

# Civil Service Conciliation and Arbitration Scheme

## General Council Report 1323

(Meeting/s of 24 September 1997)

### Restructuring of CPSU grades

#### **General Council Report No 1323**

#### **Agreement in relation to grades represented by the Civil and Public Service Union (CPSU)**

Meetings of 28 November and 20 December 1990, 30 January, 27 February, 26 June, 25 September and 30 October 1991 and 24 September 1997

1 Claims for revised pay and grading structures for grades represented by the CPSU were presented to the General Council. These fell to be considered in the context of Clause 3 of the PESP pay agreement. Subsequently, discussions took place between the Official Side and the CPSU in the context of the local bargaining provisions of the pay agreement associated with the PCW which provides that it is open to parties who had not processed claims under Clause 3 of the PESP to process their claims on the basis set out in Clause 2(iii) A of the PCW pay agreement.

2 The Official Side said that their approach to the discussions with the Union was on the basis that additions to payroll costs would have to be compatible with the cost parameters of the PCW. The Official Side also had requirements in relation to flexibilities and changes in work practices.

3 The CPSU said they were willing to enter into discussions with a view to resolving various important issues affecting their grades. In particular it was their objective to secure a settlement, involving revised pay and organisation structures together with a package of promotions, which would provide a decent structure and adequate remuneration for lower paid clerical grades having regard to the nature of the work performed.

4 Following discussions between the parties a number of offers were made by the Official Side but these proved unacceptable to the union. Following discussions in 1996 at the Labour Relations Commission further proposals were put to the Union. These provided for revised salary scales and promotions/uplifts for the grades represented by the union. The proposals involved the amalgamation of the Clerical Officer, Clerical Assistant and

Paperkeeper grades into a common clerical grade with a single set of duties. The overall package also included a range of measures relating to flexibility and change.

5 These proposals were rejected by the union following a ballot of the membership. Following further discussions between the parties the union's claims were referred to the Civil Service Arbitration Board for adjudication in line with arrangements agreed between the Government and the Irish Congress of Trade Unions in May, 1996. The report of the Adjudication Board, which was accepted by the Official Side and the union, is in Appendix 1. Revised proposals resulting from the adjudication are in Appendix 2.

6 The proposals shown in Appendix 2 were acceptable to the union. The union also confirmed their acceptance of the measures of flexibility and change outlined in Appendix 3.

7 At a meeting on 24 September 1997 the Council agreed to recommend for acceptance the overall package referred to in paragraph 6.

8 This report accordingly records such agreement.

9 This report was adopted on 24 September 1997.

## **Appendix 1**

### **Claim on behalf of grades represented by the Civil and Public Service Union (CPSU)**

The claim was referred to the Civil Service Arbitration Board for adjudication under the arrangements agreed between the Government and the Irish Congress of Trade Unions and outlined in the Government statement of 15 May 1996. These arrangements provide that where agreement cannot be reached in negotiation on claims arising under Option A of Clause 2 (iii) of the PCW pay agreement all relevant issues can be referred to independent adjudication.

Written submissions were presented and oral hearings took place on 2 April, 24 April and 26 May 1997.

### **Submission of the Union**

1 The union said that the issues being referred to the Board for determination had their origin in claims under the Programme for National Recovery in 1988/89. Subsequently negotiations took place between the union and the Department of Finance on the restructuring of clerical grades under the provisions of the Programme for Economic and Social Progress

and later under the Programme for Competitiveness and Work (PCW).

2 The negotiations between the union and the Department of Finance were protracted. Offers made by the Department were put to the members in ballots and rejected by them. Discussions between the union and the Department of Finance in 1996 led to negotiations at the Labour Relations Commission. These resulted in a revised offer on the restructuring of the clerical grades which provided for a new salary structure and promotions/uplifts. The revised offer was put to a ballot of CPSU members but was rejected.

3 The union said that their claim was for a revised salary and promotions package which would provide a decent structure and adequate remuneration for lower paid clerical grades having regard to the nature of the work performed. The union described the work of the staff represented by them. Most frontline service delivery to the public was provided by these grades and they were also involved in a wide range of other activities. There had been a significant increase in the volume and in the quality of work. The process of change in relation to civil service work was continuing. The Strategic Management Initiative in the civil service and the approach provided for in Partnership 2000 were relevant in this regard.

