the same community.
- This will take time to deliver given the wide variety of locations, lease arrangements and physical layouts within the combined estate of the various entities.
- However this does not preclude the delivery of a 'one-stop-shop' experience for clients.
- The use of integrated IT, common branding, standardised service offers and cross-deployment of staff can be used to provide a seamless and consistent service to clients.
- This approach known as the 'many doors one service' approach is now accepted as legitimate form of 'one-stop-shop'
- Indeed given the wide variety of service channels in use across business and public sector alike (WEB, Call-Centre, shop and agency arrangements) it is, increasingly, the preferred form of 'one-stop-shop'
- This is the model that is informing the planning for the development of NEES.

Figure 7: NEES Payments Focus



Payments/Entitlements Approach

- Payments of benefits will only commence once the client (having met the entitlement requirements) has committed to participate in an activation programme.
- The rate of payment will depend on the level of commitment shown by the client – a failure to honour the commitment will lead to a progressive reduction in the payment rate.
- Clients who refuse to engage or do not demonstrate bona fides will be moved onto a minimum 'floor rate' of payment as they will not be considered to be Genuinely Seeking Work (GSW condition) – At present this rate is **zero i.e. no payment is made**
- Clients get restored to full payment if they demonstrate a genuine commitment to activation.
- This payment strategy is focussed on payments
 - To people in the working age population
 - Related to their status of 'not being at work'
 - Who are registered with NEES for job-search' or welfare payment purposes.
 - Relevant payments are Jobseekers Allowance/ Benefit
 - Other payments to be processed by the NEES as part of its payment function include
 - One parent family payments
 - Illness/disability payments
 - Carers' payments
 - Other payments currently processed by DSP/CWS/FÁS
- Subject to successful implementation of this strategy consideration will be given to inclusion of other State payments as part of NEES payment function.

Figure 8: Key Differences

NEES will differ significantly in a number of respects...

Service Characteristic	Existing Method of Operation	Future Method of Operation
Rights and Responsibilities	In legislation, advised to the customer and controlled by 'exception'.	In legislation but also Contracted and declared with Sanctions for non-conformance
Service Integration	Partial	Full
Case Management	Nascent	Developed
One-Stop-Shop	Not available	Available
Data Sharing	Limited	Full
Links to Education/Training	Self-managed by FÁS	Managed under Service Level Agreement
Employer Services	Weak	Strong
Branding/Identity	Three organisation brands - DSP, FÁS, HSE	One service brand (TBD)
Customer Segmentation	By scheme type	By customer profile
Payments	Separate payments in three organisations	Integrated payments via NEES.
Fraud and Control	Active and Focussed	Active, Focussed and enhanced by Case Management and sanctions

Key Characteristics of NEES

Contract – Rights and Responsibilities

A 'social contract' setting out rights and responsibilities. Failure to honour this contract may lead to a reduction or withdrawal of payments.

Service Integration

Unemployment payments will be integrated with employment advice, job placement and training referral.

Case Management

Active and differentiated case management of welfare claimants the development of a personalised progression plan and frequent client interviews to monitor progress.

One-Stop-Shop

Services will be provided using 'one stop shop' model of delivery

Data Sharing

Information will be shared to facilitate efficient identification of need, and effective case management.

Links to Education/Training

NEES will develop and establish strong links with the further education sector. A formal service level agreement, including an operating protocol, will be agreed.

Employer Services

The service will establish strong relations with employers and private sector recruitment agencies

Branding/Identity

NEES will be a service provided from within the Department of Social Protection. It may be given a separate brand identity once the existing FÁS service is integrated into the Department.

Client Segmentation

In the first instance) the NEES approach will focus on unemployed people.

Payments

NEES will focus on the current set of client payments processed by DSP, FÁS and the CWS.

Control and Fraud

Advisors and client representatives will assess clients for control risks as part of the activation focussed client interviews.

Part 2: Project Plan to Develop and Implement the National Employment and Entitlements Service

Chapter 2: Project Purpose

The development of a National Employment and Entitlements Service (NEES), within the Department of Social Protection, is a key undertaking of the Programme for Government. An outline of the service envisaged is set out in earlier chapters while the remainder of the document sets out the Department's project plan for the development of this service. As with any project plan the primary purpose of the project plan is to:

- i. Itemise and schedule all of the activities required to develop and implement the service
- ii. Identify and cost the resources required to complete these activities.
- iii. Set out the governance arrangements with regard to the project with particular reference to
 - a. Project/Programme Management
 - b. Change management,
 - c. Benefit assessment,
 - d. Stakeholder communications, and
 - e. Risk management

The project plans starts in the next chapter by evaluating environmental conditions faced by the Department and evaluating how these impact on the project plan.

Chapter 3: Background/Environmental Considerations

- 3.1 The Department of Social Protection is establishing a new National Employment and Entitlements Service (NEES). The establishment of this new service is called for in the Programme for Government and the key features of the service are set out in previous chapters. The development of this new service is in response to the current unemployment crisis, the pressure on the State finances in funding unemployment benefit, and the high risks of institutionalised welfare dependency associated with long-term unemployment (See section 4.9). The establishment of the NEES is also taking place in the context of the reform of the public service, amidst increased pressures on the Department to deliver efficiencies with scarce resources and within the parameters of the Croke Park Agreement. The changes now being put in place are designed to ensure that the resources of the appropriate State organisations are integrated in a manner that will deliver an improved 'one-stop-shop' service to our clients.

According to the Programme for Government the NEES:

- a. Will offer users a higher level of personalised employment guidance/advice, with more frequent face-to-face interviews.*
- b. Those on the live register who are identified as being most at risk of long-term unemployment will receive priority treatment for more intensive support.*
- c. It will ensure active case management for people in need of assistance.*

This approach to the integration of services with a focus on 'active' management and personalised support of clients is consistent with the approach which is increasingly being followed in many western, and particularly Nordic, countries and has the strong support of policy institutes and stakeholder groups. Evidence from other countries, supported by analysis of policy institutes is that the integration of employment and benefits services and the active case management of welfare recipients is an essential complement to the payment of benefits in order to improve the life chances of clients and reduce their dependency on the social welfare system over time. It is not the purpose of this document to rehearse the arguments in favour of an approach to social protection which is based on such principles. However there are many reports to which the reader can refer to understand the case for such an approach including reports by the NESC, ESRI, Wim Kok, the OECD and the

NYCI.³ The Department published its own report on a Working Age Payment in late 2010.

Given the strong consensus in favour of the establishment of the NEES the relevant background factors that need to be taken into account in the project plan for its development are:

- a) The economic recession and the consequent demands on the welfare and employment services
- b) The pressures on the Exchequer finances arising from the general budget deficit and the fiscal covenants under EU/IMF/ECB funding package.
- c) The existing institutional/organisational framework within which benefit and employment services are provided.
- d) The attitude of client groups to the existing services.
- e) Work completed to date

The influence of these factors is discussed briefly below together with, in each case, a summary of their implications for the project plan.

a) The General Economic Environment

Ireland is currently in the midst of a prolonged economic recession – a recession in which the loss of employment associated with a reduction in aggregate demand has been exacerbated by the collapse of the property/building sector. This collapse has resulted in a loss of employment which is essentially structural in nature and which leaves those construction workers affected with limited opportunities to regain employment as the economy recovers. Accordingly the requirement for a congruent and active approach to the provision of benefit and employment services has never been more acute. However the recessionary environment within which we operate also means that the fundamental changes that we propose to make are being made at a time when the core ‘reactive’ services that we provide are already straining under the pressure of unprecedented demand. The integration and transformation of services, which of itself is resource intensive, will place extra stresses on service operations.

These considerations lead to two conclusions of particular interest to the NEES project team. Firstly the project plan will need to be

Implications for project plan - The need to
(i) avoid/minimise an ‘implementation dip and
(ii) design a flexible resourcing model for the NEES.

³ For example see ‘Jobs, Jobs, Jobs: Creating more employment in Europe, Wim Kok, 2003; Activation Policies In Ireland, Grubb, D et al, OECD 2009; Unemployment and Active Market policies 2011 – 2015: Draft Report of the NESC, April 2011

carefully specified and managed to take account of the fact that there is little or no scope to absorb the performance shock or dip which is typically experienced in most large change programmes. Secondly the approach taken by the project team to the design of a resourcing model for NEES will need to take account of the fact that we are at a trough in the economic cycle. Accordingly the resourcing model will need to be flexible enough to facilitate the reduction of resources deployed as economic conditions improve and demand for NEES services diminishes.

b) Exchequer Finances

Reflecting the wider economic environment the exchequer is running a significant budget deficit and is obliged under the terms of the EU/IMF/ECB Memorandum of Understanding to reduce this deficit to 3% of GDP by 2014. The stark choices faced by the State in making this adjustment means that the resources available to implement this project will be severely constrained.

The project plan therefore needs to be prepared on the basis that, albeit it is probably one of the largest organisation transformations ever undertaken in the State sector, it is to be delivered through making maximum use of existing line operations staff to undertake project activities. The on-going review of the effectiveness of this approach will form a key element of project governance.

Implications for project plan –The project will draw heavily on line operations staff to undertake project activities.

