

<b>Lead topic:</b> <b>Civil Service HR Policy</b> <b>Division</b>	<b>Sub-topic: Retained</b> <b>Human Resources Project</b>	<b>Contact: Ivana McGarr</b> <b>Ext: 5781</b>
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## FAST FACTS

- **Monitoring Target reductions**
  - The Retained HR Project Team in my Department, in close consultation with the relevant Public Service Bodies (PSBs), has been monitoring the achievement of target reductions in the numbers involved in transactional activities in HR Units as part of the overall Benefits Realisation tracking effort associated with the PeoplePoint project.
- **Reductions have been achieved and will continue over the development of the project**
  - Data collected from the Public Service Bodies (PSBs) that have transitioned to PeoplePoint indicate that, to date, there have been reductions in the numbers of staff involved in transactional HR activities in local HR Units in PSBs.
  - Data suggest that further reductions will be achieved over time as more groups of PSBs move into PeoplePoint and a steady-state is achieved in operational performance.
  - The cost of delivering transactional HR activities in local HR Units will be monitored as the remainder of the civil service transitions to PeoplePoint.
- **Reinvestment / Reform Dividend**
  - In reducing numbers of staff working on transactional HR activities, HR units in PSBs have either **redeployed staff** to other areas of their business or have **reinvested in the HR function** by moving those staff, previously carrying out transactional HR work, to more strategic HR activities, such as workforce planning.
  - This is a progressive step in the evolution and further development of the management of human resources in the civil service.
  - It is to be anticipated, and welcomed, that the actual activities in HR units across the civil service have changed in the intervening period since the Financial Appraisal in 2011, and that PSBs are now engaged in new value add HR activities, such as workforce planning, performance management and the better management of sick leave, etc.

- **Non-financial Benefits**

- PeoplePoint is expected to yield significant non-financial benefits including improved efficiency, consistency and service delivery.

## **Q&A**

### **Q: in previous statements regarding the HRSSC, savings of €12.5m and 149 FTE were being attributed to this project, are those savings materialising?**

- The Financial Appraisal for the PeoplePoint project was carried out in 2011 using 2010 information as a baseline.
- It was estimated at that time that the cost of delivering transactional HR services in the civil service could be reduced by approximately €12.5m annually once a HR shared service centre was stable and fully operational.
- This equates to a reduction of approximately 149 full time equivalent staff in the numbers working in transactional HR.

#### Point in Time Estimate

- This reduction reflects a point in time estimate of the reduction in staff numbers that could be achieved under a certain set of assumptions.
- It is an important figure because it gives us a baseline to measure progress in relation to HR. It is equally important that it is reviewed and updated to take account of developments since then.

#### Monitoring Reductions

- My Department is monitoring the reductions in the numbers of full time equivalents delivering transactional HR.
- To date, data returned by PSBs indicate that there have been reductions in the numbers carrying out transactional HR activities in the bodies that have moved to PeoplePoint. When all PSBs have transitioned to PeoplePoint and service levels have stabilized we will be in able to more accurately assess the extent of the reductions in transactional HR activities.
- Savings are being monitored on an ongoing basis as are the costs involved.

### **Q: exactly how much has been saved out of the €12.5m and the 149FTE?**

- The data submitted by PSBs to date suggest that the project has resulted in savings in the numbers involved in transactional HR activities in the Departments and Offices that have moved over to PeoplePoint.
- Once all PSBs have transitioned in to People Point we will be in a position to provide a report on savings.

**Q: what were the findings of the review that you advised us in March last that you were carrying out?**

- The review found that a number of the assumptions underpinning the original business case for the PeoplePoint project have changed. For example:
  - o There have been changes in the makeup of the groups of PSBs moving over to PeoplePoint;
  - o There have been changes in the types of HR activities that PeoplePoint are involved in;
  - o There have been changes in the volumes of transactional activities that PeoplePoint are responsible for;
  - o There have been changes in the types of activities that local HR Units are involved in.
  
- The review highlighted that a definitive position on savings in transactional HR should be determined when PeoplePoint is fully operational and stable and when all local HR Units have reconfigured their functions to reflect the shared service model.
  
- The review has underlined that there are many other benefits associated with this shared service project such as:
  - o the standard application of HR policies across the participating PSBs;
  - o the move to more strategic HR activities in local HR Units;
  - o improved efficiency, consistency and service delivery; and
  - o improved reporting and management information (including HR metrics).
  
- These benefits could be of huge significance and strategic importance to the performance of the civil service over time in addition the reductions in the cost of transactional HR activities across the civil service.