

Office of the Refugee Applications Commissioner



Sustaining Progress
Action Plan
3rd Progress Report

September 2004

Customer Service

Commitment:

ORAC will continue to focus on developing and deepening the concept of **customer service** throughout the organisation

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
The role and membership of the <i>Customer Service Liaison Panel</i> will be reviewed.	30 June 2003	Achieved and reported on in last report.	
The development of a new <i>Customer Complaints Procedure</i> will be initiated. Consultation will take place with the <i>Customer Service Liaison Panel</i> and staff of ORAC to agree procedures.	31 Dec. 2003	Achieved and reported on in last report.	
The new <i>Customer Complaints Procedure</i> will be implemented.	1st Qtr 2004	Achieved and reported on in last report.	

Customer Service *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<p>An assessment of customer service delivery and needs will be carried out, in consultation with the <i>Customer Service Liaison Panel</i>.</p>	<p>31 Dec. 2003</p>	<p>ORAC conducted its second customer survey, focussing on the services provided by the Reception Unit, in April/May 2004. As with the results from the first customer survey reported on in the second report, the results of that survey were positive.</p> <ul style="list-style-type: none"> • In total 602 customers completed the questionnaire (80% of 746 invited to participate). • 100 % indicated that they were treated with courtesy and respect. • 99.9 % indicated that they were either very satisfied (75.1%) or satisfied (24.8%). • 100% indicated that they found staff to be very helpful (79.7%) or helpful (20.3%). • As part of the survey, applicants were asked what types of additional facilities they would like to see in Reception area. The most popular responses were - vending machines 39%, TV - 31% and music (20%). <p><i>continued</i></p>	

Customer Service *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<i>continued</i>		<p>Results of the survey will shortly be circulated to all members of the Customer Liaison Panel and made available to the public on our website.</p> <p>Data were also compiled by staff on all persons who were invited to participate in the survey in relation to processing times. The main findings were; the average time between arrival and completion of their business for all persons was 49 minutes. When subdivided to determine processing times for the two categories of customers (those visiting ORAC in order to make an application for asylum and those visiting on other matters) the data showed; (i) for persons applying for asylum, it took on average 99 minutes to complete their business, (this process includes initial interview, often through an interpreter; photographing; fingerprinting; and issue of temporary residence certificate) (ii) for those persons calling on other matters (renewal of a temporary residence certificate, queries on the status of application, etc.) it took an average of 24 minutes from time of arrival to departure.</p> <p>It is intended to conduct ORAC's next survey before the end of 2004.</p>	

Customer Service *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<p>ORAC will publish a <i>Customer Charter</i> and a new three year <i>Customer Service Action Plan</i> 2004 to 2006 to replace the existing Plan which was published in 2002. This Action Plan and Charter will set out how ORAC proposes to address any customer/service delivery issues which become apparent from the above survey of customer opinion.</p>	<p>End of 1st Qtr 2004</p>	<p>The <i>Customer Charter</i> was published in six languages, including Irish, on 9 June 2004. It was awarded the <i>Crystal Mark</i> by the Plain English Campaign. A summarised version was prepared in poster format for display throughout our offices.</p> <p>A <i>Customer Service Action Plan</i> to cover the period 2005 - 2008 is at an advanced stage of development. A draft of the Plan has been circulated to customer service representative groups and to the Partnership Committee for observations. The draft document is on the agenda for discussion at the next meetings of these groups (30 September and early October respectively). As indicated in the previous report, the Plan will reflect the outcomes of Partnership working groups which examined communications and equality issues.</p>	<p>It is expected that the <i>Customer Service Action Plan 2005 - 2008</i> will be published in December 2004.</p>

Customer Service *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
A mechanism will be developed to enable the <i>Customer Service Liaison Panel</i> to monitor and evaluate the <i>Customer Service Action Plan</i> which will contain performance indicators.	2nd Qtr 2004	As reported on in last report.	
Progress on performance against these indicators will be outlined in each <i>Annual Report</i> commencing with the <i>Annual Report</i> for 2004 which will be published in 2005.	1st Qtr 2005 (and then annually)		
A review of the <i>Customer Complaints Procedure</i> will take place in consultation with the <i>Customer Service Liaison Panel</i> and staff of ORAC and amended as appropriate.	2nd Qtr 2005		

Efficient Use of Resources

Commitment:

ORAC is committed to the **efficient use** of all its resources, including staff, to ensure the maximisation of value for money.

