

# Single Public Service Pension Scheme

## Baseline Report

*Séamus O'Dwyer*  
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*seamusodwyer@gmail.com*

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## **Executive Summary**

### **1. Background**

One of the key objectives of the Government's Public Service Reform Plan 2014-2016, is the design and delivery of better and more cost effective public services. The Plan sets out a number of specific areas where Shared Services solutions will be implemented. The Plan also states that "certain other back office and specialist functions will be assessed for their suitability for a Shared Services environment". The new Single Public Service Pension Scheme ("Single Scheme") falls into the latter category. This report assesses the current "as is" position on the operation of the Single Scheme. It will inform any feasibility study or cost benefit analysis relevant to the design of the administration and management of the Single Scheme.

The new Single Scheme was introduced for all new entrants to the public service in 2013. As the Scheme differs radically from the existing Pension Schemes in terms of benefit structure and the legal obligations on Public Service Bodies, it is considered timely to undertake this assessment now when administrators have had sufficient time to identify the key issues of concern to them and before Public Service Bodies have invested significantly in standalone or bespoke solutions.

### **2. Purpose and Scope**

The purpose of the baseline report is to explore and report on the current (baseline) implementation arrangements for the Single Scheme against the backdrop of the legislation covering the Scheme<sup>1</sup>. The Scope of the study covered all "Relevant Authorities" – 377 Public Service Bodies were designated to administer the Scheme and to meet a number of obligations under the 2012 Act (see Appendix C). However, a number of the 377 Public Service Bodies which were originally designated have since merged and the figure is now approximately 350.

### **3. Methodology**

The methodology used for this project entailed:

- An examination of the benefit and legal structure of the Scheme with a view to identifying implications for the administration of the Scheme.
- A comprehensive questionnaire issued to each Public Service Body within the scope of this study.
- Consultations with the larger Public Service Bodies to supplement the data gathered by way of the questionnaire, so as to give a more rounded picture of the current position and get an insight into issues emerging in the key sectoral areas of the public service relating to the administration of the Scheme.

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<sup>1</sup> Public Service Pensions (Single Scheme and Other Provisions) Act 2012 ("the 2012 Act") and Regulations made under the Act.

## 4. Summary of Analysis

### ***Staff Activity levels and ICT investment***

- The report shows the very low levels of staff activity on the Single Scheme. This was to be expected because the scheme commenced in January 2013 without a matching administrative structure in place.
- It is clear that the current level of staff committed to the Single Scheme in many Public Service Bodies is not sufficient to meet the statutory requirement to provide Benefit Statements to Scheme members. A number of Public Service Bodies, including the two employers with the largest number of Single Scheme members, have not met the statutory deadline for issuing statements.
- The low level of investment in and development of ICT systems to support the Single Scheme has added to the difficulties.
- However, the low numbers of staff committed to the administration of the Single Scheme, together with the lack of any significant ICT investment to date, makes this an opportune time to assess a scalable model that will:
  - meet current and future regulatory and compliance requirements,
  - provide accurate and timely management information, and
  - be cost efficient to administer.

### ***Impact of the career average scheme for Recruitment, HR and Payroll***

- The Scheme is a career average scheme that gives pension credit each year based on the salary level of the member in that year. This is in contrast to existing public service pension schemes which base benefits on final salary and where benefits are calculated at retirement by a Pensions Unit.
- A career average scheme requires more administrative actions during a career, actions which are underpinned by legislation in the 2012 Act, and this has implications for the Recruitment, HR and Payroll functions.
- Any data model to support the Single Scheme will require constant data input and output flows to and from these functional areas and the scheme administration.
- The extent of fragmentation of payroll and HR systems across the Public Service Bodies and the number of Public Service Bodies with manual or no HR system are issues to be addressed in any business case for a solution, whether a single administration scheme or not.