A further consideration in this regard is that the ‘active’ case management of welfare claimants is a very resource intensive activity. – As noted by the NESC the recruitment of additional resources to perform this case management role as the NEES is rolled out is simply not an option in the current economic climate. Accordingly, and notwithstanding the desire to minimise any performance dip associated with the project, it will be necessary to resource the NEES case management activity through the redeployment and reskilling of existing staff. This will require an accelerated integration and automation of other business activities in order to free up staff, thus either directly or indirectly increasing resources for case management. It may also require a trade-off with the deployment of staff on other activities. The evaluation of these choices and planning of any decisions taken will form a key component of the overall project plan.

Implications for project plan –The integration of CWS, FÁS and DSP and the automation of activities will need to be accelerated to free up resources to deploy on NEES services.

c) Institutional Framework

Turning to the institutional framework the development of the NEES is predicated on the merger of three separate and very large State agencies – FÁS, CWS and DSP. Each of these organisations has its

own operating culture and management structure, its own staffing models and industrial relations processes, its own operating processes and IT systems and its own facilities and premises. In the case of FÁS and the CWS they are not currently stand-alone entities and their merger with the DSP also requires that they are separated from, and leave behind, another parent organisation. This may create difficulties as staff leave behind old career structures and adapt not only to new terms and conditions with a new employer but also a new organisational culture.

Staff morale in all three organisations has been impacted by the volume of work (related to the deterioration in the economy), the adverse publicity that has accompanied longer processing times, the wage cuts imposed in response to the fiscal crisis, the uncertainty created by the time taken to complete the merger and the reduction in career opportunities, reductions that staff perceive will reduce further once the merger is completed. The institutional framework is therefore very challenging not only with regard to developing an integrated management and organisational structure (including support IT systems) but, in particular, with regard to the development of a common, high performance, operating culture and identity.

Again these considerations lead to a number of conclusions with regard to the project plan. Firstly the plan will have to provide for the careful disentanglement of existing functions and their reintegration in one merged organisation. Secondly the integration of functions is not a case of a 'take-over' by DSP of FÁS and CWS services but is in fact a merger of three organisations into one new organisation – the DSP will need to change to accommodate the best elements of the FÁS and CWS cultures. Thirdly the inclusion of staff and their engagement in the process of change will be key to building a common identity and to address the performance and morale issues which have been noted by clients and commentators.

The division of old organisations and the creation of a new organisation will also jeopardise existing process flows. For example we will need to ensure that the NEES continues to have strong links with the further education sector. - Links that are currently managed by direct 'intra-organisational' management and control within FÁS will now need to be managed through 'inter-organisation' agreement and co-operation. Similarly the input of CWS staff into case evaluation by primary care teams in the Health service will need to be recognised and provided for by new inter-organisation processes.

Implications for project plan – (i) The plan has to provide for disentanglement and reintegration of three large organisations
(ii) This will create a new organisation – not a takeover of two organisations by one other
(iii) Inclusion of and engagement with staff will be critical

Implications for project plan – The plan has to provide for the development of new 'inter-organisation' processes particularly in the case of training and primary care. Project Activities 695/96; 791/92 refer.

d) Client Perceptions and Requirements

All three organisations also face client challenges. Overall client perception of the State's benefit and employment services can be quite poor⁴ and recent publicity to the effect that unemployed people actually worsen their prospects of employment if they avail of the State's employment services will have done nothing to improve client confidence.

In addition to these challenges we also need to recognise that our focus as organisations has been primarily on the welfare claimant as the recipient of services with much less attention being paid to employers as providers of opportunities. A key challenge therefore in the development of the new service will be to engage with all client groups, including employers, so that they are aware of the changes underway, have an opportunity to influence the change process and will offer support as we implement our programme of change.

Implications for project plan

The plan will have to provide for engagement with all clients – including employers. Given the scale of change we need their input and support.

e) Work completed to date

A number of streams of work are already underway that will facilitate the establishment of the new integrated service. Prior to the decision to establish the NEES the Department had already commenced a major programme entailing the deployment of new service elements/features and the transfer of services previously, or currently, provided by other agencies. (See Table II in Summary Section and 4.9 in chapter 4) To facilitate the development of NEES services the functions transferred to DSP include the Employment Services and Community Employment Programmes of FÁS, the Redundancy and Insolvency unit of the Department of Enterprise Trade and Innovation and the Community Welfare Services (CWS) of the HSE.

To date the Redundancy and Insolvency function has been successfully transferred to the Department. In addition the management of the supplementary welfare allowance scheme has already been transferred to the Department of Social Protection with the secondment of the Community Welfare Service staff from the HSE since the beginning of this year. A detailed project plan is being implemented to have the staff fully integrated with the Department by the end of September this year. The Department has already implemented a number of changes to streamline the

⁴ For example see NYCI report "Youth Unemployment In Ireland – The Forgotten Generation; November 2010

provision of services most notably with regard to the operation of the Back To School Clothing and Footwear Scheme yielding a saving of some €2m.

The transfer of the employment services and community employment services of FÁS to the Department is also underway and is being project managed under the governance of a project governance board comprising the Director General of FÁS and the Secretaries General of the Departments of Social Protection and Education and Skills. Under the existing project plan the transfer of functions is to be completed by the end of this year. As both organisations work towards this deadline both FÁS and the Department are already working on a number of pilot projects in relation to the development of case management, the identification of those who are most at risk of falling into long-term unemployment and the provision of appropriately tailored responses to their needs. These pilot projects will be completed and evaluated in the coming months after which approaches will be developed for their rollout nationwide as part of the NEES. In addition the Department and FÁS have worked closely together to develop the first new NEES services – the national internship scheme, JobBridge, which was launched on 29 June 2011.

Given the progress to date, a key objective of this plan is to ensure that the momentum of the existing initiatives to transfer functions and build NEES capability is maintained. The focus of the plan therefore will be to build on progress to date and to take the steps required to accelerate the integration of activities in order to create efficiencies that will release staff for deployment onto activation and case management activities.

Implications for project plan

The plan should build on progress to date and look to an accelerated integration of services in order to release staff onto NEES activities. The NEES service will not be launched with a 'big bang' at the end of the project but will emerge and evolve, as our means of doing business, as the plan is implemented.

Chapter 4: Project Definition and Scope

4.1 Project Objectives

The overall objective of the project is to ensure that the NEES is developed and implemented as provided for in the Programme for Government and as elaborated on in the accompanying scope document.

With regard to timing many of the service elements of NEES are already in place or are in the process of implementation (e.g. client profiling, payment sanctions – see table 4.9 in chapter 4). In addition the major organisation /institutional changes required to support NEES are well advanced and will be completed in full by the year end and service integration has already commenced. Looking forward we propose to commence the process of implementing individual case management in early 2012 and to roll out ‘one-stop-shop’ functionality in our public offices with an initial ‘trial’ in high-street locations in the first half of 2012 with full-scale roll-out of one-stop-shop services commencing in the second half of 2012 for completion nationwide in 2014.

Implementation Timeline:
Service Elements already in place.
Supporting institutional changes complete end 2011.
Individual case management 2012
One-stop-shop starting 2012 – high street
roll-out complete: 2014

4.2 Project Scope

The scope of the project is to plan and co-ordinate all of those activities required to deliver integrated employment and benefit support services – services that are currently provided by three separate organisations - and to ensure that these services are further developed to deliver a personalised, activation focussed, case management service to clients.

The project scope therefore encompasses those activities essential to:

- (i) Planning and implementing the transfer of functions from the HSE and FÁS into DSP
- (ii) Integrating the three functions to improve client service, facilitate cohesive management and to ensure that operating efficiencies are realised.
- (iii) Developing the newly integrated service to deliver an activation focussed, case management based service.

At each of these stages (which will overlap) the project will address the IT, human resources (including IR and staff development),

organisation, physical facilities, client management, communications and financial activities required to successfully achieve the project objective.

It is to be noted that existing line management and staff in each of the three organisations will be expected to take responsibility in each of their functional areas with regard to the performance of these activities. The role of the project team, with some exceptions, will not be to undertake the activities directly itself but to ensure that the activities are planned, scheduled, resourced and implemented within the relevant line areas.

4.3 Key Stakeholders

The development of a stakeholder strategy is an early deliverable required of the project plan and has already commenced. The key objectives of this strategy are to identify the full range of stakeholders in the process; to develop a pro-active approach for consulting with and engaging in dialogue with stakeholders and to prepare plans to keep them informed in a timely, accurate and relevant way about the progress of the programme at any time.

The main stakeholders in the project are identified as follows:-

- Government
- Members of the Oireachtas
- Clients of DSP, CWS and FÁS.
- Employers
- DSP, FÁS and CWS staff and management
- Interest Groups representing clients and employers. (INOU, ICTU, IBEC, ISME, C&V etc.)
- Staff Trade Unions/Associations.
- Department of Health
- Department of Finance
- Department of Public Expenditure and Reform
- Department of Jobs, Enterprise and Innovation.
- Department of Education and Skills
- Citizen's Information Board
- EU/IMF/ECB
- Media organisations
- Academic community and social science researchers

4.4 Organisation capacity to undertake the project

Organisational capacity: Business Continuity

Ensuring business continuity while developing the new service, is of paramount importance. Providing a high quality service to all existing clients from the three merging entities; DSP, FAS and CWS will remain a key priority. The new integrated service will require new approaches and will include many new clients, including employers. Critically, however, it is important to bear in mind that all existing clients and services in FAS, DSP and CWS will also be included in the new service. Therefore any break in service continuity or reduction in the quality of existing services will damage client confidence in the capability of NEES.