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
FINANCIAL RESOURCES			
Specific Action(s)			
Develop procedures to be followed by all ORAC staff members when incurring expenditure on behalf of ORAC with these procedures, covering all areas of ORAC non-pay expenditure, to include: the levels of responsibility to be devolved to local unit management; the expenditure limits to apply to each grade of authorising officer; and the approval process for authorising officers.	Policy & Procedures document circulated to all staff Sept 2003	Procedures put in place in the third quarter of 2003 are under review at present and will be updated to reflect the introduction of the new ORACLE Financial Management System.	
Review in consultation with the Department's Internal Audit Unit, systems in place and, where deemed necessary, strengthen financial controls as recommended in the Mullarkey Report.	1st Qtr 2004	Work on the development of a set of "safeguards" to be applied in ORAC in respect of all areas of non-pay expenditure is at an advanced stage and will be completed by the end of the third quarter, 2004.	Consultations have not yet taken place with the Internal Audit Unit (IAU) due to that Unit's involvement in the development and roll-out of the new ORACLE Financial Management System being introduced throughout the Department.

Efficient Use of Resources *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
FINANCIAL RESOURCES (contd.)			
<p>Develop Financial Management Information Systems in accordance with the new ORACLE Financial Management System being introduced for the whole Department.</p>	<p>Being implemented by Finance Division, D/Justice. Likely by June/July of 2004</p>	<p>ORAC carried out all necessary preparatory work to facilitate implementation of the new Financial Management System, which was implemented in July 2004. ORAC has agreed to its purchasing requirements being processed through the Department's Central Processing Unit to facilitate the most efficient use of the Department's staff resources.</p>	<p>It is too early to assess the new financial reporting mechanisms. Therefore, ORAC will continue to keep its financial transactions on spreadsheets to ensure that up to date financial information is available for senior ORAC management.</p> <p>It is anticipated that the timeliness of payments for goods/services received may be affected (at least in the short-term) as a result of the changeover to the new system.</p>

Efficient Use of Resources *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<p>STAFF RESOURCES Specific Action(s)</p>			
<p>Following an examination by ORAC of current procedures, practices and structures, resources will be aligned in order to maximise efficiency and effectiveness.</p> <p><i>continued</i></p>	<p>Examination commenced in Jan. 2003. Report finalised in Sept.</p>	<p>The CMOD (Centre for Management and Organisational Development) Report was finalised in September 2003 and circulated to all staff. An Implementation Plan was developed and the recommendations in the report were taken into account by all Units in Business Plans for 2004.</p> <p>As part of the business planning process which incorporates risk analysis, the staffing resources of the Office are kept under continuous review. Since the April 2004 report, ORAC has returned 7 additional posts to the Dept. of Justice, Equality and Law Reform as follows - 1 Principal Officer post, 4 Executive Officer posts and 2 Service Officer posts. This brings the number of posts returned to the Dept. since January 2004 to 18.</p>	

Efficient Use of Resources *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<p>STAFF RESOURCES Specific Action(s)</p>			
<p><i>continued</i></p>		<p>ORAC continues to develop strategies to maximise the efficiency of our services and enhance the supports available for caseworkers. For example, the following country briefing papers, were developed in co-operation with UNHCR Dublin</p> <ul style="list-style-type: none"> • DR Congo • Angola • Somalia • Cameroon • Sudan • Guinea <p>Excluding withdrawals, cases processed to completion during the second quarter of 2004 increased by 9% over the corresponding period in 2003, and from January - 31 August, 2004 are up 8% over the same period in 2003.</p>	