4 The union were seeking that the revised salary structure for the new Clerical Officer grade be a fifteen point scale with equal increments and one overscale point as in the case of local authority clerical staff. Traditionally the pay of clerical officer grades in the local authorities and the civil service had been at the same level. The salary structure being claimed for the civil service clerical grades was justified by reference to restructuring agreement for the corresponding grades in the local authority area.

5 Pay developments in relation to other civil service grades also supported the claim. Pay increases since the late 1980's had widened considerably the pay differentials between higher paid grades and the clerical grades. The wide differentials which had emerged were relevant in determining the appropriate level of remuneration for the clerical grades. Such pay differentials had not been the norm in the civil service and were not justified by reference to the relative contribution made by the grades concerned.

6 The salary structure sought was warranted also on the basis of comparison with other public service groups. For instance the pay of clerical grades in An Post and Telecom Eireann had moved well ahead of civil service rates. An examination of the overall levels of pay increases for a wide range of other public service groups in the periods from 1960, 1970, 1980 and 1985 showed that civil service clerical grades had fared worse than other groups.

7 The union argued that the assimilation terms for staff transferring to the

new scale provided for insufficient increases. Assimilation on the basis of corresponding points plus one increment was sought.

8 The union said that the promotions/uplifts offered as part of the previous offer by the Official Side had been inadequate to secure acceptance by the membership of the union. The union was seeking a revised package which provided for 3,000 Clerical Assistants/Paperkeepers to be advanced to Clerical Officer, 600 Clerical Officers to be advanced to Staff Officer and 600 Staff Officers to be advanced to Executive Officer. In addition the union sought that all serving Clerical Officers have an entitlement to progress to the higher clerical scale.

9 The promotions/uplifts sought were fully justified by changes in the quality of the work performed by the clerical grades in the civil service and by the significant concessions being made by the union in the area of flexibility and change. Furthermore, the promotion opportunities for clerical grades in the civil service were worse than those in other areas of the public service. For instance the number of Clerical Officer posts relative to lower level posts had always been significantly higher in the local authorities and in State bodies such as Telecom, FAS etc.

10 The Official Side's proposal to reduce the minimum point of the scale for the grade of Staff Officer was not justified. This had led to a very negative and adverse reaction from the members of the union. In general those promoted to Staff Officer entered the scale above the minimum point so there would be no significant saving to the Official Side from what was proposed.

11 The union were seeking an increase in the annual leave allowance for clerical grades. In the civil service annual leave allowances were related to salary levels and this worked to the disadvantage of clerical grades. In other employments, where leave was related to service, clerical grades fared better. A survey by the union showed that annual leave allowances for clerical grades in the local authorities and other employments were significantly better than those in the civil service.

12 The draft text on flexibility and change was rejected by the membership. This provided for extensive changes. The feeling of the membership was that while most of what was sought could be accommodated the financial benefits on offer were not commensurate with the scale of change proposed. One issue in particular provided a major difficulty. The draft document proposed for the appointment of temporary and/or part-time staff on contracts of not more than twelve months in a situation where it was not possible to achieve agreement between the union and management. The union considered that the employment of temporary/part-time staff should

be on the basis of agreement only.

13 The union asked the Board to recommend in favour of the claim.

### **Submission of the Official Side**

14 The Official Side said that any settlement for the grades covered by the claim would have to conform to the cost parameters of the PCW. It would not be possible to reconcile a package which included the improvements now sought by the union with those cost parameters.

15 Details of the offer made by the Official Side and rejected in a ballot by the members of the union were outlined. This offer was designed to meet the union's aspirations for amalgamation of the Clerical Assistant and Clerical Officer grades into a single clerical grade with guaranteed progression for all Clerical Assistants to the maximum of the Clerical Officer scale by incremental progression.

16 The Official Side did not dispute that the CPSU grades had played a significant role in the evolution of the civil service to meet changing demands in recent years. However, new work and changes in work practices had been reflected in large numbers of upgradings which altered the composition of the clerical grades significantly. Furthermore, the offer already made by the Official Side recognised in a very significant way the changes in the work of the clerical grades by providing for a single clerical grade with a common set of duties. The pay of this grade was pitched at the higher level of the two former grades.

17 As regards comparison with the agreement for local authority clerical grades, this was negotiated with the union concerned within the cost parameters of the PCW. While the adjustments in the actual pay scale were generally more favourable than those offered to the civil service grades, the overall package for the civil service grades contained elements which were not part of the local authority agreement - higher scales for a proportion of the grades and a substantial package of promotions.