Managing the change process in such a manner so as to maintain the continuity of existing services while building new service capability will present a key challenge to the management and staff involved in implementing the change process.

Organisational capacity: Services and Staff

The transition to the new activation focussed service model will challenge our organisation capacity in terms of the number and competence of staff available to deliver the personalised case management service.

Relevant Project Schedule

Activities:

Resource planning

*Activity No: 538- 541; 555
– 572*

In meeting this challenge, the organisational capacity of the Department will be augmented by the transfer, due to be completed by the end of 2011, of both the CWS and the FÁS Employment Services and Community Employment Services into the Department of Social Protection. We propose under this plan to exploit synergies and leverage these transfers to create efficiencies that will contribute some of the additional organisation capacity essential to the successful implementation of the project.

Currently, the Department of Social Protection provides services right across the country through a network of local and branch offices with approximately 5,000 staff. The Community Welfare Service has approximately 1,000 staff and also provides services right across the country through a network of offices and clinics – approximately 800 locations. The FÁS Employment Services and Community Employment Programmes comprise approximately 700 staff and provide a range of services to unemployed people, employed job seekers and employers from a network of c 70 offices.

The case management model is resource intensive and we will have to tailor our approach to case management to different client segments within existing resources. Maximising the full potential afforded by the transfer of functions and staff from FAS and CWS, will require a 'rebalancing' of resource deployment to deliver a full service. The extent of additional capacity requirements/rebalancing will be dependent on the scale and intensity of personal services to be delivered.

The following are examples of how it is proposed to resource the case management activity:

- Some staff will be redeployed onto case management from existing roles in the DSP, and FÁS for example, facilitators and employment services officers.
- Some of the required staff will come from increased automation/centralisation of routine claims processing work. There is some scope to redeploy existing Community Welfare Officers to case management activities if the administration of schemes such as mortgage and rent supplement is centralised.
- Depending on the intensity of case management a small number of social welfare inspectors might also be redeployed onto this activity as some of the work of means assessment and control can be subsumed into the regular case review with clients. However, given the need to increase resources devoted to 'control' activities the number of staff available for redeployment under this option is likely to be small.
- As the Department rolls out a number of business process improvement initiatives, it will be possible to redeploy staff from administrative duties to client management.

Taking all of these initiatives together we estimate, at this stage, that we can deploy up to 1,000 staff on case management/activation activities. As this level of resourcing is less than required for a fully fledged case management model we propose to prioritise the deployment of these staff based on a 'needs' assessment of each client using the profiling tool developed in partnership with the ESRI as our primary input for this purpose.

In order to address the resourcing demands of a more expansive case management approach consideration will be given to some outsourcing of case management/employment guidance services. In addition to filling a resourcing gap at current levels of demand this approach also provides opportunities to explore new models as well

as providing the flexibility to vary resource deployment in line with changes in demand profile as the economy recovers. The outsourcing approach, in which providers are contracted on a 'payment by results' basis is claimed to be an effective method of coping with fluctuating levels of demand in other states.

Organisational capacity: Clients

The integration of the three different services provided by DSP, FÁS and CWS, brings with it increased numbers of clients and a wider client base. To a large extent the purpose of this project plan is to put in place the organisational capacity to serve this broad range of clients together with the provision of a more holistic and personalised service. Accordingly within the organisational development work-stream of the project we propose to review the organisational capacity of the three organisations, to identify the gaps in capacity and to consider ways in which the capacities of the three organisations can be combined to fill these gaps.

Relevant Project Schedule

Activities:

*Organisation Review
Activity No:484, 548*

Organisation Capacity: Financial Capacity

There is sufficient provision in the estimates for 2011 to continue with the existing work programme to transfer FÁS and CWS functions to DSP. Specific provision will however have to be made in the estimates for 2012, 2013 and 2014 to bring the project to a successful conclusion.

Relevant Project Schedule

Activities:

*Financial planning and
Accounting No: 672, 776
Business case
development: 41/42*

Among the subheads that will require specific NEES related provisions are:

- **IT costs:** Significant costs will arise from the development of an appropriate IT infrastructure to support a case management model of delivery. System development will be required:
 - To provide a data management and information system
 - To refine client profiling and case management and scheduling systems.
 - To develop web-based channels for client interaction and information
 - To upgrade a job-matching website for jobseekers and employers
 - To enable the administration of CWS services on the Business Objects Model (BOM) of the Dept.
 - To transfer all operating systems from the three merged organisation onto common platforms (e.g. Payroll, HR, Accounting etc.)

Relevant Project Schedule

Activities:

*IT systems development
Activity No: 444 - 463
IT infrastructure
deployment
Activity No: 652; 757*

- To equip staff with the appropriate business tools (mobile phones, laptops etc.) required to deliver case managed services on a localised basis and to standardise the configuration of these tools across the three organisations being merged.
- **Facilities:** The three entities to be merged have separate estates, often with separate offices built to different specifications in the same towns/communities. The delivery of an integrated service will require the consolidation and re-fit of this accommodation.
- **Staff Development:** Front line client management staff are streamed into separate and discrete activities at the moment including the assessment of entitlements (CWS and DSP), the provision of employment advice and referral (DSP and FÁS), the payment of benefits/allowances (CWS) and the investigation of control/fraud cases (DSP). While all of these roles have aspects of case management, only some staff have had any formal/structured training in individual case management and advice techniques with a view to workforce activation. Accordingly given the nature of the integrated service that is proposed to be offered by the NEES and the proposed increase in the deployment of resources a significant programme of work will be required to ensure that the staff involved will have the necessary skills and competencies to deliver an effective service.
- **Marketing/Rebranding:** Arising from the merger of the three organisations – all of which operate under different brands and none of which encompass all of the services to be provided by the NEES it will be important to define and build client awareness of a common brand identity. This will also be an important public statement that will help to build a sense of unity and common purpose among staff.
- **Consultancy and expertise:** In the management and implementation of a project of this scale it will be important to draw on external expertise to test and verify the project plan and business model and to input to the performance of specific project tasks. Evaluation of outcomes will also be an essential element.

Relevant Project Schedule

Activities:

Facilities review and implementation

Activity No: 464 - 483; 661 – 671; 765-775.

Relevant Project Schedule

Activities:

Staff development

Activity No: 559-561;571/572

Relevant Project Schedule

Activities:

Marketing and branding

Activity No: 419 - 436

In reviewing financial capacity therefore while much of the costs associated with the project to date are contained within the Department's current budget, as the project develops and moves towards implementation, these costs will increase considerably and will need to be budgeted for. Accordingly the project plan provides

for a set of activities to estimate the costs involved and to arrange for the appropriate financial provisions.

Organisation Capacity: Staff Culture and Commitment

A number of initiatives to ensure that commitment to change is embedded in the organisational culture and is maintained throughout the implantation of NEES are an integral part of this project plan. These include the following:

- Employee survey: Conducting an employee attitude survey to identify the key cultural, management and change issues in the three merging entities FÁS, DSP and CWS. Findings from the survey will inform HR and change management strategies for successful integration and service implementation
- Change management: A change management programme is being developed to ensure successful implementation of change at every level of the organisation. Elements of this change management programme include a comprehensive communications strategy, a consultation strategy for engagement with the plan as it develops, a leadership programme, a revitalization of partnership to encourage engagement and innovation and a comprehensive training and development programme.
- Partnership: There is a strong commitment to partnership at senior management level and a programme has begun to revitalize partnership throughout the organisation to enable engagement with the change agenda and to encourage innovation in the implementation of change.

Relevant Project Schedule

Activities:

*Change management
Activity No: 517, 749; 751;
627; 796 – 800*

4.5 Information Security / Data Protection

It is not anticipated that there will be any major information security or data protection issues arising from the merger of the three organisations per se. However as the service provided by NEES will involve the NEES holding, and sharing, more information on its clients a key project activity will be a review of the security and resilience of the IT systems already in place, or to be developed, for the NEES.

Relevant Project Schedule

Activities:

*IT Security
Activity No: 450*

4.6 Procurement

It is intended to, as far as possible, resource and manage the project internally within the Department, however there are a number of

Relevant Project Schedule

Activities:

*Project Governance
Activity No: 2 - 46*

activities that will require some external procurement. These include:

- **Change Management and Project Support:** Some advice and expertise has already been commissioned and received in relation to the design and development of service and operating processes and structures. It is likely that a more intensive engagement will be required with external experts with regard to the 'change management' necessary to implement and embed these processes and structures.
- **IT:** The Department operates an outsourced mode (under a framework contract) for the development and deployment of new IT functionality. A significant development effort will be required to build NEES functionality and this development will be procured under the terms of the IT framework contract.
- **Resourcing of Case Management:** Given the scale of the resources required to provide personalised case management it may be necessary to outsource some case management activities (e.g. employment/career advice) to private service providers to supplement the service provided by the NEES.