### ***Key Processes for administration of the Single Scheme***

The key processes identified for current Single Scheme administration are:

- Recruitment – the identification at recruitment of eligibility for membership of the Single Scheme, based on the correct criteria, is critical;
- Communication with other Public Service Bodies – such communication is required when a member leaves the current employment and re-joins the Scheme in another Public Service Body or when a member has simultaneous public service employments;

- Remittance of members' contributions – unlike the existing schemes, remittances are made directly from each Public Service Body to a central account on the instruction of D/PER;
- Refund of Contributions – there is a requirement to refund contributions to members who leave without having had 24 months in the Scheme;
- Calculation of Referable Amounts – these are the benefits which accrue to the member each year and to which CPI is added during a member's career. Employees have a statutory entitlement to an annual statement of their accrued benefits, and employers have obligations to provide such statements within six months of the end of each tax year; and
- Payment of Benefits – except for Death-in-Service benefits, no benefit payments arise until the two-year vesting period has elapsed so it was not yet an issue for Public Service Bodies in the context of this study, but it will be a major factor for any system design.

The current position relating to the administration of these processes and implementation issues raised by Public Service Bodies is examined in Chapter 9.

#### ***Opportunity to streamline certain processes***

- In advance of any system development there may be an opportunity, subject to policy considerations and if deemed feasible, to streamline,
  - the process for refund of member contributions (Par. 9.7.3), and
  - the procedures for calculating referable amounts (Par. 9.4.5).
- The process for remitting contributions has already been centralised but it is considered that the current administrative processes may not be fit for purpose as volume increases.

#### ***Advantages of a single administration scheme***

- In terms of overall Scheme administration, a single administration scheme, with a single register of members, would address issues raised by Public Service Bodies on the identification of who is a member of the Single Scheme.
- The report highlights an absence of systems to co-ordinate data across Public Service Bodies, for example, to identify Scheme members in simultaneous employments in different Public Service Bodies. This lack of access to commonality of data that is a function of the current decentralised system, also results in duplication of effort.
- A single administration scheme would provide flexibility to adapt to growth in membership and provide accurate management information to Government to plan, cost and conduct actuarial valuations in a cost effective way.

#### ***Numbers of current and projected Single Scheme members***

- On 30 April 2014 there were 22,353 members in the Single Scheme and this represented an increase of 63% in scheme membership between December 2013 and April 2014.

- It is estimated membership of the scheme, including those who have left the Scheme with a preserved benefit, will exceed 150,000 by 2026.
- The membership will be spread across 350 Public Service organisations varying in size from about 80,000 to Public Service Bodies with staff numbers in single figures.

### ***Diversity of Systems currently in place***

- The study highlights that there are:
  - 20 different employer operated payroll systems and another 16 payrolls outsourced;
  - 25 different computerised HR systems; and
  - up to 50 Public Service Bodies with a manual or no HR system.
- The level of diversity of systems is further complicated by different recruitment and work practices.
- A single administration system will be required to satisfy not just the data compliance requirements but also to ensure adoption and adherence to a single standard process if it is to be administered in a Shared Service environment, either a captive model or operated by a third party.

### ***Strategic Approach Required***

- There needs to be a more strategic approach to the implementation of the Single Scheme across the Public Service that addresses current gaps in information requirements and harmonises the administration system to respond to the emerging and future membership.

### ***Challenges***

The challenges of designing, managing and governing one administration scheme across the Public Service are very significant and when membership growth projections are factored in over a career of 40 years, the required level of rigour in governance, accountability and risk management is extremely high. Accordingly, until this need is met, it forms a significant risk to the proper governance and management of employee entitlements and State liabilities. While responsibilities under the Scheme are devolved to Relevant Authorities across the public service, ultimate responsibility and accountability for the Scheme rests with the Minister for Public Expenditure and Reform.

The Opportunities and Challenges are set out in more detail in Chapter 10.

## **1. Purpose and Scope of the Baseline Report**

The purpose of the Baseline Report as stated by the Department of Public Expenditure and Reform (D/PER) is to explore and report on the “as is” baseline implementation arrangements for new Single Public Service Pension Scheme (“Single Scheme”), with a view to determining the existing and future operational requirements for a public service wide system for the implementation of that Scheme in the Public Service. Given the unique features of the Single Scheme and the complexity of the public service pensions and remuneration landscape it is important that these are highlighted in the “as is” report.