18 The union had referred to pay movements by other civil service grades. Increases secured by all civil service grades, including the clerical grades, had, in general, resulted from separate reviews of pay at arbitration or by the Review Body on Higher Remuneration in the Public Sector. These reviews have by and large had regard to comparison with corresponding groups in other employments. It is inevitable that different results would emerge from exercises of this kind. To the extent that the reviews gave greater increases to some groups than to others this was a reflection of the position in other employments.

19 Proposals made by the Official Side in regard to assimilation to the new clerical scale had been revised on a number of occasions in the course of negotiation in an effort to meet the union's aspirations before the terms now on offer emerged. The issue of assimilation is mainly one of cost as far as the Official Side was concerned. The proposals made by the union would add significantly to cost and could not be accommodated within the overall cost parameters.

20 A significant number of promotions/uplifts were already on offer and no improvement was warranted. It was not accepted that all Clerical Officers should have an entitlement to progress to the higher scale. This was designed to give a further outlet for advancement and, of its nature, should only apply to a proportion of staff.

21 The Official Side were seeking a reduction in the starting pay of Staff Officers in order to correct an anomaly that can arise whereby a Clerical Officer promoted to Executive Officer can receive lower starting pay than a Clerical Officer promoted to Staff Officer.

22 It was not accepted that there was a case for an increase in the annual leave allowances of CPSU grades at this stage. The union had supplied data on the annual leave allowances of grades in local authorities and health boards. However, the determination of those allowances was a matter for the management and unions in the health and local authority areas, having regard to conditions particular to those employments. They had no relevance to civil service annual leave allowances.

23 The proposal in regard to the employment of part-time and temporary staff contained a number of safeguards, including access to a third party where disagreement arose over a contract for temporary/part-time employment. Traditionally, the civil service had, with a few exceptions, been staffed on the basis of permanent and pensionable full-time appointments. While it was not the intention to alter this in any significant manner, management considered that, as with any modern organisation, some degree of flexibility in employment practice was desirable. What was being sought merely reflected, but only to a limited extent, a position which has been accepted in the labour market generally.

24 The Official Side considered that, overall, their pay and grading proposals represented a fair and balanced package of benefits given the change and flexibility being sought from staff.

25 The Board was asked to endorse the Official Side position.

## **FINDINGS**

26. Having carefully considered the written and oral submissions made by the parties, the Board finds that the offer made to CPSU in May 1996 should be amended as follows:

1. The minimum point of the scale should be set at £166.54 and the maximum point (15th point) should be £298.00, in current (1 January 1997) terms.

2. Two long-service increments should be retained, in line with the pattern of settlements for other General Service Grades in the civil service. The value of these increments should, however, be adjusted, in current terms as follows:

LSI 1 £309.00

LSI 2 £314.05

In the circumstances of this case the Board proposes that both long-service increments should be on a personal to holder basis for all staff currently employed in the Clerical Officer Grade and that the first long-service increment should apply on a personal to holder basis to staff currently employed in the Clerical Assistant Grade.

3. The scale determined in accordance with paragraphs 1 and 2, above is annexed to this report.

4. In the case of staff who currently have an annual leave entitlement of 18 days two additional days annual leave should be offered. In the case of staff who currently have an annual leave entitlement of 19 days one additional day's annual leave should be offered. This adjustment should be implemented in a way which does not result in further payroll costs. In making this proposal the Board does not believe that this concession should form the basis for consequential claims by other groups who currently have an annual leave entitlement of 20 days or more. Nor should it result in claims for additional leave in the event of the statutory minimum being increased to 20 days.

5. Access to the proposed Higher Clerical Officer scale should be improved to accommodate 30% of the Clerical Officer Grade.

6. The proposal to reduce the minimum point of the Staff Officer scale should be deleted.

7. All other elements in the offer made in May 1996 should be re-submitted without alteration.

8. The Board has considered the arguments of both sides on the issue of new arrangements for the employment, in certain limited circumstances, of temporary and part-time staff including the Staff Side's practical and policy concerns on this matter. It is in the nature of agreements under Clause 2(iii) of PCW that staff make flexibility and change concessions as part of any settlement on pay and career structures. The deployment of temporary and part-time staff is now a feature of an increasing number of public service employments and it is not reasonable to expect that the civil service should remain immune from such developments.