Relevant Project Schedule

Activities:

Outsourcing

Activity No: 574

Where issues of procurement arise all Public Procurement Guidelines will be followed. In addition all proposals to make use of external providers, where the value of the contract is estimated in advance to be in excess of €50,000, will be notified to the Governance Group prior to the commencement of the procurement process.

4.7 Costs of the Project

It is estimated that development and implementation costs associated with the NEES project will amount to c €21m over a three year period – including the opportunity (non-cash) costs of staff involved in project activities. In addition not all of the cash costs are incremental as some activities (e.g. standardising of personal computing standards across all three organisations) will attract costs that may have been incurred even if functions were not merged (e.g. upgrading to a newer version of MS office software). A full forecast of all costs will be verified as part of the business case activities during the early stages of the project and will be brought forward to the Project Governance Group for review and approval.

Relevant Project Schedule

Activities:

Business Case

Activity No: 41 - 42

4.8 Staff resources required to support project

Given resource constraints and also taking account of the difficulty in securing wide-spread organisation buy-in to centrally managed and controlled change projects it is proposed to continue our existing approach of running a small but tightly focussed central project team. Under this model the team identify and specify the activities required to deliver the project objectives and then work with the relevant line functional areas to delegate responsibility for the actual performance of the activity concerned. In effect the change programme becomes an organisation wide, and organisation owned, programme with the delivery of the programme being reflected in the individual performance objectives set for each line manager.

The project team is currently comprised of 5 full time project staff as follows:

Project Leader DSP:
Project Leader FÁS:
Project Manager:
Communications Manager:
Project Planner:

In addition to the staff that are directly and full time engaged there are a large number of staff across the Department (e.g. Accounts, IT, Facilities and HR) who are currently working on individual project activities related to their functional areas.

4.9 Benefits

Benefits to the economy and society

There are significant benefits to the economy and society arising from the establishment of the NEES. An initial benefit will be the integration of current employment and benefits payment services which will deliver efficiencies, streamline service delivery, contribute to the public sector reform agenda and realise savings for the exchequer.

More importantly, as already outlined, there is strong evidence to indicate that a service which links benefit payments to workforce activation and the provision of strong case management/client advisory supports has an important role to play in improving the efficiency of the labour market and reducing unemployment. This

linkage holds even at times when aggregate demand is depressed as activation based approaches help to mitigate against the growth of long term unemployment and to support unemployed people in maintaining a state of job-readiness.

While it is difficult to quantify these benefits the business case activities provided for in the project plan schedule will seek to quantify and evaluate these benefits (using shadow pricing if necessary).

In the meantime, as an indicator of the relative cost/benefit ratio it is worth noting that the benefit to the State of each single unemployed person securing a job at the average industrial wage is c €18,680 p.a. This calculation assumes that the jobseeker is not in receipt of any additional benefits (e.g. dependents payments or rent allowance) and represents the savings in jobseeker payments and the gain in PRSI, USC and PAYE receipts. Accordingly a reduction in the live register of just 1% would yield an annual benefit to the State of c €82m – assuming the reduction is as a consequence of a transfer to employment at the average industrial wage. This saving would more than compensate for the implementation cost of the project.

Benefits to the Client

The creation of the NEES responds to client demands for a 'one-stop-shop' approach to the delivery of services for the unemployed. Clients are today frustrated by the necessity to apply on multiple occasions, providing the same information to be assessed separately by multiple service providers for what they perceive to be similar services - all of which are provided by the State. They also complain about the fact that invariably they have to deal with different client service staff each time they approach an agency and as a consequence they feel that their individual circumstances are not understood and that service providers are only interested in processing transactions to clear their desks rather than deliver real outcomes.

By offering an integrated service the NEES intends to address these concerns. A significant proportion of project activities are therefore focussed on the design and development of detailed service propositions to underpin this case management service.

Benefits to the Department

Benefits to the Department arise through the integration and streamlining of services that are currently provided through three

Relevant Project Schedule

Activities:

Business Case

Activity No: 41 - 42

Relevant Project Schedule

Activities:

Product and service development

Activity No: 339 -410

Relevant Project Schedule

Activities:

Business Case

Activity No: 41 - 42

separate organisations. The current operating model leads to unnecessary duplications and hand-offs that absorb time and create extra cost. An example of the type of benefit that can arise is the revision to the operation of the Back to School Clothing and Footwear Scheme for 2011. This is a CWS operated scheme that has been integrated into the Department consequent on the secondment of the CWS staff. The new departmental process, based on automation of claims, will result in a saving in administrative costs of c €2m compared to last year.

As part of the project planning activity we will be looking for and pursuing similar opportunities. (Potential examples include the use of a single means test and the processing by DSP of interim payments in preference to supplementary welfare allowance).

4.10 Performance Measurement

Project Delivery

This project is one of the largest organisation and service change projects in the Public Sector and will require intensive monitoring and review.

From the outset project milestones will be set out and formally managed and monitored by a dedicated project team. The project team's responsibility will be to monitor key project progress indicators, costs, and risks and report to the Steering Committee.

While the project performance indicators to be used will be defined for the approval of the project governance board during the first stage of the detailed project planning we propose that the following indicators be used as the minimum set:

- Achievement of all project milestones on time.
- Project expenditure vs cost/budget
- Stakeholder engagement level (metric to be determined).
- Governance process established
- Project reporting agreed and delivered/maintained on time

Some of the critical path milestones from the first 12/18 months of the plan (starting January 2011) against which performance will be measured are set out in the table overleaf:

Relevant Project Schedule

Activities:

Project planning and management

Activity No: 47

Table 4.10: Key Project Milestones 2011/12

Milestone	Date	Status
Activation Profiling System developed and deployed		Complete
Case Management Scheduling system developed and deployed		Complete
Profiling process and approach deployed in pilot areas		Complete
NEAP group interview process developed and deployed in Dublin and Galway		Complete
Sanctions for non-participation in NEAP process developed and implemented (incl legislation)		Complete
Transfer of Functions Legislation in place		Complete
Community Welfare Service transferred on secondment		Complete
Responsibility for FÁS employment services transferred to DSP		Complete
FÁS Management/Organisation Structure divided into skills and employment divisions.		Complete
Communications programme to staff rolled out		On-going
Transform and integrate the operation of the BSCF scheme from CWS		Complete
National Internship Scheme developed and launched.		Complete
Approval of proposed NEES Scope and project plan proposal by Minister and Government	July, 2011	Complete
Establishment of Project Governance Board	Sept, 2011	On target
Approval of detailed project plan by project governance board	Sept, 2011	On target
Project business plan complete (including CBA)	Oct, 2011	On target

Milestone	Date	Status
Service Agreement with Further education agency defined	Oct, 2011	On Target
Transfer of CWS completed	Oct, 2011	On target
Transfer of FÁS completed	Jan, 2012	On target
Financial provisions included in 2012 estimates	Dec, 2011	On target
'One stop shop' trial commenced (4/5 sites)	May, 2012	On target
First phase 'one stop shop' roll-out commenced (10 – 15 sites)	Sept, 2012	On target
Profiling process and system deployed nationwide	Dec, 2012	On target
Case Management process and system deployed nationwide	May, 2012	On target

It is also proposed that the project team will use the 'Quad Reporting' mechanism already in use with regard to the transfer of functions projects for the purpose of reporting progress to the project governance board.

An example Quad report from the FÁS Transfer of Functions Project is shown below for information.

Project : FÁS Planning /Scoping

Status : Red

Date: 22/11/10

Project Description/Deliverables:	Project Owner John McKeon	
Set up project team and deliver.		
Approved Project Plan		
Approved 'End-Game' Vision		
Approved Communications Plan		

Jeopardies	Impact (H/M/L)	Remediation Status
Funding of implementation costs	H	Under investigation
Resourcing of project team	H	In hand
Contention/overlap with CWS project	M	In hand
IR/Staff issues	H	Not started
Communications Vacuum	H	In hand

Milestones	Due Date	RAG Status
Resource Team	15 Sept	Red
Develop project plan(s) (Agree Timeline & Accountabilities)	15 Sept	Red
Estimate cost and secure funding.	Not defined	Red
Develop comms strategy	22 Nov	Amber
Build partnership with staff representatives.	30 Nov (To begin)	Amber
Brief Minister, DF, DT	30 Nov	Amber

Commentary/Decisions Required:
Project planning delayed due to delay in appointment of overall programme director and allocation of project resources. <ul style="list-style-type: none"> DES nominee starting 22 Nov 2011 FÁS representative nominated. Implementation costs under investigation. Communications approach for presentation to programme board 22/11/10
Decisions Required:
Start Date for FÁS representative Approval of communications approach. Guidance on partnership approach

NEES Performance

Ultimately the evaluation of the project will depend on the success of the NEES in meeting its objectives of delivering an efficient 'one stop shop' service to clients and improving the activation rate.

The development of appropriate performance metrics for the NEES service will be undertaken as part of the project activity.

