

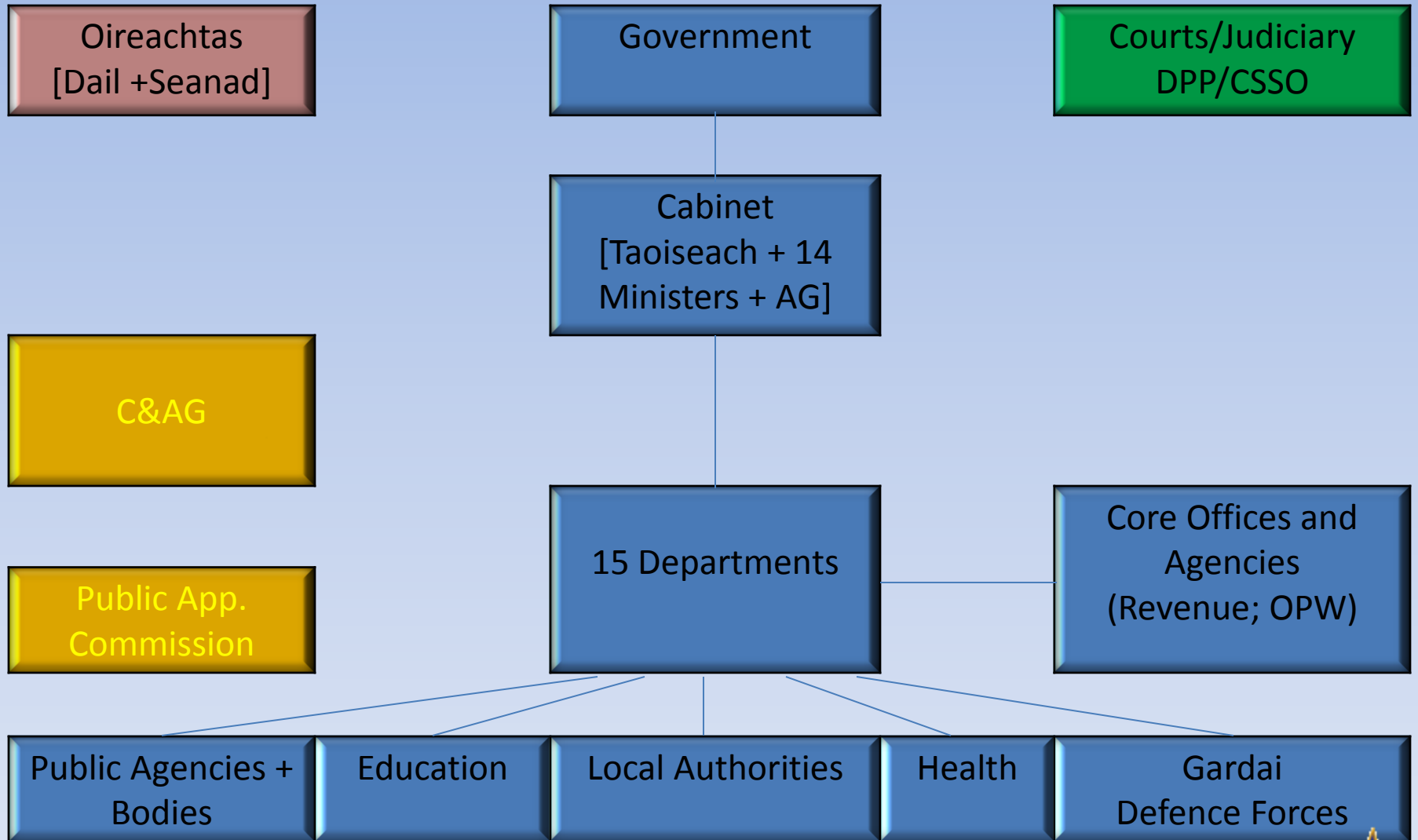
Re-inventing the Public Sector

Where DSP 'fits' in

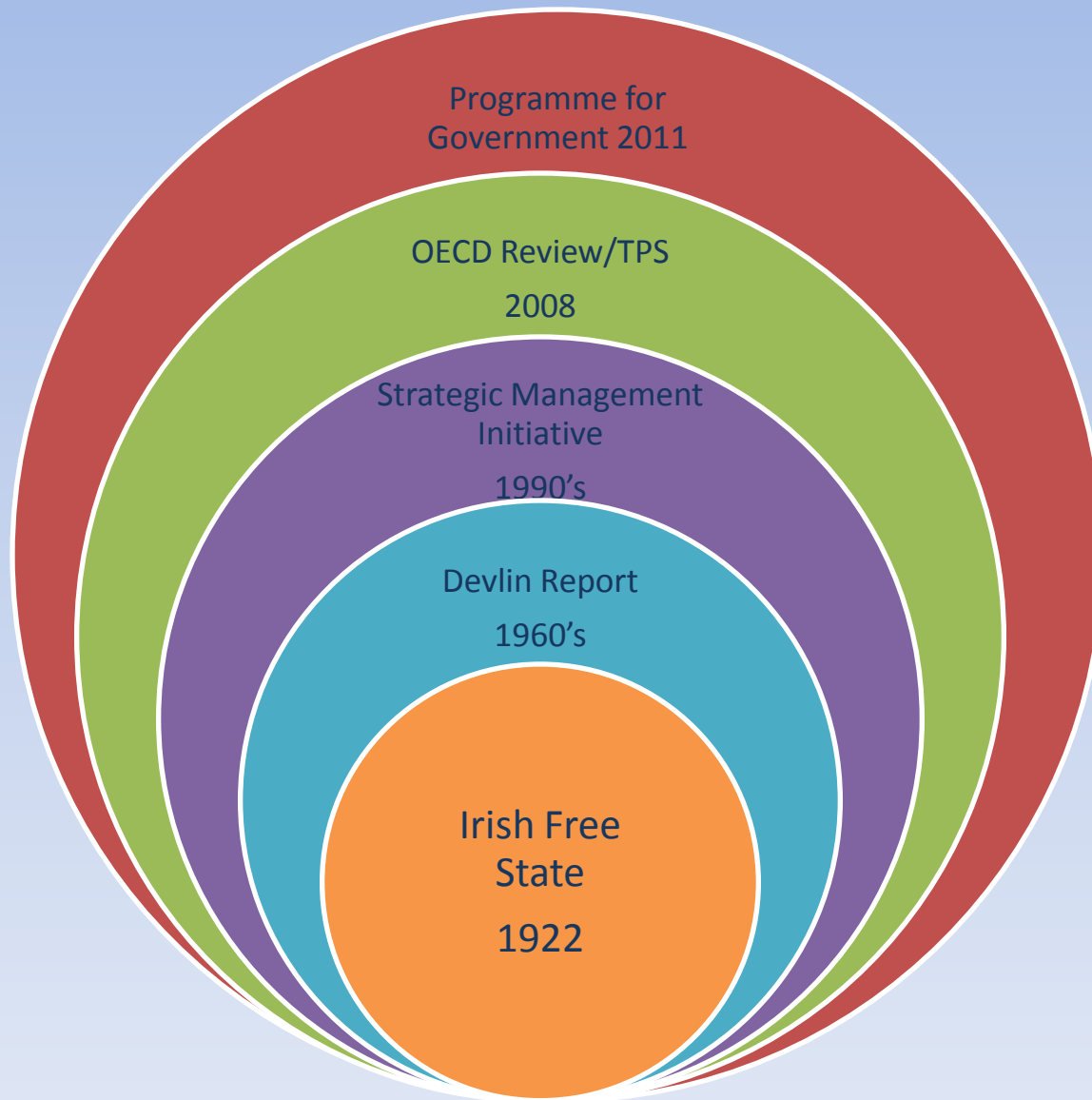
Niamh O'Donoghue
Secretary General
Department of Social Protection



The Irish Public Service



Public Sector Re-invention



Current Reform Challenges

- 'Cost' – economic imperative
- Public Service as a 'system'
- Capacity
- Citizen centricity
- Flexibility
- Performance
- Outcome measurement



DSP Business

- Annual Budget: €22billion
- Customer Base: 1.4 m customers paid weekly (2.1m ben.)
0.6m customers paid monthly
- Admin Costs: 2.6% of budget
- Claimload: 40,000 new claims processed each week