D/PER commissioned this baseline report as part of an overall strategy to examine the feasibility of putting in place a single administration structure for the Single Scheme. The Baseline Report will inform the Feasibility Study and Business Case for such a solution.

This approach is consistent with the Government’s Public Service Reform Plan 2014-2016, one of the key objective of which is the design and delivery of better and more cost effective public services. Some of the benefits identified are:

- Improved service quality through standardisation of processes to reduce complexity
- Increased use of technology aimed at reducing cost and improving efficiency
- Reduced operational costs by leveraging economies of scale and eliminating duplication across organisations.

In relation to the Single Scheme, which is only in its second year of operation, there is the important consideration of compliance with the statutory requirements and providing a consistent service delivery across all of the Public Service, where delivery systems for the Single Scheme have yet to be developed to any significant degree.

The scope of the study covers all 350 “Relevant Authorities” – the original list of Relevant Authorities is at Appendix B - prescribed as such in S.I. No. 581 of 2012. As a result of the ongoing reform programme, some of these Public Service Bodies have merged (most notably, the former VECs have been consolidated into a smaller number of ETBs). Included within the scope of the study are Public Service Bodies with staff numbers in single figures and the Department of Education and Skills’ Teaching Staff with payroll numbers of approximately 80,000.



## **2. Establishing the “as is” position – Baseline Methodology**

### **2.1 Baseline Methodology**

2.1.1 The D/PER guidance booklet “Baseline Methodology” describes baselining as a measurement process to describe the current or “as is” position of administering the transactional parts of a corporate service. It covers financial and non-financial administrative aspects of the service. It is necessary as a first step to establish the current position of a service before considering possible solutions.

2.1.2 Baselining is undertaken by means of a data gathering exercise most commonly by way of a tailored questionnaire to the Organisations within the scope of the project. The questionnaire was used for this Single Scheme baseline project but given that the Scheme had been in place for a mere 18 months, it became clear that the approach adopted in other projects which dealt with a number of ‘mature’ systems (such as existing payroll systems) would not be sufficient. To address this, a number of in-depth semi-structured interviews were conducted with the key clients in the major sectors in the public service. These interviews complement the data gathering exercise from the questionnaire and provide a more rounded picture of the current position in Public Service Bodies than would be possible from the results of the questionnaire alone.

2.1.3 It was also considered that in the context of this report, where the benefit and legal structures are so recently established, that an analysis of these structures would be worthwhile with a view to assessing the implications of these structures for the administration of the Single Scheme – see Chapters 3 and 4.

### **2.2 Questionnaire**

2.2.1 A comprehensive questionnaire was developed based on templates produced by the Department of Public Expenditure and Reform. The questionnaire contained a detailed set of Instructions and definitions of key terms. Areas covered by the questionnaire were:

- Organisational details and contact details.
- Numbers in the Single Scheme, movement in and out of the Single Scheme and Coding Methodology.
- Operation of the first year of the Single Scheme (identifiers; how data are stored; how contributions are deducted and remitted; whether dedicated IT systems were put in place or whether existing systems were updated).
- Details of Salary Payroll and HR System.
- Activity analysis by salary band, and pensions administration activity, whether in the pre-existing scheme or the Single Scheme.
- Open-ended feedback under the following headings:
  - Features of the administration and delivery of the Single Scheme that you would like to
    - Stop doing
    - Start doing
    - Continue doing<sup>2</sup>

*Focus Group and Workshops*

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<sup>2</sup> Appendix E focuses on the feedback received.

2.2.2 The draft questionnaire was sent to the administrators in the key sectoral areas in advance of a focus group meeting and practitioners' workshop.

2.2.3 Completed questionnaires were consolidated into summary spreadsheets and these form the basis of the statistical tables in this report. As part of the consolidation process, further data cleansing took place where anomalies or problems were detected and addressed.

