

JUSTICE SECTOR

PUBLIC SERVICE AGREEMENT 2010-2014

ACTION PLAN

OFFICE OF THE REFUGEE APPLICATIONS COMMISSIONER

DECEMBER 2010

Public Service Agreement 2010-2014 (Croke Park Agreement)
CIVIL SERVICE AND NON-COMMERCIAL STATE AGENCY SECTOR
STATE AGENCY ACTION PLAN

OFFICE OF THE REFUGEE APPLICATIONS COMMISSIONER
For submission by 6 January 2011

| 1. Better Human Resource Management: <i>Actions to include under this heading include reductions in numbers, redeployment, reconfiguration of service delivery, revisions in attendance arrangements, better attendance and absence management etc.</i> | | | |
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| Terms of Public Service Agreement 2010-2014 <i>(refer to all relevant paragraphs)</i> | Action | Timeframe | Benefits Arising 2010-2014 |
| Section 4.4 | Business processes and staff levels will continue to be reviewed and streamlined having regard to changing trends in asylum applications and backlogs on hands. | Ongoing in 2011 | Targeted use of resources to continue on a maximum basis and scope for moving additional staff to INIS to be kept under ongoing review. |
| Section 4.4 and 4.12 | <p>PMDS</p> <p>Continued integration of PMDS with all ORAC Business Planning and continued 100% compliance with the PMDS process.</p> <p>ORAC will continue to ensure all staff partake in the PMDS process and that appropriate targets and timelines are agreed with staff.</p> <p>ORAC will ensure that job specific training needs identified are met to continue to ensure maximum output from staff.</p> | Ongoing | Enhanced staff development and capacity to perform functions assigned with consequential benefits for the organisation in terms of outputs achieved. |

| 2. Better Business Processes: <i>Actions under this heading would include efficiency measures including procurement, revisions to business process, reconfigurations and other changes to service delivery options, including sharing of service, revisions to regulatory/inspection actions, and so on.</i> | | | |
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| Terms of Public Service Agreement 2010-2014 <i>(refer to all relevant paragraphs)</i> | Action | Timeframe | Benefits Arising 2010-2014 |
| Section 4.13 | The continued application of effective output targets for case workers in Case Processing and Presenting Units in the context of the PMDS process with a view to maximising decisions made and the continued speeding up of decision making having due regard to staff resources available. The maximum use of information technology (laptops) will also be made in case processing Units for this purpose. | Ongoing | More effective and efficient asylum process and reduced pressure on the direct provision system operated by the Reception and Integration Agency. |
| Section 4.4 | Having due regard to trends in asylum applications, the continued review of work structures and processes. A number of work Units were amalgamated in 2010 with some 40 staff transferred to INIS in 2009/2010 to deal with backlogs there. | Ongoing | Targeted use of resources to continue on a maximum basis and scope for moving additional staff to INIS to be kept under ongoing review. |
| Section 4.4 | Optimum application of the EU Dublin II Regulation process including enhanced co-operation with other EU States with a view to maximising the number of determinations being made in respect of the transfer of asylum applications to other EU States. | Ongoing | This will continue to reduce the number of asylum applications to be processed in the State with consequential savings to the asylum process (less use of interpretation services, less judicial reviews etc) and the direct provision system. |
| Section 4.13 | Maximum input into the cross INIS Dublin II Implementation Group with a view to the optimum use of the EU Dublin II Regulation. | Ongoing | This will continue to reduce the number of asylum applications to be processed in the State with consequential savings to the asylum process (less use of interpretation services, less judicial reviews etc) and the direct provision system. |

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| Section 4.13 | Continue to maximise use of quality assurance processes in case processing Units to reduce the number of judicial review challenges | Ongoing | Less judicial review challenges should result in lower legal costs and also contribute to reduction in delays in ORAC process with benefits also for other parts of INIS Process. |
| Section 4.3 | Continued strategic management of judicial reviews with a view to winning more cases. | Ongoing | Savings to State resulting from less cases lost. |
| Section 4.13 | <p><i>Single Procedure & Immigration, Residence and Protection Bill 2010</i></p> <p>Continued prioritisation of planning for the introduction of the Immigration, Residence and Protection Bill, 2010, subject to the approval of both Houses of the Oireachtas.</p> <p>The Bill, which will see ORAC subsumed into INIS, provides for a more streamlined and integrated approach to the consideration and processing of protection applications. This includes the introduction of a new single procedure, whereby all protection and other reasons for an applicant seeking to remain in the State will be considered together. This will replace the existing system where there are separate processes for consideration of refugee, subsidiary protection and leave to remain type matters.</p> <p>A Single Procedure Transition Team has been set up in ORAC to plan for the implementation of the provisions in the Bill relating to protection, including in particular the single procedure.</p> <p>The work programme of the Transition Team includes the development of the documentation, processes and</p> | 2011/2012 (Dependent on enactment and commencement of Bill) | The single procedure will result in a more efficient and integrated protection process, with efficiencies both in terms of time taken to process cases and faster removals of applicants who are found to have no protection needs in the State (the latter issue being the responsibility of the INIS). |