The Board notes that temporary and part-time staff will be recruited from the normal open recruitment panel formed by the Civil Service Commission and where for specific reasons this is not possible the Union will be consulted and that in such cases recruitment will be governed by criteria determined centrally following consultation with staff interests.

The Board further notes that all of the main concerns as to the terms and conditions of current full time and future temporary and part-time staff have been addressed in the flexibility and change document.

Moreover the Board is satisfied that the adjustments proposed herein can be accommodated having regard to the real and significant savings which can accrue from the changes envisaged in the Flexibility and Change document put forward by the Official Side in its original offer. The Board does not, therefore, propose any modification in the terms of that document and believes that the parties must co-operate with each other in ensuring its full implementation.

The Board has also had regard to the indication which it received from CPSU that it would be prepared to facilitate further staff reductions as a means of securing further offsetting savings.

Signed: Gerard Durcan SC. Derek Hunter Kevin Duffy  
Chairman

24 June 1997

## ANNEX

# AMENDED CLERICAL OFFICER SALARY SCALE

1. **£166.54**
2. **£175.58**
3. **£184.67**
4. **£193.66**
5. **£202.70**
6. **£211.74**
7. **£220.78**
8. **£229.82**
9. **£238.86**
10. **£247.90**
11. **£256.94**
12. **£265.98**
13. **£275.02**
14. **£284.00**
15. **£298.00**
- LSI1 £309.00**
- LSI2 £314.05**

## **Appendix 2**

### Restructuring of grades represented by the CPSU New clerical structure

1 . New single clerical grade to replace the existing Clerical Officer (CO), Clerical Assistant (including Typists and Shorthand Typists), Clerical Assistant (Data Entry) and Paperkeeper grades.

. The title of the new grade will be Clerical Officer

. Common set of duties for the new grade covering all duties appropriate to the foregoing grades.

. All serving members of these grades will become members of the new grade and will be liable for all of the duties of the new grade.

. New single pay scale as shown in Appendix A will apply to all serving members of the new grade.

. Assimilation of serving staff to the revised scale to be on a phased basis with effect from 1 December 1995 and 1 June 1997.

. A separate pay scale will as shown in Appendix D will apply to future entrants.

. Age pointing on new scale to extend to age 20 as on present Clerical Assistant scale.

#### Clerical Assistant (CA) - Appendix A1

2 . Assimilation by way of corresponding points up to the 11th point.

. Members of the CA grade on the present maximum for 6 years or more to be assimilated to the 12th point.

. Serving CA's will qualify for one long service increment on a personal basis after three years satisfactory service at the maximum.

Typist, Shorthand Typist, Clerical Assistant (Data entry)

3 . Assimilation as in the case of CA

. Typists etc will be eligible for all duties of new clerical grade and will undertake clerical duties as and when required.

. Word processing allowance to cease.

. A serving CA below the maximum of the scale in receipt of the word processing allowance will be assimilated to the new scale at an amount equal to the point which would be payable on the basis of the assimilation arrangements applicable to CA's generally plus the amount of the allowance. Separate arrangements will apply to those at the maximum of the CA scale holding the allowance.

#### Other allowances

4 . Other allowances (e.g. Confidential Allowance) currently payable to CA's and Paperkeepers to be treated on the same general basis as the word processing allowance (3 above).

. Computer programming allowance for Clerical Officers to remain.

. Other allowances for Staff Officers and Clerical Officers to be considered.

#### Clerical Officers (CO) - Appendix A2

5 . Assimilation by way of corresponding points

. Serving CO's will qualify for the first long service increment on a personal basis after three years satisfactory service at the maximum. Serving CO's actually on maximum who reached maximum before 1 June 1997, to be eligible, subject to satisfactory service, for the first long service increment on a

personal basis without having to serve three years on the maximum.

. Serving CO's will be eligible for a second long service increment payable on a personal basis after six years satisfactory service on the maximum of the scale.

. Serving CO's on the maximum of scale or reaching the maximum up to 1 June 1997 will receive the second long service increment three years after receiving the first long service increment (or on reaching six years on the maximum, if earlier).

#### Higher scale for CO's - Appendix B

6 . 30% of the present number of Clerical Officers's to be uplifted to higher scale, parallel to new clerical scale, as shown in Appendix B.

. Half of uplifts to be made with effect from 1 December 1995 and balance on 1 August 1996.