Relevant Project Schedule

Activities:

*Development of
performance metrics
Activity No: 362; 406 –
409; 509*

4.11 Assumptions

(i) Scope Assumptions

- a) The scope of the project will remain as set out in this document
- b) The scope of the NEES service to be developed will remain as set out in Chapter 1; in particular the focus of the service will be on the 'employment' dimension of the service.
- c) While consideration will be given to the range of entitlements/payments that could in future be incorporated into the NEES service the focus in the short to medium term will be on the range of entitlements currently processed by the three constituent organisations – DSP, FÁS and CWS.

(ii) Economic Assumptions.

- a) The performance of the economy will not deviate significantly from the trajectory assumed in the Programme for Government.
- b) There will be no major economic or fiscal shocks that might increase demands on the DSP or reduce the resources available for developing the NEES.

(iii) Capacity and manpower planning assumptions

- (i) Efficiencies will arise from the integration of staff from the three entities of FAS, CWS and DSP which will free up resources and staff for the more resource intense role of case management and activation
- (ii) Efficiencies will arise from the continued upgrading and development of IT support systems. This will release staff who are currently involved in manual routine work to populate the case management service
- (iii) Efficiencies will arise from the rationalisation of schemes such as the Single Working Age Payment and the centralisation of scheme payments and again this will allow for the release of staff to case management roles

(iv) Activation and case management assumptions

- a) The principles to be followed in developing an activation policy will be as set out in the attached NEES scope document.
- b) Emphasis in the first phase will be on people claiming Jobseekers Assistance/Benefit or signing on for credits. i.e. People on the live register
- c) Once activation/NEES programmes are rolled out to cater for people on the live register we will then progress to cater for lone parents, and subsequently people claiming illness/disability payments.
- d) The focus of activation activities will be on developing and seeking to leverage a person's 'job readiness'. Activation will not encompass 'rehabilitative' type programmes (e.g. sheltered work, addiction programmes etc.) as a primary objective.

4.11 Dependencies

The key project dependencies can be categorised as follows: strategic, organisational, operational Industrial relations and enabling support and projects

Enabling projects

A key dependency is the on-time delivery of a number of related enabling projects to support the project. The key enabling projects include the following departmental projects;

- BOMi - Business Object Modernisation initiative:
The development of a new integrated IT platform for DSP.
- APCM - Activation, Profiling and Case Management:
The roll out of an approach to profiling LR claimants in order to categorise their requirement for case management support and deploy appropriately tailored supports
- NEAP - National Employment Action Plan:
An approach to linking the payment of welfare benefits/allowances with claimant participation on activation programmes.
- LOPM - Local Office Process Modernisation.
A project to modernise operations processes in DSP client offices.
- SWAP – Single Working Age Payment Project
The consolidation of the current contingency specific range of allowances/benefits that address the needs of people in

the working age category into a single income support payment.

Strategic

The strategic dependencies are continued support from Government for the establishment of the National Employment and Entitlement Service as outlined in the programme for Government. A related dependency is that the scope and remit of the service remains as outlined and is not subject to major changes in policy and direction. Equally, the stabilisation in the numbers who are unemployed and those seeking benefits is a critical dependency which must be monitored in planning and implementing this project.

Organisation

Organisation dependences relate to the capacity of the organisation to resource and implement this project successfully. These are outlined in the earlier analysis of resource capacity under the headings of staffing resources, financial and IT resources. A critical dependency is that the pace of service integration is accelerated in order to release staff for the key role of case manager and that the IT infrastructure is available to deliver the case management model.

Industrial relations

The successful management of change, the support of unions for the change programme and the successful negotiation and resolution of the critical IR issues related to the transfer of staff from other services is a key dependency for the success of this project.

Staff resourcing and training

The availability of resources to undertake the requisite staff training and competency development is a critical dependency.

Management and Staff Commitment

The commitment of staff at all levels in the organisation and their proactive engagement with the project agenda will be critical to the success of the project. Securing this commitment and engagement will require strong leadership from the Management Board, frequent and high quality communications with staff and a genuine commitment to partnership processes by all parties.

Chapter 5 Project Governance and Development

The governance and development of the project will include securing funding for the project in addition to any other necessary resources (e.g. staff, equipment, consultancy), submitting a project plan to the Management Board and Project Governance Board for approval, assigning resources to the project and completing a detailed plan schedule of activities including key milestones and timelines.

The first iteration of the detailed plan schedule and milestones is set out in the accompanying project schedule document. This is a 'living' project schedule which will be reviewed and refined on an on-going basis as the project is implemented.

The review of the plan, the approval of change requests and the monitoring of performance against plan will be managed through the plan governance structure set out below.

5.1 Project Governance Structure

As much of the work in relation to the transfer of staff from the Community Welfare Service and the Community and Employment services of FÁS and their integration into the Department is well underway, a formal structure has been in place for managing these elements of the project.

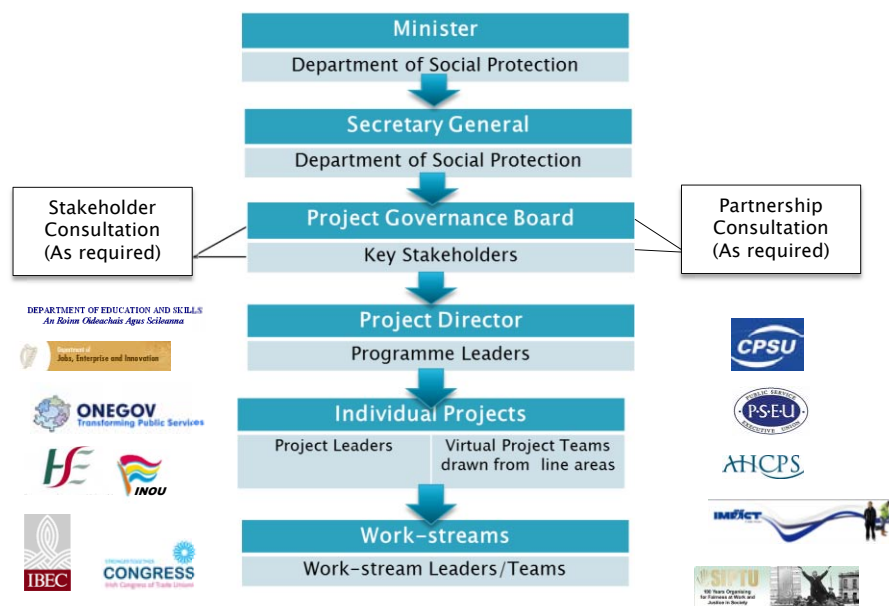
Overall governance of the CWS project is the responsibility of the 'Core Functions' Steering Committee which is chaired by the Deputy Secretary General of the Department of Social Protection and which includes senior representatives from the Department of Health, Department of Finance (D/PER) and the HSE in addition to personnel from the Department of Social Protection

Overall governance of the FÁS transfer project is vested in a Programme Board. This board is chaired by the Secretary General of the Department of Social Protection and is also attended by the Secretary General of the Department of Education and Skills and the Director General of FÁS.

In the case of both projects individual blocks of project activity is co-ordinated and reviewed by a number of standing and ad hoc project groups comprising the relevant line management and service specialists.

Given that both of these projects are approaching the end of their life-cycle it is not proposed to dismantle this governance structure. However it will be necessary to establish an overall project governance structure for the NEES project and in the first instance this structure will, in the interests of continuity act as an overlay on the existing structures.

The proposed Governance Structure is set out below:



The project governance structure is multi-layered. The Minister for Social Protection will sponsor the project within her Department where ownership (accountability) for implementation will be held by the Secretary General.

The Secretary General will oversee the implementation of the Project with the support of a Project Governance Board. This Project governance board will be chaired by the Secretary General and, in addition to representatives from the Department's management board will also include management board representatives from the Department of Public Expenditure and Reform, the Department of Jobs, Enterprise and Innovation, and the Department of Education and Skills. In addition it is proposed that the Governance Board will consult with a stakeholders group composed of representatives from key stakeholders including a senior employer representative, a senior union representative and a policy/research advisor from an

institute such as the NESC. This stakeholders group will meet at least twice yearly.

The Project Governance Board will meet on a bi-monthly basis to receive reports on project plan and progress from the project director and will also be responsible for considering and recommending for approval/rejection any changes to the project plan. Ad-hoc meetings will also be convened as required to address any urgent issues arising. Ultimate authority for approving changes to the project plan will be vested in the Minister acting on the advice of the Secretary General. The Secretary General will be responsible for updating the Minister on project progress and developments.