Equal Opportunities

<p>Commitment: ORAC is committed to policies on equality and diversity and to developing an equality perspective throughout the organisation.</p>			
Specific Action(s)	Completion Date	What has been Achieved/ Implemented	Implementation Difficulties / Outstanding Issues
<p>ORAC will appoint an Equality Officer in accordance with <i>A Review of Equality Initiatives in the Justice and Equality Sector</i>.</p>	<p>Sept. 2003</p>	<p>Achieved and reported on in last report.</p> <p>An explanatory leaflet, including a procedural flow chart outlining ORAC's Bullying and Harassment Policy, issued to all staff electronically in June 2004. It is also available on the staff information database and is displayed on the notice boards in each of the three buildings.</p>	
<p>ORAC will continue to ensure that refugee status determination and other induction training incorporate an awareness of equality/cultural diversity issues, having particular regard to the nature of our customer base.</p>	<p>Ongoing</p>	<p>Since last year, ORAC has capacity to deliver its own refugee status determination (RSD)/asylum issues training and to ensure that diversity/ equality issues are addressed appropriately. Three RSD courses have been delivered to date in 2004 with a further course scheduled for mid September 2004. A half day 'Introduction to Asylum Issues' was also delivered to new clerical staff and service officers.</p> <p><i>continued</i></p>	

Equal Opportunities *continued*

Specific Action(s)	Completion Date	What has been Achieved/ Implemented	Implementation Difficulties / Outstanding Issues
<i>continued</i>		<p>A special project was initiated by the COI/RSD Unit to assist visually impaired computer users. "JAWS for Windows" is a screen-reading software which enables visually impaired persons to use a computer by listening to the screen text translated into synthetic speech. The software is now available to users in ORAC and in September 2004 the COI/RSD Unit drafted a user manual which is available to visually impaired users in other Depts. and agencies.</p>	<p>Work is currently being undertaken to address difficulties identified with Lotus Notes attachments and PMDS Forms. Any forms developed in ORAC as a result of this project will be made available through the network of visually impaired computer users in the public service.</p>

Performance Management Systems

Commitments:

ORAC has introduced and will continue to implement the Performance Management System (PMDS).

ORAC is committed to the roll-out of the next stage of PMDS and to addressing the issues arising from the evaluation process.

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
The first stage of PMDS is fully operational.	2003	<p>Training in PMDS is delivered as part of Induction Training for new staff.</p> <p>Training in PMDS for contract staff commenced in May 2004 and the majority of these staff have been trained to date.</p> <p>A total of 64 staff have received PMDS training since January 2004.</p>	
ORAC will continue to implement PMDS and fully embed it in the organisation.	Started Qtr 1 2003 and ongoing thereafter	All 2004 Role Profile & Interim Review Forms have been completed, where possible.	

Performance Management Systems *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding
<p>PMDS will be integrated with all ORAC Business Planning and HR policies and processes, including assessment systems to consolidate PMDS within the organisation.</p>	<p>Qtr 1 2003, 2004, 2005</p>	<p>The 2004 Business Plans for each Unit were developed having regard to the Corporate Plan, the Strategy Statement and the CMOD Report. In turn, individual Role Profile Forms reflect the objectives and commitments as set out in the annual Business Plan.</p> <p>The integration of assessment and PMDS systems is a matter for the Dept. of Justice, Equality and Law Reform. PSEU grades may opt to have their assessment for higher duties under PMDS considered by the Dept. along with the standard higher duties assessment form.</p>	
<p>ORAC will also contribute to the formulation of policy in relation to upward feedback and will implement any outcome from the evaluation of PMDS centrally.</p>	<p>Qtr 1, end Qtr. 2 and Qtr. 4.</p>	<p>Planning for the introduction of upward feedback has commenced. In accordance with General Council Report No. 1398, a climate survey will be conducted in QTR 4 2004 and it is planned to introduce upward feedback in 2005.</p> <p>A draft questionnaire for the organisational climate survey has been prepared and is subject to extensive staff consultation.</p> <p>Request for tender issued regarding statistical analysis of data to facilitate the development of appropriate responses.</p>	<p>Finalisation of the questionnaire awaits feedback from (i) briefing sessions with staff and (ii) HEO/AP/MAC Conference on 11 October.</p>