. Assimilation to be at existing pay with an extra increment one year after uplift in the case of staff uplifted from a point below the normal maximum of the new clerical scale.

. 50% of the initial uplifts will be made by reference to seniority subject to suitability and the balance will be based on criteria which will be negotiated between the union and Departmental management.

. There will be no distinction in duties between those on the higher scale and those on the new clerical scale.

#### Staff Officers (SO) - Appendix C

7 . Revised scale, including one long service increment payable after three years satisfactory service on the maximum, as shown in Appendix C.

. Assimilation to be on a phased basis with effect from 1 December 1995 and 1 June 1997.

. Officers actually on the maximum who reached the maximum before 1 June 1997, to be eligible for long service increment i.e. without having to serve three years on the maximum.

. Serving SO's to be eligible for a second long service increment on a personal basis, after six years satisfactory service on the maximum of the scale.

#### Paperkeepers (Appendix A3)

8 . To be assimilated to new scale as shown in

### Appendix A3.

- . Serving Paperkeepers will qualify for one long service increment on a personal basis after three years satisfactory service at the maximum.
- . Progression beyond the 13th point of the new scale will be subject to certification in relation to the full range of duties of the new clerical grade.
- . Service pay to be assimilated with effect from 1 December 1995.

#### Advancements

- 9 . CA's/Paperkeepers to be uplifted to CO (i.e. to qualify for second long service increment) on the following basis - 400, 300 and 300 with effect from 1 September 1996, 1 January 1997 and 1 January 1998 respectively.
- . In Departments where the ratio of CA's to CO's is less than 50:50 uplifts from CA to CO will be made with effect from 1 September 1996 to achieve a 50:50 ratio.
- . 25% of SO's to be upgraded to Executive Officer (EO) and treated as serving EO's (i.e. to benefit from two long service increments) half with effect from 1 December 1995 and balance on 1 August 1996. The number of SO's advanced to EO to be matched by an equal number of CO's advanced to SO with effect from the same dates.
- . Officers who are uplifted/upgraded will receive one additional increment on the scale or, in the case of CO's upgraded to SO, the minimum of the SO scale if this is more favourable. (Clerical Officers uplifted to the higher scale will be assimilated on the basis described in 6 foregoing).
- . The arrangements governing all advancements under the agreement to be agreed.

#### Annual leave

- 10 . Staff who currently have an annual leave entitlement of 18 days will receive additional annual leave of two days. Staff who currently have an annual leave entitlement of 19 days will receive additional annual leave of one day. These adjustments are to be implemented in a way which does not result in further payroll costs. The new arrangements will take effect from the leave year 1997/98.

#### General

- 11 . Entry to the new grade by way of competitive examination (position of

grades represented by FUGE to be considered).

. Benefits subject to "Flexibility and Change" document as agreed.

. No further cost increasing claims for duration of PCW pay agreement.

12 Total package subject to reduction in staff numbers to secure offsetting savings, as provided for in the adjudication finding.

## **Appendix 3**

### **RESTRUCTURING OF CPSU GRADES**

#### **FLEXIBILITY AND CHANGE**

##### **1. INTRODUCTION**

The Programme for Competitiveness and Work provides that in return for improvements in pay and conditions that there should be a contribution on the part of employees in the area of flexibility and change, in the interests of efficiency and effectiveness and an improved quality of Public Service. In the context of the improvement in the pay and career structures of the members of the Civil and Public Service Union, the following flexibility and change clauses are agreed.

##### **2. DUTIES OF PRESENT CLERICAL ASSISTANT, CLERICAL OFFICER, PAPERKEEPER**

(a) In the context of the abolition of the Clerical Assistant grade and its amalgamation, along with the Paperkeeper with the Clerical Officer grade, there will be one set of duties for all members of the new Clerical Officer grade, comprising all the duties of the three grades.

(b) Specific arrangements apply at present in Departments for the opening, registration and distribution of post (i.e. post duties) and Management shall not assign such duties on an on-going basis to officers who were Clerical Officers before this reorganisation except with the agreement of the officers concerned or following local discussions with the Union.

(c) It is not the intention of the Union to impede the reorganisation of clerical duties where Management consider this desirable, but the Union considers that this issue must be handled with sensitivity. Accordingly, where Management propose a general rearrangement of clerical duties in the context of (a) above, there will be discussion with the Union at Departmental level so as to ensure the effective implementation of any changes. The training needs of staff will be assessed and catered for in the outcome to these discussions. While account must be taken of organisational and work requirements, the discussions will also have regard to the desirability of meeting wishes of staff to have access, over a reasonable timespan, to the full range of duties of the new Clerical Officer grade. As at present an officer who wishes to be assigned to new duties or retained on existing duties may raise the matter with local management or through the union with Departmental management.