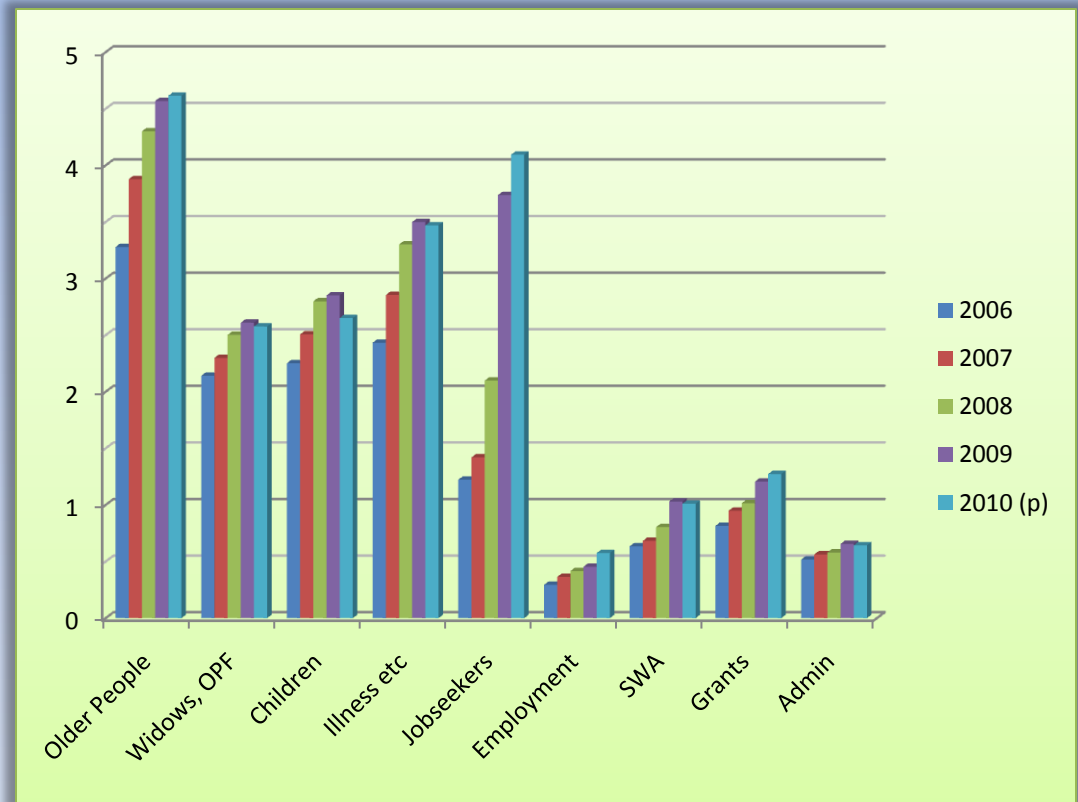
What we ~~do~~ did

- National network of **10** regional headquarters and **122** branch/local offices
- Over **5,000** department staff
- **50** separate welfare schemes and services
- Primary focus on income support

Annually:

- **2.5 million** applications for social welfare
- **6.5 million** telephone calls
- **85 million** payments
- **450,000** assignments conducted by social welfare inspector
- **935,000** control reviews

Changing needs of citizens



Process change, supported by technology solutions, is critical to meeting these needs



Reform Agenda

Policy Context

- Movement to Single Working Age Payment
 - Work must pay
 - In work /out of work support structures
- Rights and responsibilities – benefit/activation
- Illness/Disability – change of focus
 - incapacity to capacity
- Child Income Support
- National Pensions Framework



Some changes in focus....

- Case management – linking benefits to active engagement/support
- Profiling to facilitate targeted interventions
- Direct *service* provision (work experience schemes/community employment)
- Focus on employers
 - Work placement
 - Job matching
 - In-work income supports