### **2.3 Consultations with major Public Service employers**

2.3.1 Because the Single Scheme is just in its second year, we were aware that some of the information gathered by way of the questionnaire may in some areas be of limited value. For example, it was anticipated that investment in IT systems and the numbers of staff assigned to the Single Scheme would be very low by comparison with other baseline projects such as for payroll systems which are mature systems with established IT and administrative infrastructure. To fill out the picture, consultations in the form of semi-structured interviews took place with the following employers:

- Department of Defence (Military pensions and payroll)
- Department of Education and Skills (teachers' pensions and payroll)
- Department of the Environment, Community and Local Government
- Department of Health
- Department of Justice and Equality (Pensions and Payroll Shared Service, Killarney)
- Health Service Executive
- Institutes of Technology Ireland
- NUI Maynooth
- University College Dublin

2.3.2 The data gathered at interviews were linked to the key functional areas identified in Chapter 7 and the key deliverables in Chapter 9 to give a better understanding of the current position of the Single Scheme. There was follow-up contact where clarification was required. All of the Organisations contacted gave freely of their time and expertise and their contributions were invaluable in providing a picture of the current position of the Single Scheme.

2.3.3 Appendix A gives more detail on the Baseline purpose, methodology and governance.

### **3. Benefit and Legal Structures of the Single Scheme**

#### **3.1 Background**

3.1.1 In the context of public service pension schemes, the Single Scheme is unique in both its benefit and legal structures. It is therefore useful at the outset of this report to set out the unique features of the Single Scheme in terms of the benefit structure of the scheme and the legislative framework.

#### **3.2 Benefit Structure of the Single Scheme**

3.2.1 A “pre-existing” pension scheme is any public service pension scheme or arrangement which was in place prior to the establishment of the Single Scheme. The benefit structure of pre-existing public service schemes is essentially the same as that which was in place when pensions in the civil service were provided for in legislation for the first time in 1834. That structure is a defined benefit final salary scheme. The benefit is expressed as a proportion of final salary for each year of pensionable service. The scheme member knows the calculation formula which will determine his or her benefits at retirement. The components of that calculation are the final salary, the number of years’ service and the accrual rate, e.g. for pre-1995 recruits 1/80<sup>th</sup> of salary per year of service for pension (maximum one-half salary) and 3/80<sup>th</sup> of salary per year of service for lump sum (maximum one and one half times salary). While the revised formula for integration with the State Pension (contributory) has complicated the calculation, the only data required to calculate the pension are the final salary and the pensionable service at retirement and for post-1995 entrants the rate of State Pension (contributory) at retirement.

3.2.2 Following the publication of the Green Paper on Pensions in 2007, the National Pensions Framework in 2010 included the Single Public Service Pension Scheme among its objectives. The range of reforms recommended included raising the minimum pension age, moving to a career average method of calculating pensions and indexation of post retirement pension increases to CPI in place of pay. The proposed new Single Pension Scheme was a commitment under the EU-IMF programme of financial support for Ireland.

3.2.3 The Single Scheme is a defined benefit scheme but delivers benefits on the basis of a career average structure as opposed to a final salary structure. The career average structure generates pension benefits at each stage of a member’s career based on salary earned at that time. The benefits, referred to as “referable amounts” in the Single Scheme, are then revalued each year to retirement – in the case of the Single Scheme in line with CPI. Unlike final salary schemes, the salary level held in the first year would have as much of a weighting in the calculation of the benefits as the salary held in the final year. The career average structure more closely reflects the lifetime earnings of the member in the benefits payable in retirement and as noted by the Minister for Public Expenditure and Reform at second stage of the Bill introducing the Single Scheme: “pensions based on career average earnings will be fairer and more equitable to the majority of members that do not enjoy high salary growth rewarded by way of final salary schemes”.