### **3. SIGNING OFF OF WORK**

(a) The Union agrees that efficiency and effectiveness may be improved by Management having the facility to get work signed off at the lowest possible level and, in general, support such a development.

(b) Where management propose changes which the Union consider to have significant implications for the career opportunities of members, Departments will discuss the matter with the Union at Departmental level. A facilitator may be involved at the request of either side with a view to assessing any such concerns and, in the light of that assessment, arriving at a means by which any valid concerns should be addressed.

### **4. OPEN REPORTING WITH OTHER GRADES**

(a) This refers to the reporting of clerical grades to a grade more than one step higher in the grading structure, for example, a Clerical Officer reporting to an Assistant Principal.

(b) The Union agrees to this subject to it being clear who the Supervisor of the clerical staff person is and that there is no change in the operation of the grievance procedure.

### **5. CROSS STREAM REPORTING**

(a) This refers to the reporting of clerical grades to other grading structures

in the civil service (viz, professional, technical, departmental) where this does not happen at present.

(b) Both sides recognise that co-operation in terms of cross-stream reporting could be of benefit in ensuring that work is discharged more efficiently and more effectively.

(c) It is also recognised by both sides, in this general context, that circumstances can arise where particular work could be more effectively carried out by having staff from different streams or grades representing different functions or disciplines, operating as a group or team. It is acknowledged that, where they are set up, such groups or teams could be directed or co-ordinated by any member of the group, who would not necessarily be at a higher level than the other members. However, it is envisaged that any responsibility of this kind would devolve on junior staff only in the case of projects with a scheduled timespan. The foregoing does not supersede the usual supervisory arrangements and does not affect the grievance procedure.

(d) Where developments occur which the Union considers have significant implications for the career opportunities of members, Departments will discuss the matter with the Union at Departmental level. The objective of such discussions would be to facilitate the more efficient and effective organisation of work while at the same time addressing any concerns of staff in relation to significant impact on career opportunities. A facilitator may be involved at the request of either side with a view to assessing any such concerns and, in the light of that assessment, arriving at a means by which any valid concerns should be addressed.

## **6. DECENTRALISATION/REGIONALISATION OF PROMOTIONS**

The Union is agreeable to discussions and will consider proposals from the Department of Finance if they are made.

## **7. EXISTING FLEXIBILITY**

Subject to there being no proposals that staff should do higher duties without the appropriate allowance, it is agreed that existing flexibility between the Clerical Officer, Staff Officer and Executive Officer grades will continue.

## **8. ATYPICAL RECRUITMENT**

(a) The standard form of employment in the Civil Service is, and will continue to be, permanent and pensionable full-time appointments in the great majority of cases. It is, however, agreed by the Union that temporary and part-time staff may be employed in certain limited circumstances. This agreement is given on the basis that it is the responsibility of Management to have appropriate manpower planning arrangements that should mitigate the necessity to employ temporary or part-time staff except in certain defined and limited circumstances. Such circumstances could include the following:- work peaks and valleys; temporary non-availability of permanent staff; urgent, temporary and finite tasks that cannot be successfully undertaken within the necessary timescales by existing staff.

(b) At present, in certain limited circumstances and for fixed periods of time, temporary staff have been deployed to carry out clerical duties with the agreement of the union.

(c) Temporary and part-time staff will be recruited from the normal open recruitment panels formed by the Civil Service Commission. Where, for specific reasons, this is not feasible the Union will be consulted by the relevant Department. In such cases recruitment will be governed by criteria which have been developed centrally through consultation with the union.

(d) The pro-rata principle will, in general, apply in determining the terms and conditions of part-time staff and the conditions of temporary staff will, in general, equate to those of equivalent permanent staff.

(e) Temporary needs at promotion level will be met by the current "acting up" arrangements using full-time staff.

(f) Part-time posts will be offered in the first instance to serving staff, with the same right to return to full-time work as job-sharers.

(g) It is envisaged that the hours of attendance of part-time staff will be not less than 15 hours per week.