Transforming the Organisation



FÁS Employment and
Community Services



GRO



CWOs/SWA



Rural Social & Community
Development Schemes



Redundancy and
Insolvency

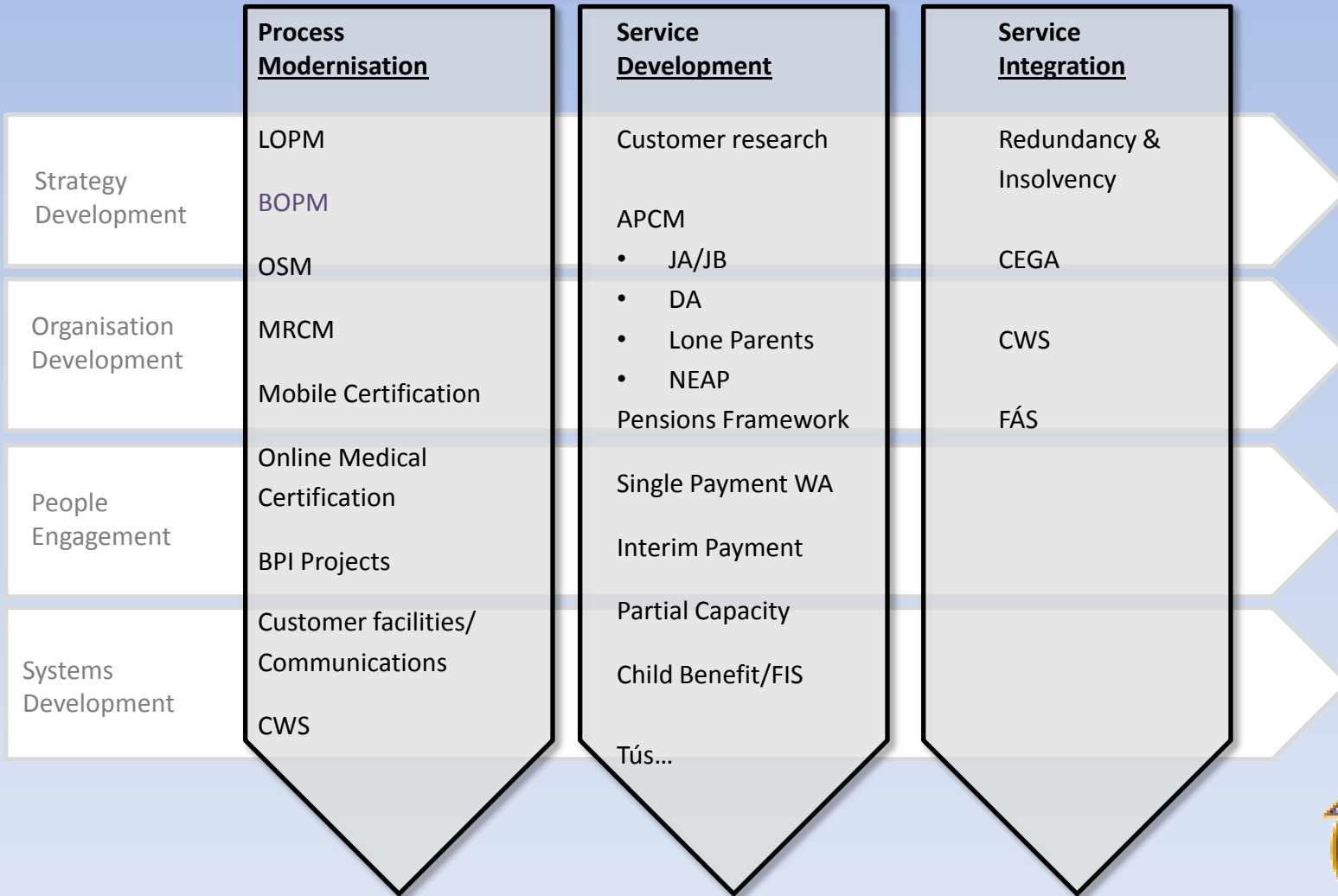
Change Programme

Area	Origin	Status	
Legislation		✓	Complete
Functions Transfer	Various CS	✓	Complete
	Depts.	✓	
	HSE	✓	
Staffing	FAS	✓	Underway
	Various CS.	✓	Complete
	HSE	✓	Complete
Business Model	FAS	✓	Underway
	New (NEES)	✓	Underway



Customer Service Focus

Organisation Capability Focus



Transformed Organisation



TRANSFORMED CUSTOMER SERVICE

Customer Service Focus

Process
Modernisation (SDM)

Service
Development

Service
Integration

**Strategy
Development**

Statement of
Strategy

Unit Business Plans

Management
Process

Perf reporting/mgmt
(BBSK)

**Organisation
Development**

Organisation Design

Cost Reduction
&
Control

Project/Programme
Mgmt Development

DRIM/Knowledge
Management

**People
Engagement**

Staff Attitudes Survey
Culture/Values Audit &
Development

Communication
&
Partnership

Skills and Competencies
Reviews/Development
Mobility and Assignment

Accommodation &
Facilities Review

**Systems
Development**

BOMi

Means Object

PSC

WASP

Office Systems

Organisation Capability Focus

TRANSFORMED ORGANISATION



TRANSFORMED CUSTOMER SERVICE

Organisation Mandate

Move from

- income support to integrated service
- passive to active support
- reactive to proactive
- transaction processing to case management



Department of Social Protection

- 50 Schemes
- Jobseekers
- Illness related
- Child Income supports
- Pensions

Income Supports

- PRSI Exemptions
- Internships
- Redundancy and Insolvency
- Back to Work
- Back to Education
- Job matching
- Referrals to training etc

Employment Supports

Community Employment

- Community Employment
- Rural Social Scheme
- Tús
- Community Services Programme

Agency Services

- Client Identity Services
- PPSN
- General Register Office
- Means information



Some implications....

- Organisation size significantly increasing
 - From 5, 000 to 7,000.....
- Organisation presence significantly increased
 - From 130 to 180 offices + 700 localised clinics
- Integration issues – IT, HR, Culture
- Service offering growing.....
- New customer groupings – eg. employers
- Centrality of business.....



Risks!

- Scale!
- Limited investment
- Multiple and competing priorities
- Organisation capacity
- ‘Core’ business stabilised at very ‘high’ levels
- Negative environment re public service
- Economic and social uncertainty
- “Changing the wiring with the lights on.....!”



Added value.....



Business Imperatives