3.2.4 The Defined Benefit Structure requires more ongoing administrative input during a member's career than was the case for pre-existing scheme members. Take an example of a member with 40 years' service. In contrast to the pre-existing final salary schemes where the calculation of pension is done once at retirement, pension and lump sum referable amounts for the year ending and for career to date must be calculated and furnished to each member on an annual basis – 40 times in the member's career and then revalued each year in line with CPI. In the Single Scheme, because of the effect of integration, in a case where a member has fluctuating hours or more than one employment, the benefits must be tracked, as provided for in the current guidelines, "in each pay period" (see Para. 9.4.5 for a recommended alternative approach)

### **3.3 Legal Structure of the Single Scheme**

3.3.1 The Public Service Pensions (Single Scheme and Other Provisions) Act 2012 ("the 2012 Act") was enacted on 28 July 2012. The Act provides the legal framework for the Single Scheme and contains the rules of the Scheme. The Single Scheme was commenced on 1 January 2013 by Regulations made under the Act.

#### *Legal Governance Structure of the Single Scheme*

3.3.2 The legal governance structure of the Single Scheme is unique by comparison to pre-existing pensions Schemes whose structure dates back to the British model of the mid-19<sup>th</sup> century. Unlike the public service schemes in place prior to the passing of the 2012 Act ("pre-existing schemes"), the Single Scheme is governed by the Minister for Public Expenditure and Reform (without reference to a line Minister in the legislation). The Minister for Public Expenditure and Reform also has the power to make amendments to the scheme and any Regulations provided for in the Act. Therefore ultimate responsibility and accountability for the Scheme rests with the Minister for Public Expenditure and Reform.

#### *Legal Governance Structure of the Pre-existing Schemes*

3.3.3 Pre-existing Schemes have typically a two-tier legal governance structure, with the Pension Scheme made and governed by the line Minister with the consent or approval of the Minister for Public Expenditure and Reform. The legislation governing these schemes was sectoral legislation such as the Teachers Superannuation Act 1928, the Army Pensions Acts, the Local Government Acts and the Garda Síochána Acts. State Bodies had enabling provisions in the legislation establishing the State Body which enabled the Board to make a Scheme with the approval of the line Minister and the consent of the Minister for Public Expenditure and Reform. The Single Scheme includes the President, Ministers and the Judiciary whose pension provisions prior to the 2012 Act were contained in distinct legislation for each - i.e. Presidential Establishment (Amendment) Act 1973, Ministerial and Parliamentary Offices Act 1938 (as amended) and the Courts of Justice Act 1924 (as amended).

#### *"Relevant Authority" in the Act*

3.3.4 "Relevant Authority" is defined in the 2012 Act as the Minister for Public Expenditure and Reform ("the Minister") or any other Minister or public service body which the Minister may prescribe to be a Relevant Authority for the purposes of the Act. The Minister, the sole Relevant Authority on the enactment of the 2012 Act, exercised those powers and prescribed 377 Public Service Bodies as Relevant Authorities in S.I. No. 581 of 2012. While the main

sectoral Departments were consulted and provided information on Bodies under their aegis in the context of making the S.I., the Relevant Authority is prescribed as such by the Minister alone and remits member contributions directly to an account designated by the Minister without reference to the line Department's Vote.

#### *Definition of "Referable Amount" in the 2012 Act*

3.3.5 Section 19 of the Act<sup>3</sup> states that "referable amounts in respect of each calendar year or part of a year" means:

- In the case of pension, 0.58% of the member's pensionable remuneration for that year or part of a year which is less than or equal to 3.74 times the value of the contributory State Pension at that time and 1.25% of the member's pensionable remuneration that is greater than 3.74 times the contributory State Pension
- In the case of lump sum, an amount calculated at the rate of 3.75% of the member's pensionable remuneration.

In calculating the referable amount for a member not working on a full-time basis, the referable amount is adjusted by reference to the proportion that the number of hours worked bears to the number of hours that would have been worked if working on a full-time basis.