(h) Where a Department proposes to employ part-time or temporary staff, the Department will consult the Union in advance specifying the necessity for the proposals in terms of Departmental operations, as well as the numbers, locations, duration etc. of the temporary or part-time arrangements being proposed. Any dispute between a Department and the Union as to whether atypical working arrangements were warranted in a particular situation would, if it could not be resolved at local level, be referred to the Monitoring Group referred to in Paragraph 14 which would, at the request of

either side, include the assistance of a Facilitator. However, the Department concerned would not be prevented from proceeding with the proposed arrangement pending resolution of the issue provided that the services were provided under contracts of no more than 12 months duration.

(i) The Union will have the right to represent any temporary and part-time staff who are recruited to grades for which the Union has recognition and Departments will afford the same facilities to Union representatives acting on behalf of such staff as would apply in the case of permanent staff.

(j) Part-time and temporary staff will be liable for the full duties of the grade to which they are recruited and will be treated as an integral part of the grade for all purposes. It is not the intention of management that the employment of temporary or part-time staff will result in any diminution in the assignment of quality work to full time permanent staff.

(k) There have been situations in the past and there are situations at present where, in the interests of efficiency and quality in the provision of services, such services have been sourced outside the civil service. The Union has co-operated with such practices in the past and will continue to do so in the future where similar considerations apply.

(l) The measures in this paragraph and paragraph 10 are intended to contribute to the achievement of greater efficiency and effectiveness in the civil service. They are not being introduced for the purpose of reducing overtime. However, it is recognised by both sides that overtime working is liable to variation from time to time in the light of work requirements and priorities.

## **9. CO-OPERATION WITH ORGANISATIONAL CHANGE, NEW SCHEMES AND INITIATIVES, AND TECHNOLOGY**

(a) It is recognised that a constant feature of life in the Civil Service is the introduction of organisational change, new schemes and initiatives and new forms and applications of technology, as well as the adaptation of existing arrangements. It is also recognised that the optimum use of technology may require redistribution and reorganisation of work and that all grades in the civil service have a contribution to make in this respect.

(b) The Union agrees to co-operate with any changes arising from the foregoing. Where Management propose change which the Union considers to have significant implications for the career opportunities of its members, Departments will discuss the matter with the Union at Departmental level. A

facilitator may be involved at the request of either side with a view to assessing any such concerns and, in the light of that assessment, arriving at a means by which any valid concerns should be addressed.

(c) It is recognised that the successful implementation of change may require training in new skills and it is agreed that where new forms of work organisation are proposed by Management the services of outside agencies could, if required, be used as part of the change process.

## **10. VARYING HOURS OF ATTENDANCE**

(a) It is accepted that the working week for most civil servants will remain Monday to Friday based on a "9 to 5" pattern as modified by flexitime.

(b) There can, in certain circumstances, be a need to provide for (a) lunch-time opening of public offices which are presently closed at lunch-time and (b) starting or finishing work outside the period covered by the flexi-time arrangements. This is also the case in respect to the opening of offices on "privilege days".

(c) It is recognised that the union has co-operated with such arrangements in some situations and where further situations of this kind are identified the union will co-operate with such changes subject to prior discussion in each case at Departmental level.

(d) Such discussions should cover practical issues such as the possibility of meeting the need on a voluntary basis, the size of the staffing complement in the office concerned, the need for staff to take lunch, leave and training requirements and the adaptation of attendance arrangements for the staff involved. The resultant starting or finishing times would not, however, extend unreasonably beyond the flexitime span.

## **11. MAINTAINING STANDARDS OF PERFORMANCE**

It is recognised that in a small number of cases there have been difficulties with staff who have been unwilling or unable to perform their duties to an acceptable standard. The union recognised that Departments had a particular concern with the operation of the probationary system and that the introduction of measures to effect improvement in this regard were under active consideration. The union agrees to participate in discussions with the Official Side, the object of which will be to discuss and agree the details of the manner in which these issues will be addressed including consideration

of the most appropriate forms of contract for new recruits to ensure that the kinds of difficulties referred to above could be resolved to the satisfaction of Departments while at the same time respecting employees' rights. The contract arrangements referred to would not apply to officers promoted or transferred.

## **12. DEPLOYMENT OF SURPLUS STAFF**

In line with current practice, where discussion with unions on redeployment is a common feature, it is agreed that -

(a) where it is proposed to transfer staff who are surplus to requirements in one Department/Office to fill other positions in the same grade or grades represented by the Union in other Departments/Offices, there will be discussions between the two sides on the way in which the proposal will be implemented.