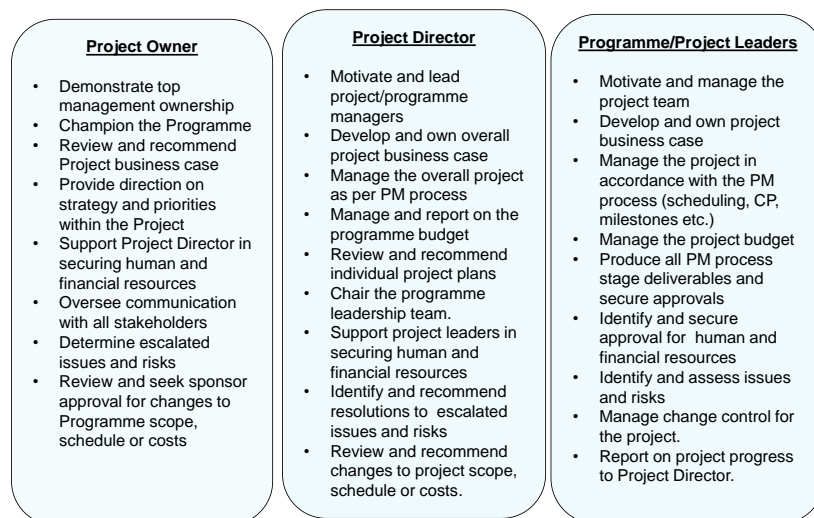
The Project Director will be responsible for the detailed planning of the project activities and for the day to day management of the project. Individual fields of activities will be organised into programmes (e.g. HR, Communications, IT) and programme leaders nominated from the line areas (or in some cases drawn from the full time project team) will be responsible for ensuring that programme activities are identified, defined and implemented on schedule. In order to ensure a co-ordinated and results driven approach across all of these projects the Project Director will convene a standing Project Management Team comprised of senior managers. This team will meet at least monthly.

Within individual programmes there is likely to be discrete projects (e.g. Within HR there is a project to ensure the effective migration of personnel records) and in some cases within projects there will be discrete work-streams (e.g. The collation and validation of personnel data). Project and work-stream leaders will be assigned as appropriate to take the lead on these tasks.

5.2 Project Roles

The roles and responsibilities of each project participant will be defined in full using the RASI (Responsible, Accountable, Support, Inform) methodology. Pending the completion of this activity an outline of the main role responsibilities is shown overleaf.

Project Role Responsibilities:



5.3 Project Schedule

In developing this project plan the project team has, using input from various line area, compiled and phased a very detailed schedule of activities required to complete the project.

This schedule is set out, in Gantt Chart format, in the Separate Project Schedule appendix that accompanies this document.

This schedule of activities/project plan will be reviewed with all key stakeholders and will be finalised within the next month. (Subject to approval of this project plan proposal).

There are a number of separate but overlapping categories of activities in the project plan.

Category 1: Project Governance and Management

This step involves setting up the governance structures and processes to monitor and manage the project progress on an on-going basis.

Category 2: Define the service scope and operating model for NEES

This step relates to the development of a detailed scoping document setting out the range of activities to be provided by the NEES (the Future Service Model or FSM) and the operating model that it will adopt to deliver these services (the Future Operating Model or FMO).

Category 3: Service Rollout/Implementation

This step involves (i) The detailed definition of the services to be provided/modified by NEES. (i.e. Case Management, control, benefit payment). (ii) The extension of the current Activation, Profiling and Case Management work to all locations (iii) The development and implementation of the supporting IT capability (iv)The redesign and refitting of our client offices in order to provide a 'one-stop-shop' experience and (v)The development and implementation of a new service identity and brand.

Category 4: Organisation Development

This step involves the planning and implementation of a detailed schedule of activities to build the organisation capability to support the services/activities outlined in category 3. This category of activities will also include the securing of the required human, physical and financial resources.

Category 5: Complete the Transfer of Functions (CWS and FÁS)

This step is already considerably advanced. – It will help form the basis for building the organisation capacity.

Category 6: Stakeholder Management/Communication

The management of and communication with stakeholder including staff, employers, client and other State departments will form an on-going set of activities throughout the life of the project.

A summary high level project schedule is shown overleaf.

5.4 Quality Control

The primary goal of the quality management process for this project is to ensure business and governance needs have been adequately satisfied. Ongoing quality management involves careful evaluation and monitoring of objectives and deliverables, together the assessment of stakeholder feedback and the implementation of changes to project methodology or management as appropriate.

Quality Control will therefore be an integral element of the Project Governance Process and will be considered by the Project Governance Board at its monthly meetings. Specifically

- The project will be managed in accordance with the governance structure outlined at 4.1 above. Roles and responsibilities are also detailed.
- This document provides an outline of the overall project objectives. The key milestones and deliverables of the project are outlined in more detail in the accompanying Project Schedule and will be subject to approval of the Governance Board, .
- In addition to the project/activity Quad Report that will form the basis for monthly reports a consolidated Actions, Issues and Risk Log will be maintained which will provide oversight of all such matters to the project Governance Board and team.
- The full time project team will meet on a weekly basis to discuss progress and identify issues which need to be progressed.
- In relation to any system development, structured testing will take place including system test, load & stress testing, user acceptance testing (UAT) and parallel run testing as appropriate.
- A change control process will be utilised to support agreed project objectives and scope.

5.5 Risk Management

Successful risk management depends on timely risk identification, correct analysis of contributing factors, and effective response to mitigate risks. A continuous process of risk identification will be performed for the duration of the project and will form part of the monthly Quad reporting process. Risks can occur with unexpected consequences and new risks can arise at any time. Furthermore, risks that are already identified often change in likelihood and consequence as the project progresses.

Risk Identification

Project team leaders/members will be asked to anticipate and identify issues or concerns that could prevent the project from progressing as planned. The Project Team will assess, confirm and rate the risk through dialogue with the relevant project leader as appropriate. .

Risk Analysis

Each risk or group of risks will be evaluated. Risks will then managed in accordance with their potential impact. An impact rating will be assigned based on likelihood of occurrence and potential consequence.

Risk Response Planning

Based on the risk ranking generic response strategies will be used as appropriate:

- Avoid. Discontinue or replace a particular aspect of the project because the risk is so great that the benefits of that particular aspect are not do not justify the potential downside.
- Accept. Accept the risk, document, and communicate it, but do not develop a plan to mitigate the risk. Take a chance that it will not occur but accept the consequence if it does.
- Mitigate. Develop a plan to reduce or eliminate the likelihood and/or consequence of the risk, continually monitor the risk and any identified residual risk, and periodically update changes to the likelihood or consequence.
- Contingency. Prepare an action plan to address the project impacts in the event the risk occurs. Contingency planning is proactive and can be done parallel with all risk response strategies if deemed necessary.

Risk Tracking and Reporting

All risks will be logged in a Risk Register which will be maintained and updated on a continuous basis. A review of the Risk Register will form a standing item on the agenda of the monthly Project Governance Group meeting.

5.6 Issues Management

In order to ensure the success of the project, all key issues will be identified and reported through the Quad reporting process. Where appropriate issues arise they will be assigned a priority according to

the extent and severity of their impact. These issues to be assigned to the appropriate personnel to ensure their resolution and take whatever actions are necessary. Issues will be proactively managed until resolved. An Issues Register of the key issues, describing issue, possible impact, action and responsibility will be maintained and reported at the monthly Project Governance meeting.

5.7 Change Control

A Change Control Procedure will be established for the purpose of requesting, reviewing, and approving / deferring / rejecting changes to a project. In this regard the project defines a 'change' as any activity that alters the scope, deliverable, architecture, cost or schedule of a project to a material extent. As part of the completion of the detailed activity project planning process parameters will be defined, for approval by the Governance Board, as to what will constitute a material change. The project team will manage the change control process to prevent unnecessary "scope creep" or "cost creep" from occurring.

- All proposed changes must be logged with the Project Team
- Proposed changes must be analysed and options evaluated
- Following analysis, changes should be recommended or rejected by the project team bearing in mind the likely effect of the change on schedule, budget, scope, and business case
- Any recommended changes will be prioritised by the project team and brought to the Project Owner/Project Governance Board for approval.
- Change Requests will be tracked and reported on

5.8 Stakeholder Communications

A Communication Strategy is being finalised and will be presented to the Project Governance Board for approval. The purpose of this strategy is to ensure that the right message is conveyed to the right people at the right time. This strategy will:-

- outline the goals and objectives of the communication strategy for the different stakeholder groups
- identify the full range of stakeholders

- outline the communications plan (short, medium, long term)
- outline the communications methods.

This Communication Strategy will build on the initiatives that have already taken place.