Modernisation & Flexibility

<p>Commitment: ORAC is committed to increased flexibility to ensure that public services are delivered in a manner which closely reflects the needs of its customers.</p>			
Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<p>A <i>5 Year Corporate Plan</i> will be prepared for the functional and organisational development of the office, to enable ORAC to become a best practice asylum determination agency.</p> <p>The Plan will set out a number of key objectives for the period and the actions necessary to achieve them. Particular emphasis will be placed on the identification and provision of appropriate technical, legal, organisational and management skills.</p>	1st Qtr 2004	Corporate Plan was formally launched and published in June 2004.	
<p>A detailed implementation plan will be devised following consultation with staff and Partnership Committee.</p>	1st Qtr 2004	Implementation plan developed in consultation with staff and the Partnership Committee.	

Modernisation & Flexibility *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties /Outstanding Issues
<p>Following a review by ORAC of current procedures, practices and structures, resources will be aligned to maximise efficiency and effectiveness.</p>		<p>Since January 2004, a number of organisational changes took place in ORAC in the context of ORAC's business planning and risk analysis, including:</p> <ul style="list-style-type: none"> • the reassignment of staff to meet changing demands as a result of, <i>inter alia</i>, legislative developments and changing application patterns and levels; • the return of 18 posts to the Dept. of Justice, Equality and Law Reform; • the assignment of a HEO to the Human Resources Unit with specific responsibility for developing a Human Resources Strategy and the assignment of an EO to develop the Training Strategy. 	

Modernisation & Flexibility *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties /Outstanding Issues
<p>ORAC will respond flexibly to new work demands arising from amendments to legislation or other environmental changes.</p>	<p>An ongoing area of action - see across for recent developments</p>	<p>In relation to case processing; excluding withdrawals, cases processed to completion between January and end August, 2004 are up 8% over the same period in 2003. By the end of August, 2004, 44% of all applications received this year had already been completed by ORAC. Since the start of the year, the number of asylum applications on hands is down 41% and the number of family reunification applications on hands is down 42%. More than 40% of all new cases up to August 2004 were processed under prioritised arrangements as a consequence of the legislative provisions introduced last year. With the exception of those that cannot be completed for medical or other compelling reasons, prioritised cases are completed in 5-6 weeks of application.</p> <p>In Scheduling and Reception Units staff vary their work patterns to fit in with customer needs and now schedule priority cases for interview within 20 working days.</p> <p><i>continued</i></p>	

Modernisation & Flexibility *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties /Outstanding Issues
<p>The development of a system of <i>Quality Assurance</i> for the organisation will be initiated.</p>	<p>Dec 2003</p>	<p><i>continued</i></p> <p>ORAC's use of the legislative provisions introduced in September, 2003 has had important knock-on productivity benefits for the appeals stage of the process. Up to end of August, 2004 more than 40% of all negative decisions have included findings which, in line with the provisions of the Refugee Act, result in an accelerated appeal without oral hearing. This has led to a reduction in the number of oral appeal hearings to be serviced by ORAC. However, a higher proportion of cases being scheduled for oral hearing are of the more complex type.</p> <p>Achieved.</p>	

