



# The Future of HR in the Public Sector

Public Affairs Ireland Annual HR Conference  
Thursday 27th September 2012

THE WESTIN HOTEL, DUBLIN, 9am - 3.30pm

**KEYNOTE SPEAKER: Brendan Howlin TD, Minister for Public Expenditure and Reform**

The onset of recession and the role of the 'Troika' plunged the Irish public sector into crisis. Pay cuts, a moratorium on appointments and promotions, widespread redeployment of staff, adjustments to premium payments and allowances - all of these have been introduced to a degree that was unthinkable a few years ago. Many organisational changes are taking place in timescales that would have been inconceivable in the past. But are we witnessing lasting changes or temporary adjustments? What does the future hold in store for public sector employees and management? What positive changes of an enduring kind can we expect over the coming years in public sector HR?

The Croke Park implementation body concluded in its recent report that "the Agreement will continue to be measured against its ability to accelerate the pace of change across the public service and its potential for extracting further pay bill and non-pay savings."

This full-day conference – for managers, employees and union representatives – will address the key themes now emerging in public sector HR:

- The Croke Park Agreement Performance to Date and Future Prospects
- Innovations in Public Sector Industrial Relations
- Innovations in Pay, Promotions, Performance

These and other compelling themes will be discussed at this year's annual HR Conference for the Public Sector.

## Croke Park, what has it delivered?

Public Service Staff numbers have been reduced by 28,000, or 8.8%, since 2008 from 320,000 to 292,000

Staff numbers have been reduced by over 17,300 during the first two years of the Agreement

Pay and non-pay savings:

The Exchequer pay bill has been reduced by 17.7% between 2009 and 2012, from €17.5bn to €14.4bn (net of the Pension Related Deduction)

Pay Bill Savings of €650m were achieved during the year under review (Q1 2011 to Q1 2012) driven largely by the reduction in staff numbers

Factoring in an estimate for the maximum possible post-February recruitment over 2012 still yields significant sustainable pay bill savings of €521m. An estimated €810m in sustainable pay bill savings has therefore been achieved during the first two years of the Agreement

Over the period 2009 to 2015, the Exchequer pay bill is expected to reduce by €3.8bn, or €3.3bn net of expected increases in public service pensions costs

Administrative efficiency (or "non-pay") savings totalling €370m were reported for the review period. Adding the examples of non-pay savings presented in last year's Report totalling €308m, gives a total of €678m in non-pay savings in the first two years of the Agreement

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## Conference Agenda:

**9.00**      **Opening and Introduction: Dr John O'Dowd, Consultant**

**9.10**      **Keynote Address: The Government's Vision for Hr and Industrial Relations in the Public Sector**

Brendan Howlin TD, Minister for Public Expenditure and Reform

**9.30**      **Theme 1 - HR and Organisational Change in the Recession**

- How has the recession impacted on the role of HR in the public sector and how has the HR function responded?
- What key developments have taken place/are taking place?
- How can HR contribute more to effective organisational change and improvement?

Barry O'Brien,  
National Director of HR,  
Health Service Executive

Patricia Coleman,  
Director, Dept. of Public  
Expenditure and Reform

Andrew Ferguson  
CEO  
Softworks

**10.30**      **Q and A and Discussion**

**11.00**      **Coffee Break**

**11.30**      **Theme 2 - Innovations in Dispute Resolution in the Public Sector**

- What are the current reforms of the state dispute resolution agencies and how will they affect the public sector?
- What are their legal implications?
- What in-house innovations are taking place?

Kieran Mulvey,  
CEO,  
Labour Relations Commission

Mary Redmond,  
Consultant,  
Arthur Cox Solicitors

Gavin Marié,  
Head of Employee Relations,  
Central Bank of Ireland

**12.30**      **Q and A and Discussion**

**13.00**      **Lunch**

**14.00**      **Theme 3 - The Croke Park Agreement: Performance to Date and Future Prospects**

- Has the CPA lived up to its promise in delivering significant and enduring organisational change?
- What more can be achieved through the CPA?
- What should/might happen post-CPA?

Shay Cody,  
General Secretary,  
IMPACT

Julie O'Neill,  
Former Secretary General  
Department of Transport

Prof Bill Roche,  
Michael Smurfit Business  
School, UCD

**15.00**      **Q and A and Discussion**

**15.30**      **Conference Closes**

## About the Speakers:

**Dr. John O'Dowd** is a specialist in organisational change and conflict resolution. John was a Director of the former National Centre for Partnership, based in the Department of the Taoiseach. He was the General Secretary of CPSU between 1988 and 1997 and was also a member of the Executive Council of ICTU during that time.