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| | <p>policies required to implement the new legislation as well as the preparation of training manuals for staff in relation to the new systems and procedures.</p> | | |
| Section 4.13 | <p>Enhancement of anti-fraud measures to reduce the misuse of the asylum process in the context of the maximum use of the ORAC Investigation and Liaison Unit. This will continue with initiatives to, for example, address document fraud and to enhance co-operation with other public bodies and EU States. It will also involve continued use of identification techniques such as fingerprinting, visa checks and language analysis.</p> | Ongoing | <p>More information available to ORAC caseworkers to address credibility matters arising in the asylum process and the enhanced protection of the integrity of that process.</p> |
| Section 4.13 | <p>The maximum use of the ORAC Presenting Panel which supports the Presenting Unit in servicing appeals before the Refugee Appeals Tribunal.</p> | Ongoing | <p>Enhanced ability of the Refugee Appeals Tribunal to reduce its backlog on hands with benefits for the speed of the appeals process and consequential reduction of pressure on the operation of the direct provision accommodation system.</p> |
| Section 4.15 | <p><u>Shared Services</u> Continued participation in INIS Shared Services approach (combined Corporate, Finance and Organisation functions) which has seen ORAC staff moved to INIS Shared Services Unit and INIS Research and Analysis Unit.</p> <p><u>Human Resources</u> Progressing a shared services for HR in the context of the Immigration, Residence and Protection Bill 2010. An INIS Working Group (including ORAC) prepared a draft report recommending a shared services approach to HR.</p> | Ongoing | <p>Reduced duplication in service provision in areas such as corporate functions, finance, HR and organisation.</p> |

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| Section 4.13 | Family Re-unification(FR) Introduction of Family Re-unification application form at beginning of FR process (1) Mapping and measuring application processes in family re-unification (2) Identifying and analysing common processes having regard to eliminating duplication and non value added activities (3) Redesigning an appropriate cross functional application process (introduction of application form) (4) Piloting the redesigned process, assessing performance and confirming the benefits. | 2011 | The introduction of an application form at the start of the FR application should streamline the process and should lead to a reduction in the number of Judicial Reviews. |
| Section 4.13 | Participation in new tendering process for interpretation, translation and Language Analysis services. | Translation (2010) Language Analysis (2011) Interpretation (2011) | The use of Framework Agreements provide for more beneficial terms to be achieved in the context of the public procurement process. |
| Section 4.13 | Scheduling policy will continue to be administered in such a manner as to minimise the impact of postponement and cancellation of interviews. | Ongoing | The ability to immediately substitute another interview for any cancellations/ postponements will result in the more effective administration of resources. |

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| 3. Delivering for the Citizen: <i>Actions under this heading would include efficiency measures and improvements to the processes by which your Department/body delivers its services to the public, including changes to the technology used, better data management, including around identity and so on.</i> | | | |
| Terms of Public Service | Action | Timeframe | Benefits Arising 2010-2014 |

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| <p>Agreement 2010-2014 <i>(refer to all relevant paragraphs)</i></p> | | | |
| <p>Sections 4.4 and 4.13</p> | <p><u>AISIP IT Project</u> ORAC will continue to input into the development of the AISIP IT Project (Asylum and Immigration Strategic Integration Project) which will enable a whole of INIS view of customers.</p> | <p>Ongoing with AISIP being delivered in 2011</p> | <p>Enhanced customer service provision and whole of INIS view of clients.</p> |
| <p>Section 4.4</p> | <p>ORAC will continue to maximise the work of the ORAC Customer Service Centre which will enhance the level of service to the public and enable other staff to concentrate on pure case processing functions.</p> | <p>Ongoing</p> | <p>Enhanced service to customers and more efficient case processing function.</p> |
| <p>Section 4.4</p> | <p>ORAC will continue to carry out surveys of customers to determine the level of customer satisfaction with ORAC's service delivery and revise procedures in line with feedback received. Meeting with ORAC Customer Service Liaison Panel to update the Panel on significant developments in ORAC. The panel is comprised of ORAC staff and NGOs working with refugees and asylum seekers.</p> | <p>At least one survey carried out each year. At least one meeting of CSLP and ORAC each year.</p> | <p>Enhanced customer service provision.</p> |