Modernisation & Flexibility *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties /Outstanding Issues
<p>A system of <i>Quality Assurance</i> will be rolled out to ORAC.</p>	<p>Dec 2004</p>	<p>One of the initiatives discussed at a Quality Assurance (QA) Workshop in April 2004 was the formation of a QA Review Group to examine a number of application files which had completed both the refugee status determination and appeal processes and to report on any quality assurance issues arising for ORAC.</p> <p>The Group met for the first time in May 2004 and completed its report in June. Working groups were formed to develop the agreed actions to be completed in advance of the Sept. meeting. The Group will submit its findings and recommendations to the Policy and Procedures Unit shortly. The Group will meet each quarter.</p> <p>In developing a system of QA, ORAC first targeted its main area of activity - case processing. In that regard, a draft quality assurance checklist was developed through consultation with caseworkers and Case Processing decision-makers. The checklist shows individual checks conducted to ensure quality and consistency of each refugee status determination made by ORAC. It was tested in August and will be attached to individual application files from September 2004.</p> <p>The development of a formalised QA system across the organisation is progressing. A meeting of ORAC management is scheduled for Oct. to finalise the project.</p> <p><i>continued</i></p>	<p>It is expected to have a formalised system of Quality Assurance in all areas of ORAC before the end of the year.</p>

Modernisation & Flexibility *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties /Outstanding Issues
		<p><i>continued</i></p> <p>Where relevant, international benchmarking will be used. For example, the Dublin Unit Business Plan 2004 contained a commitment to exchange procedures with other EU States. The Unit has exchanged procedures in relation to take back cases (i.e. previous asylum claim in another state) with UK and Netherlands.</p>	

Team Working and Cross Functional Working

Commitment:

ORAC acknowledges that in order to achieve efficiency and quality of service, **flexibility in assignment of tasks and in reporting procedures** may be required.

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<i>A Partnership Committee</i> will be established	July 2003	Established.	
Under the <i>5 year Corporate Plan</i> current procedures, practices and structures will be reviewed, and amended, if necessary, to ensure that resources are utilised to maximum effect.	2004 2005	ORAC's <i>Corporate Plan 2004-2008, Strategy Statement 2004-2006</i> and annual Business Plans incorporate these commitments..	

New Technology & eGovernment

Commitment:

ORAC recognises that the use of **new technology** may require significant change in work processes in order to maximise its use. ORAC is committed to the development of eGovernment as set out in *Sustaining Progress*.

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
Develop a website for the organisation.	Qtr 1 2004	Completed and launched in November 2003, ahead of schedule.	
Introduce desktop Internet browsing for all staff in the organisation to facilitate staff in conducting Internet research and in accessing DJELR integrated web based services, when they become available - Timberlay House & Grand Canal Street - Hanover Street	Qtr 3 2003 Qtr 4 2003	Completed and reported on target in last report. Following the introduction of desktop Internet browsing for staff, a user-friendly and categorised index with links to internet sites useful in the refugee status determination process has been developed and is available on each desktop in ORAC.	
Introduce a scanning system to facilitate electronic archival of files and electronic file management.	Qtr 2 2004	Consultants reported in September and their report is being considered.	

New Technology & eGovernment *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<p>Develop and implement tools to allow staff to securely work from home and any other web location to facilitate flexible working arrangements and secure access to data from other work locations.</p> <ul style="list-style-type: none"> - initial investigation of available options - implementation of tools 	<p>Qtr 1 2004 Qtr 4 2004</p>	<p>Initial investigations included an examination of the e-working pilot facility in place in the Department of Justice, Equality and Law Reform. A report on this examination was completed in April 2004. Further to this, the system in place in the Probation and Welfare Service has been examined and a report on this, which appears to be a more suitable solution for ORAC, will be completed in September 2004. On course for implementation of eWorking tools by end 2004.</p>	
<p>In co-operation with the EU Commission and other EU Member States, design and implement DubliNET. DubliNET is an electronic communications system used to send and receive Dublin Convention / Dublin II Regulation requests between States.</p>	<p>Sept 2003</p>	<p>Developed and implemented. The system has since been operational and was successfully expanded to accommodate the countries which joined the EU on May 1.</p>	