(b) where redeployment on a wider front is proposed which requires discussion with a number of civil service unions, the Union will participate in these discussions and, as far as practicable, support management initiatives to ensure continuity of employment in as equitable a manner as possible.

## **13. TRAINING**

Both sides recognise the importance of staff training in the attainment of the objects set out in the Introduction. For example the provisions of paragraphs 3, 5 and 11 are relevant in this regard. As part of the implementation of this agreement there will be discussions in each Department between management and the union in order to discuss and agree upon suitable training programmes for the grades covered by the agreement.

## **14. MONITORING AND REVIEW OF AGREEMENT**

The parties to the agreement will establish a Monitoring Group as soon as the agreement is ratified. The group shall comprise an equal number of representatives from each side. The terms of reference will be to discuss and resolve any difficulties that may arise from the interpretation or implementation of the agreement. The Group will meet as necessary and at the request of either side.

## Appendix A1

### Serving Clerical Assistants

Scales shown in 1 June 1997 terms

Existing Scale	Revised Scale
£161.48	£166.54
£169.20	£175.58
£175.73	£184.67
£185.50	£193.66
£194.75	£202.70
£202.65	£211.74
£209.86	£220.78
£217.12	£229.82
£223.38	£238.86
£227.59	£247.90
£239.86	£256.94
	£265.98
	£275.02
	£284.00
	£298.00
	LSI* £309.00

\* Long service increment payable on a personal basis to serving Clerical Assistants after three years satisfactory service at the maximum.

## Appendix A2

### Serving Clerical Officers

#### Scales shown in 1 June 1997 terms

Existing Scale	Revised Scale
£162.87	£166.54
£170.31	£175.58
£176.81	£184.67
£186.21	£193.66
£195.62	£202.70
£205.30	£211.74
£211.83	£220.78
£218.65	£229.82
£224.85	£238.86
£231.44	£247.90
£238.95	£256.94
£246.31	£265.98
£254.30	£275.02
£265.39	£284.00
£291.94	£298.00
	LSI (1) £309.00
	LSI (2) £314.05

- (1) Payable on a personal basis to serving Clerical Officers after three years satisfactory service at the maximum.
- (2) Payable on a personal basis to serving Clerical Officers after six years satisfactory service at the maximum.

## Appendix A3

### Serving Paperkeepers

Scales shown in 1 June 1997 terms

Existing Scale  (not including service pay)	Revised Scale (Service Pay included)
	£166.54
	£175.58
	£184.67
	£193.66
	£202.70
	£211.74
£209.80	£220.78
£214.11	£229.82
£218.50	£238.86
	£247.90
£237.25	£256.94
	£265.98
	£275.02
	£284.00
	£298.00
	LSI* £309.00

\* Payable on a personal basis to serving Paperkeepers after three years satisfactory service at the maximum.

## Appendix B

### Higher Clerical Scale

Scale shown in 1 June 1997 terms

Higher Scale
£202.70
£211.74
£220.78
£229.82
£238.86
£247.90
£256.94
£265.98
£275.02
£284.00
£298.00
£309.00
£314.05
£320.86

## Appendix C

### Serving Staff Officers

#### Scales shown in 1 June 1997 terms

Existing Scale	Revised Scale
	£15,236
£15,236	£15,900
£16,043	£16,500
£16,521	£17,000
£17,004	£17,500
£17,490	£18,000
£17,979	£18,500
£18,473	£18,977
£18,977	
	LSI (1) £19,425
	LSI (2) * £20,065

- (1) Long service increment payable after three years satisfactory service at the maximum
- (2) Long service increment payable on a personal basis to serving Staff Officers after six years satisfactory service at the maximum.

## Appendix D

**RECRUITMENT SCALE TO APPLY TO NEW ENTRANTS TO THE CLERICAL OFFICER GRADE  
(Scale applies to those paying the Class A rate of PRSI contribution and making  
an employee contribution in respect of personal superannuation benefits)**

Scale in 1 June 1997 terms

£163.36	(under 19)
£172.96	(at 19)
£182.55	(at 20 or over)
£192.16	
£201.75	
£222.88	
£232.40	
£241.92	
£251.43	
£260.95	
£270.46	
£279.98	
£289.49	
£298.95	
£313.68	

This report was adopted on 24 September 1997