The sensitivity to the member's particular work pattern (i.e. either full-time or FTE) in conjunction with dual accrual rates potentially applicable (0.58% and 1.25%) point to a critical operational feature of the Single Scheme. In order to correctly calculate a member's accrued pension benefit, it is necessary to ascertain both the pay and the work pattern. D/PER guidelines in Circular 11/2014 suggest that in some cases where there are variable pay rates and work patterns the calculation may be necessary in each pay period. This presents particular challenges in some sectors such as Health and Education. Para. 9.4.5 recommends examining the feasibility of an alternative approach based on an annual accrual calculation.

3.3.6 Section 19 of the Act is the key section dealing with referable amounts for standard accrual members and how they are calculated. It places emphasis on the calculation being in respect of "each calendar year or part of a calendar year".

*However Section 43 requires "the relevant authority that is responsible for or authorises the payment of pensionable remuneration to a Scheme member" to keep full and proper account of the referable amounts accrued by the Scheme member in each pay period (see Paras 9.4.1 and 9.4.5).*

#### *Obligations on Relevant Authorities*

3.3.7 Section 43 of the 2012 Act imposes on each Relevant Authority an obligation to keep records, account for contributions and provide to each member at the end of each tax year (or on leaving employment) a statement for that year and a statement of cumulative referable amounts earned throughout membership of the scheme to date, including periods where the member was not in the employment of the current Relevant Authority. D/PER letters, in particular letter dated 7 November 2013, set out instructions on how member contributions should be remitted directly to accounts specified by the Department. Pensions and lump

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<sup>3</sup> Section 19 of the 2012 Act deals with calculations for standard accrual members. Sections 20 to 26 cover members with fast accrual.

sums are also payable by the Relevant Authority from “funds provided by the Oireachtas for that purpose” other than pensions for the President, Qualifying Office Holders, the Judiciary and the Comptroller and Auditor General whose pensions are paid from the Central Fund. The obligations on each Relevant Authority are entirely different to those relating to pre-existing schemes due to the structure of the Single Scheme. The obligations of Relevant Authorities under the 2012 Act are very extensive and are set out in Appendix C.

*Movement of members to another Public Service Body*

3.3.8 In contrast to the pre-existing schemes where a member moves to another Public Service Body and only service is transferred, in the Single Scheme all cumulative benefits accrued to date are transferred. This has implications for accurate and timely transfer of benefits information across public service bodies. Under pre-existing schemes, the service may be transferred at any time up to retirement and the transfer does not require a record of the member’s salary level in the former Public Service Body. Under the 2012 Act, the Public Service Body which is employing the Single Scheme member at year-end is required to take into account referable amounts earned by the member in another Public Service Body in that year in calculating a Benefit Statement for the same year and is also required to furnish a statement of cumulative referable amounts to date at the end of the year. This will require the public service body to have received certification of earlier referable amounts from the previous employer (see paragraph 9.3).

3.3.9 The final Relevant Authority of the member has the obligation to pay the pension and lump sum accrued while a Scheme member.

## **4. Implications of benefit and legal structures for Processes and Scheme Administration**

### **4.1 Role of Line Departments in the Single Scheme**

4.1.1 As noted in Chapter 3, the legal Structure of the scheme has broken the normal governance chain from the Minister for Public Expenditure and Reform to line Minister to individual Public Service Body both in terms of approval or amendment of scheme terms and for remittance of contributions directly to D/PER designated accounts in Danske Bank and the Paymaster General (PMG) without reference to the line Department. This will be of significance in the context of any single administration system for the scheme as the line departments have extensive knowledge of bodies under their aegis and will have a vital role in any single administration scheme. However, as they do not have a direct role under the 2012 Act, this is an issue to be examined in the context of an overall solution for Scheme administration (see para. 10.3).