New Technology & eGovernment *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<p>Implement the key recommendations of the Accenture IT Strategy from the Asylum area, specifically: The development of an integrated case management system. - initiation of project and completion and selection of tender - design and implementation of case management system</p> <p>It was also recommended that a central Knowledge Management System should be developed to facilitate the storage, search and retrieval of Country of Origin and other relevant information. The ongoing maintenance of COI data should become the responsibility of the Refugee Documentation Centre (RDC), although the system should be remotely accessible by staff in all the asylum agencies.</p>	<p>Qtr 4 2004</p> <p>2005</p> <p>2003</p> <p>2004</p>	<p>Project Implementation Board on which ORAC participates has been established and a tender to engage consultants to draw up the specification issued in August 2004.</p> <p>The Board has agreed to proceed with the case management system, the knowledge management system and, in addition, a file tracking system.</p>	

Atypical Working Arrangements

Commitment:

ORAC is committed to the continuation of flexible working patterns in response to the needs of staff.

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
Applications for atypical working arrangements such as work sharing and term time working will continue to be considered on an individual basis.		ORAC is fully committed to the implementation of family friendly work practices and makes every reasonable effort to accommodate staff who wish to avail of them. All applications for atypical working arrangements in ORAC have been approved to date.	
Consultants will be engaged where it is established that consultancy is the most appropriate means of providing a product or service.	2003 2004 2005	Consultants engaged as appropriate, eg, training, ergonomics survey, evaluation of scanning, design work for corporate publications.	
ORAC will cooperate with the employment of temporary staff as the need arises.		There are 43 personnel recruited on a contract basis in ORAC. These staff are being included in the PMDS process from 2004 onwards and have received PMDS training.	

Attendance Patterns

ORAC is committed to having the **attendance patterns** necessary to provide a satisfactory level of customer service.

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<p>Attendance patterns will be kept under review with a view to ensuring the best attendance patterns to meet customer needs.</p> <p>Any proposed change to attendance patterns will be discussed and agreed in accordance with the terms of <i>Sustaining Progress</i>.</p>	<p>2003 2004 2005</p>	<p>Monitoring and review ongoing throughout the organisation.</p>	

Redeployment of Staff

Commitment:

ORAC confirms that the **redeployment** of staff within ORAC and new work initiatives may be necessary to respond to urgent work demands or new legislative provisions.

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<p>Redeployment of staff may take place in the future in order to implement the recommendations in the CMOD review, to introduce new work initiatives, to respond to legislative provisions or to meet urgent work demands.</p> <p>Unions will be informed in advance of any plans to redeploy staff and discussions will be in accordance with the terms of <i>Sustaining Progress</i>.</p>	<p>2003 2004 2005</p>	<p>There is general flexibility in the deployment of staff in ORAC to ensure that the needs of the organisation continue to be met.</p>	

Training

Commitment:

ORAC is fully committed to **staff development and training** to enhance their knowledge, skills, competencies and career development and to achieve quality service delivery.

Specific Action(s)	Completion Date	What has been Achieved /Implemented	Implementation Difficulties / Outstanding Issues
Training needs will continue to be identified through the personal development plans on RPFs.	Completed in respect of all forms received.	<p>Training and development needs identified through Role Profile /Interim Review Forms have been collated on a database. Quarterly reports on priority training are submitted to MAC.</p> <p>Following a review of procedures for completing the Personal Development Plans of Role Profile Forms in Jan. 2004, general guidelines for completing Role Profile and Interim Review forms were circulated to all staff in June 2004. Guidelines for completing the Annual Review Form will issue shortly.</p>	

Training continued

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<p>Induction training will be provided as will ongoing and periodic training. The latter will have particular regard to legislative developments and revised procedures and practices.</p> <p><i>continued</i></p>	<p>2003 2004 2005</p>	<p>815 units of training have been provided to staff between January and mid September 2004.</p> <p>Priorities in 2004 have been customer service training to front-line staff, telephone techniques training for Customer Services staff, supervisory skills training, management training to Assistant Principals, and Interculturalism Awareness training for all staff.</p> <p>In addition, the following training has taken place</p> <ul style="list-style-type: none"> • ORAC Induction • IT Induction training • Lotus WordPro and Lotus 123 • Desktop publishing • Specific training in Operating systems for IT staff • Train the Trainer course for the in-house training team • Anti Racism and Intercultural Awareness training for the in-house training team 	<p>Further training planned before the end of the year includes the following:</p> <ul style="list-style-type: none"> • Advanced presentation skills for Presenting Officers • Caseworker specific induction training • Bullying and harassment • Writing skills • Internet training • Interculturalism Awareness training • Peer support sessions • Resource papers training • Case conferencing