**Kieran Mulvey** has been Chief Executive of the Labour Relations Commission since 1991 and since then has been involved in most of the major reorganisation, restructuring and change management issues in Irish industrial relations covering both the private and public sector including State enterprises. He also chaired also various national pay Review Bodies and Arbitration Boards, including the Benchmarking Review Body for the Irish Central Bank and Financial Regulatory Authority.



**Shay Cody** is the General Secretary of IMPACT, Chair of the ICTU Public Services Committee and a member of the Congress Executive Council. He is a member of the Implementation Body established under the Public Service Agreement 2010-2014. He is also a member of the National Competitiveness Council and was a member of the Review Group on Auditing appointed by the Government following the DIRT enquiry. Shay has played a leading role in pay, pension and other national issues on behalf of IMPACT members in the public and private sectors and serves on the Eircom Employee Share Ownership Trust (ESOT) and Chairs the Aer Lingus ESOT.



**Mary Redmond** is consultant to the Employment Law Group at Arthur Cox. One of Ireland's leading employment lawyers, she advises many of Ireland's major companies. Mary has extensive experience of employment law and industrial relations and was a member of the Labour Relations Commission during two consecutive terms. She advises a wide range of clients on Irish and EU employment law and is the author of *Dismissal Law in Ireland* (2007) and co-author of *Strikes: An Essential Guide to Industrial Action and the Law* (2010). Her non-executive directorships of public and private (including not for profit) companies give her particular insight into the employment problems of commercial clients. Mary is a CEDR trained mediator.



**Bill Roche** is Professor of Industrial Relations and Human Resources at the School of Business, University College Dublin and Honorary Professor at the School of Management, Queen's University Belfast. He was educated at UCD and the University of Oxford. He is currently editing the Oxford Handbook of Conflict Management in Organisations for Oxford University Press, and his recent books include, *Human Resources in the Recession: Managing and Representing People at Work in Ireland* (Dublin: Government Publications) and *Partnership at Work: The Quest for Radical Organizational Change* (London: Routledge). He is a regular contributor to media coverage of work and employment issues.



**Gavin Marié** has over 15 years career experience comprising both generalist and specialist experience, senior management roles and experience in multinational and indigenous organisations. His experience has spanned both the public and private sectors. Currently Head of Employee Relations at the Central Bank of Ireland, he previously worked with Diageo Ireland in various HR roles and prior to that was with the Irish Business &



Employers' Confederation for 10 years where he latterly held the position of Divisional Director of the Industrial Relations and Human Resources Division.

**Barry O'Brien** has 36 years experience in the Public Health System. Prior to taking up his new appointment he was Assistant National Director of Human Resources HSE South. Barry was the chief negotiator for the amalgamation of all maternity services onto the Cork University Maternity Hospital Campus and was a member of the Health Sector Management Team that negotiated the Public Service Agreement. He previously worked on Consultant Contract 2008 and was a lead executive for the Health Service Executive on its implementation. HSE South has delivered its Service Plan in the last number of years within budget and within its Employment Control Ceiling, while at the same time delivering major reform and change across all of its services. He has a strong track record in delivering major change across a wide range of services and his team in the South are responsible for a number of precedent setting Labour Court Recommendations, for example, relocation of services in excess of 45 kilometres and establishing the minimum period required for the information and consultation process. Barry is a Chartered Fellow of CIPD.



**Andrew Ferguson** is CEO of Softworks. With over 20 years' experience in the software industry, Andrew is recognised as an expert and innovator in the workforce management arena and is invited to speak regularly at conferences and events globally. Andrew's focus is on delivering customers exceptionally user-friendly, comprehensive and optimised workforce solutions including time and attendance, scheduling and absence management. He places particular emphasis on anticipating the future direction of technology and leveraging the benefits to provide a platform to manage all workforce related activities.



**Julie O'Neill** is an independent strategic management consultant and catalyst focused on harnessing energies and skills across the private, public and not for profit sectors. Julie is former Secretary General of the Department of Transport 2002 – 2009 and former Secretary General of the Department of Marine and Natural Resources 2001 – 2002. During her public service career Julie also served as a board member of the Institute of Public Administration, as a member of the National Economic & Social Council and of the Top Level Appointments Committee. Julie is a Director of the Sustainable Energy Authority of Ireland, the Irish Museum of Modern Art and Chair of the Audit Committee, Trinity College Dublin.



**Patricia Coleman** is the Director of the Civil Service HR Directorate - a new division in the Department of Public Expenditure & Reform - with an agenda focused on strengthening the delivery of HR in the civil service. She has over 25 years' experience in HR and Industrial Relations and has wide experience of both developing and implementing HR policy. She is currently responsible for policy initiatives in a number of areas including: establishing a HR and Pensions Shared Service for the civil service; performance management; workforce planning; reducing absenteeism; developing a high quality leadership cadre for the civil service (Senior Public Service), etc.





## REGISTRATION DETAILS

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