6 Next Steps

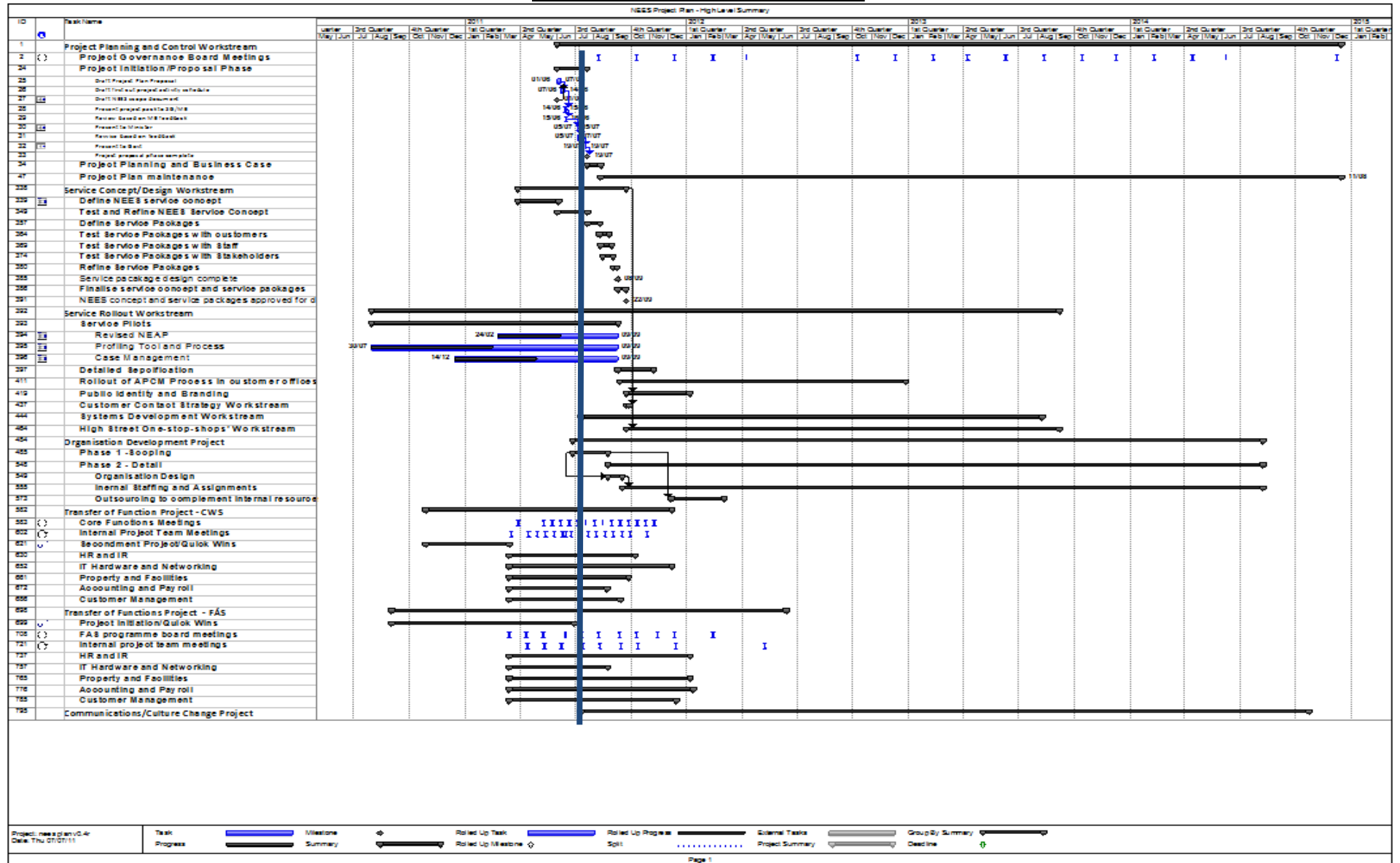
The following are the immediate steps to be taken:-

- The Project Governance Board will be convened. – 14 August 2011
- The detailed project plan/schedule of activities will be finalised – 14 August 2011
- The business case for the project will be finalised. 15 September 2011
- The full project plan and business case will be submitted for review by the Project Governance Board and the approval of the Minister for Social Protection. 15 September 2011
- The project will be formally launched. – 27 July 2011

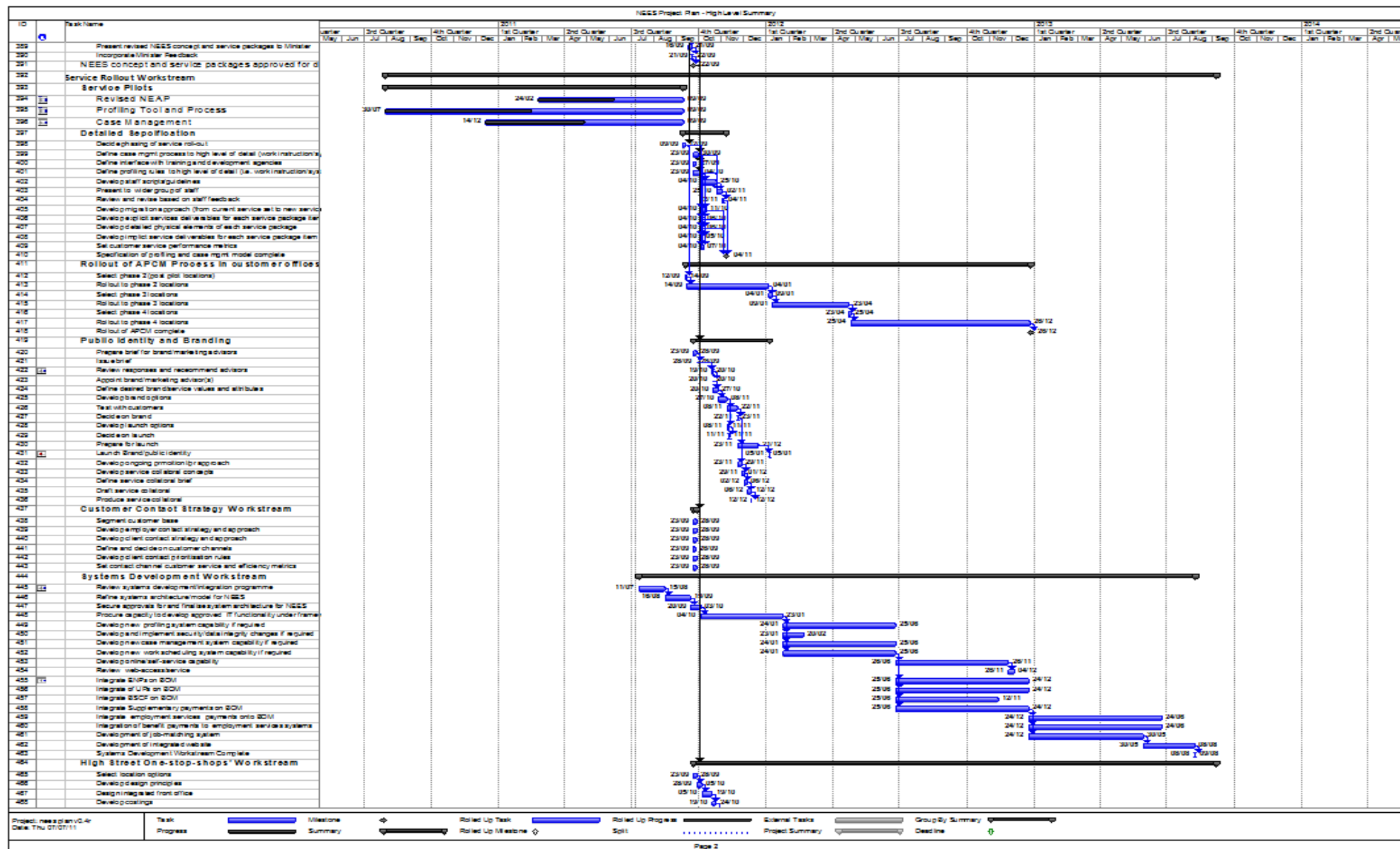
In parallel with these activities the on-going work to roll-out activation systems and processes and to complete the transfer of the CWS and FÁS will continue.

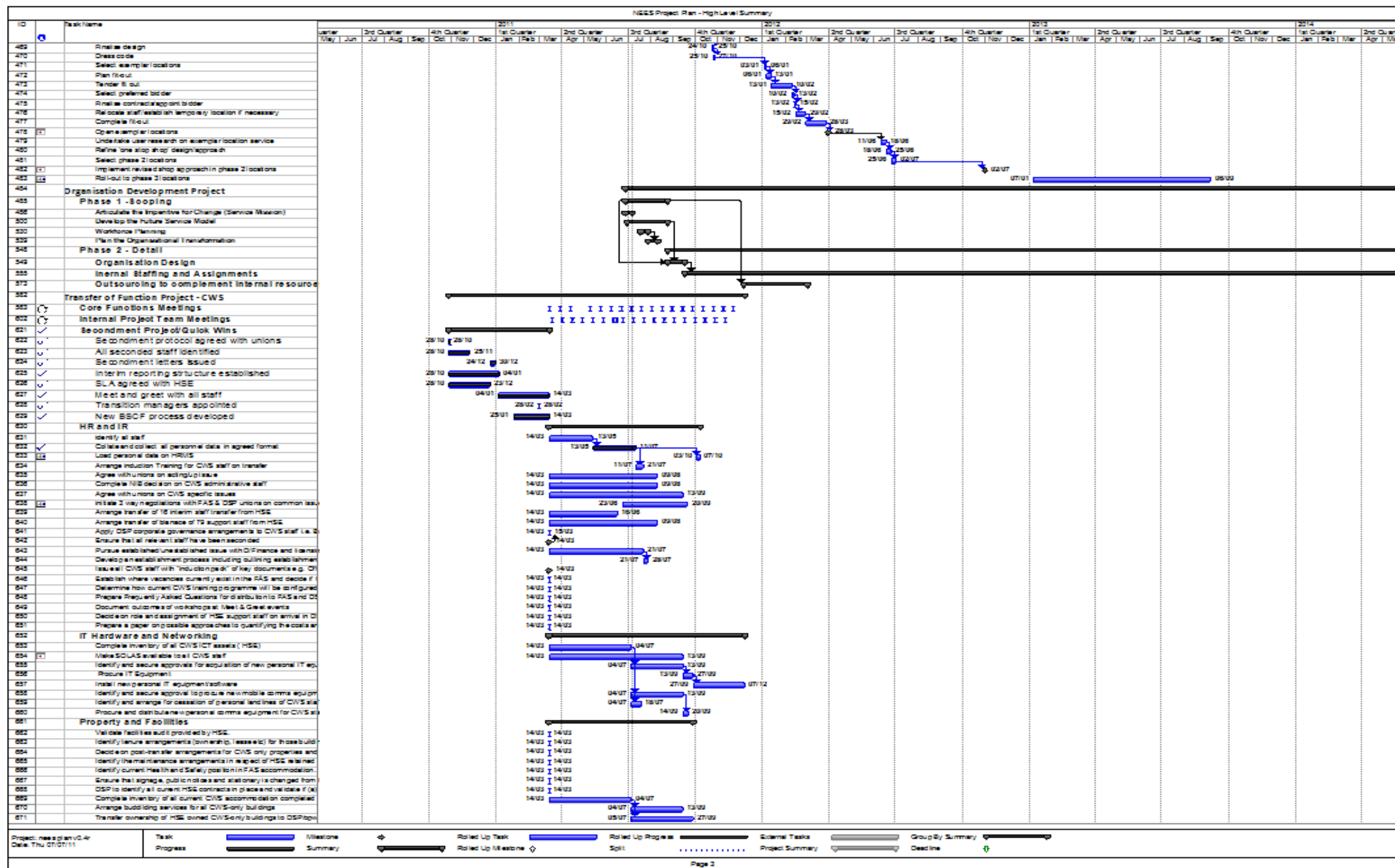
**Part 3: Detailed Project Schedules
For the Development and
Implementation of the
National Employment and
Entitlements Service.**