Training *continued*

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
		<ul style="list-style-type: none">• Refugee Status Determination (RSD) training for staff determining applications of minors and separated children• Specialised training for those dealing with very young minors• Document Authentication Training• Occupational First Aid• RSD training for new caseworkers• Country of Origin/Internet training• Various CMOD courses• Bullying and Harassment• Time Management	

Training continued

Specific Action(s)	Completion Date	What has been Achieved /Implemented	Implementation Difficulties/ Outstanding Issues
<p>Guidance and research papers will be developed to assist staff in relation to refugee status determination.</p>	<p>End 2003 2004 2005</p>	<p>Resource papers on eight topics were presented to Case Processing and Presenting Unit staff.</p> <p>Subjects addressed in the Resource papers:</p> <ul style="list-style-type: none"> • Agents of Persecution • Credibility • Dual Nationality • Gender Related Persecution • Identity Documentation • The Meaning of Persecution • Safe Third Country • The Internal Protection Alternative <p>This training dealt with the theoretical aspects of the papers. Subsequently, a second stage involving a practical workshop was run over a period of a week in September. This workshop was developed with input from Case Processing Unit, Presenting Unit and the UNHCR and was co-facilitated by the Policy & Procedures Unit and UNHCR.</p>	

Training *continued*

Specific Action(s)	Completion Date	What has been Achieved /Implemented	Implementation Difficulties/ Outstanding Issues
<p>A training needs analysis will be undertaken to ensure that training and development are better targeted at job related needs and staff development.</p>	<p>Qtr 1, 2 and 3 2003 Qtr 1 2004</p>	<p>A Training Needs Analysis was conducted in Qtr 1. It involved analysis of training requested through the PMDS process and the identification by management of priority organisational training needs in ORAC. Further work was carried out in Qtrs 2 & 3. Each Unit manager has recently been provided with a draft list of the identified formal training needs for their Units, for discussion with staff. A final agreed document of formal training and development needs will be compiled in respect of each Unit by the end of the year.</p>	
<p>The pending <i>Framework for Civil Service Training and Development 2004-2008</i> will inform ORAC in relation to further training and development plans.</p>		<p>Work has commenced on the development of a Training and Development Strategy in the context of the <i>Framework for Civil Service Training and Development 2004-2008</i> and is expected to be finalised before the end of the year.</p>	

Partnership

Commitment:
ORAC is committed to developing the organisation through **partnership** between management, staff and trade unions.

Specific Action(s)	Completion Date	What has been Achieved/Implemented	Implementation Difficulties / Outstanding Issues
<p><i>A Partnership Committee</i> will be established.</p>	<p>2003</p>	<p>The first term of office of ORAC's Partnership Committee ran for one year to the end of August 2004.</p> <p>Since the establishment of the Committee:</p> <ul style="list-style-type: none"> • 5 working groups have been established (Internal Communications, Equality (Phase 1 and 2), Corporate Social Responsibility (Environmental) and Corporate Social Responsibility (Local Community). • 2 working groups have submitted reports (Internal Communications and Equality (Phase 1)). • 3 working groups are scheduled to complete their work by the end of the year <p>The Internal Communications Strategy developed in response to the working group recommendations is implemented and monitored on a monthly basis. A progress report on the implementation of the Strategy will be undertaken before year end.</p> <p>The first meeting of the Partnership Committee 2004/05 took place in September. Training for the new Partnership Committee has been scheduled for November. 2004.</p>	

Certification by Partnership Committee

*I hereby submit the **3rd Progress Report** to the Secretary General, Department of Justice, Equality and Law Reform*

Signed by Partnership Chairperson: Rachel Sheehan

Date: 15 September 2004