Summary Project Schedule



Detailed Project Schedules





NGSS Project Plan - High Level Summary

The chart displays tasks across four years: 2011, 2012, 2013, and 2014. The tasks are categorized into four main sections:

- Accounting and Payroll:** Includes tasks like 'Upgrade complex system', 'Arrange funding transfer from CWS Vole', and 'Identify & make equipment required to the complex system to take'. Key dates include 14/02, 15/02, 16/02, 17/02, 18/02, 19/02, 20/02, 21/02, 22/02, 23/02, 24/02, 25/02, 26/02, 27/02, 28/02, 29/02, 30/02, 31/02, 01/03, 02/03, 03/03, 04/03, 05/03, 06/03, 07/03, 08/03, 09/03, 10/03, 11/03, 12/03, 13/03, 14/03, 15/03, 16/03, 17/03, 18/03, 19/03, 20/03, 21/03, 22/03, 23/03, 24/03, 25/03, 26/03, 27/03, 28/03, 29/03, 30/03, 31/03, 01/04, 02/04, 03/04, 04/04, 05/04, 06/04, 07/04, 08/04, 09/04, 10/04, 11/04, 12/04, 13/04, 14/04, 15/04, 16/04, 17/04, 18/04, 19/04, 20/04, 21/04, 22/04, 23/04, 24/04, 25/04, 26/04, 27/04, 28/04, 29/04, 30/04, 01/05, 02/05, 03/05, 04/05, 05/05, 06/05, 07/05, 08/05, 09/05, 10/05, 11/05, 12/05, 13/05, 14/05, 15/05, 16/05, 17/05, 18/05, 19/05, 20/05, 21/05, 22/05, 23/05, 24/05, 25/05, 26/05, 27/05, 28/05, 29/05, 30/05, 31/05, 01/06, 02/06, 03/06, 04/06, 05/06, 06/06, 07/06, 08/06, 09/06, 10/06, 11/06, 12/06, 13/06, 14/06, 15/06, 16/06, 17/06, 18/06, 19/06, 20/06, 21/06, 22/06, 23/06, 24/06, 25/06, 26/06, 27/06, 28/06, 29/06, 30/06, 01/07, 02/07, 03/07, 04/07, 05/07, 06/07, 07/07, 08/07, 09/07, 10/07, 11/07, 12/07, 13/07, 14/07, 15/07, 16/07, 17/07, 18/07, 19/07, 20/07, 21/07, 22/07, 23/07, 24/07, 25/07, 26/07, 27/07, 28/07, 29/07, 30/07, 31/07, 01/08, 02/08, 03/08, 04/08, 05/08, 06/08, 07/08, 08/08, 09/08, 10/08, 11/08, 12/08, 13/08, 14/08, 15/08, 16/08, 17/08, 18/08, 19/08, 20/08, 21/08, 22/08, 23/08, 24/08, 25/08, 26/08, 27/08, 28/08, 29/08, 30/08, 31/08, 01/09, 02/09, 03/09, 04/09, 05/09, 06/09, 07/09, 08/09, 09/09, 10/09, 11/09, 12/09, 13/09, 14/09, 15/09, 16/09, 17/09, 18/09, 19/09, 20/09, 21/09, 22/09, 23/09, 24/09, 25/09, 26/09, 27/09, 28/09, 29/09, 30/09, 01/10, 02/10, 03/10, 04/10, 05/10, 06/10, 07/10, 08/10, 09/10, 10/10, 11/10, 12/10, 13/10, 14/10, 15/10, 16/10, 17/10, 18/10, 19/10, 20/10, 21/10, 22/10, 23/10, 24/10, 25/10, 26/10, 27/10, 28/10, 29/10, 30/10, 31/10, 01/11, 02/11, 03/11, 04/11, 05/11, 06/11, 07/11, 08/11, 09/11, 10/11, 11/11, 12/11, 13/11, 14/11, 15/11, 16/11, 17/11, 18/11, 19/11, 20/11, 21/11, 22/11, 23/11, 24/11, 25/11, 26/11, 27/11, 28/11, 29/11, 30/11, 01/12, 02/12, 03/12, 04/12, 05/12, 06/12, 07/12, 08/12, 09/12, 10/12, 11/12, 12/12, 13/12, 14/12, 15/12, 16/12, 17/12, 18/12, 19/12, 20/12, 21/12, 22/12, 23/12, 24/12, 25/12, 26/12, 27/12, 28/12, 29/12, 30/12, 31/12, 01/01, 02/01, 03/01, 04/01, 05/01, 06/01, 07/01, 08/01, 09/01, 10/01, 11/01, 12/01, 13/01, 14/01, 15/01, 16/01, 17/01, 18/01, 19/01, 20/01, 21/01, 22/01, 23/01, 24/01, 25/01, 26/01, 27/01, 28/01, 29/01, 30/01, 31/01, 01/02, 02/02, 03/02, 04/02, 05/02, 06/02, 07/02, 08/02, 09/02, 10/02, 11/02, 12/02, 13/02, 14/02, 15/02, 16/02, 17/02, 18/02, 19/02, 20/02, 21/02, 22/02, 23/02, 24/02, 25/02, 26/02, 27/02, 28/02, 29/02, 30/02, 31/02, 01/03, 02/03, 03/03, 04/03, 05/03, 06/03, 07/03, 08/03, 09/03, 10/03, 11/03, 12/03, 13/03, 14/03, 15/03, 16/03, 17/03, 18/03, 19/03, 20/03, 21/03, 22/03, 23/03, 24/03, 25/03, 26/03, 27/03, 28/03, 29/03, 30/03, 31/03, 01/04, 02/04, 03/04, 04/04, 05/04, 06/04, 07/04, 08/04, 09/04, 10/04, 11/04, 12/04, 13/04, 14/04, 15/04, 16/04, 17/04, 18/04, 19/04, 20/04, 21/04, 22/04, 23/04, 24/04, 25/04, 26/04, 27/04, 28/04, 29/04, 30/04, 01/05, 02/05, 03/05, 04/05, 05/05, 06/05, 07/05, 08/05, 09/05, 10/05, 11/05, 12/05, 13/05, 14/05, 15/05, 16/05, 17/05, 18/05, 19/05, 20/05, 21/05, 22/05, 23/05, 24/05, 25/05, 26/05, 27/05, 28/05, 29/05, 30/05, 31/05, 01/06, 02/06, 03/06, 04/06, 05/06, 06/06, 07/06, 08/06, 09/06, 10/06, 11/06, 12/06, 13/06, 14/06, 15/06, 16/06, 17/06, 18/06, 19/06, 20/06, 21/06, 22/06, 23/06, 24/06, 25/06, 26/06, 27/06, 28/06, 29/06, 30/06, 01/07, 02/07, 03/07, 04/07, 05/07, 06/07, 07/07, 08/07, 09/07, 10/07, 11/07, 12/07, 13/07, 14/07, 15/07, 16/07, 17/07, 18/07, 19/07, 20/07, 21/07, 22/07, 23/07, 24/07, 25/07, 26/07, 27/07, 28/07, 29/07, 30/07, 31/07, 01/08, 02/08, 03/08, 04/08, 05/08, 06/08, 07/08, 08/08, 09/08