### **4.2 Complexity**

4.2.1 The Benefit Structure set out in the 2012 Act for the Single Scheme is complex because:

- It is a career average scheme. It was noted by the Commission on Public Service Pensions in examining the career average model that “the administration and communication of the scheme would be very complex” (para. 14.6.9 of the Commission’s Report)
  - Benefits must be tracked and referable amounts calculated for pension and lump sum
  - CPI must be added at the end of each year
  - Cumulative referable amounts must be retained over a complete career – in effect up to 40 or more sets of annual calculations in a career
- It is integrated with the State Pension (contributory) – see para 3.3.5
- It applies as one scheme across all Public Service Bodies:
  - This currently requires communication to and from a central policy unit in D/PER with approximately 350 individual Public Service Bodies in terms of providing guidance, receiving and responding to queries and monitoring remittances of pension contributions.
  - Benefits must be tracked across different Public Service Bodies where there is staff movement or where there are simultaneous employments (because pension accrual is limited to accrual for the aggregate equivalent of one full-time employment) – see para. 9.3.

4.2.2 It is essential that the required records are maintained and updated throughout a member’s career in the scheme as without them, in contrast to the existing final salary schemes, it will not be possible to calculate the ultimate pension and lump sum. Following the delegation of functions of Relevant Authority to each State Body, each individual body is now responsible for the issuance of the required Statement to individual members of the Single Scheme.

4.2.3 If Referable Amounts are to be calculated in each pay period this has added complexity implications for processes and systems.

## 5. Numbers and Distribution of Single Scheme members

### 5.1 Membership of the Single Scheme

**Table 5.1.1: Number of Single Scheme Members by Sector**

Sector	SPSPS members 30th April 2014	SPSPS members 31 December 2013	Pension Amount Referable	Lump Sum Referable Amount	F/Accrual Employees on Single Scheme	Know public employer previous sector	Number with known previous PS employer	No. left SPSPS & rejoined	No. left SPSPS & did not rejoin	New FTEs assigned to SPSPS
	Number	Number	€000	€000	Number	Number	Number	Number	Number	Number
	2.1a	2.1b	2.2a	2.2b	2.3b	2.4a	2.4b	2.5a	2.5b	2.6
<b>Civil Service</b>	958	601	€123	€225	1	9	3	13	633	0
<b>Defence (Military only)</b>	422	385	€12	€50	422	0	0	0	29	0
<b>Education</b>	12,939	7,718	€213	€1,321	0	10	32	98	604	0
<i>ETBs</i>	1,244	921	€38	€250	0	3	28	40	282	0
<i>Regulatory/Research</i>	21	13	€2	€4	0	1	0	0	0	0
<i>Schools Staff</i>	9,325	4,955	€0	€3	0	0	0	0	0	0
<i>Third Level</i>	2,349	1,829	€173	€1,064	0	6	4	58	322	0
<b>Garda</b>	19	11	€2	€7	0	0	0	0	10	0
<b>Health</b>	7,004	4,305	€400	€2,763	0	3	0	32	788	2
<i>Voluntary Bodies</i>	3,815	2,372	€204	€1,296	0	0	0	15	392	2
<i>Regions</i>	3,189	1,933	€196	€1,467	0	3	0	17	396	0
<b>Local Government</b>	586	422	€38	€200	12	9	2	0	380	0
<b>State Company/Agency</b>	425	271	€24	€109	0	13	4	1	59	0
<b>Totals</b>	<b>22,353</b>	<b>13,713</b>	<b>€811</b>	<b>€4,675</b>	<b>435</b>	<b>44</b>	<b>41</b>	<b>144</b>	<b>2,503</b>	<b>2</b>

5.1.2 Table 5.1.1 gives an overview of numbers of Single Scheme members at the end of the first year (31 December 2013) and at 30 April 2014. April 2014 was selected to fall within term for the education sector.

5.1.3 The total Single Scheme membership was 22,353 in April 2014 which, to put it into perspective, is almost twice the total number employed in non-commercial State bodies.

5.1.4 It is significant that 58% of Single Scheme members are in the Education Sector.

5.1.5 The table does not capture the extent of the movement in and out of the Single Scheme. Only 44 Relevant Authorities state that they would know whether or not a Single Scheme member had previous service in the public service. This is surprising given that one of the tests for Single Scheme membership is that a new recruit has not had pensionable employment in the public service in the previous 26 weeks.



5.1.6 Another significant figure is the increase of 63% in Single Scheme membership in the 4 months from 31 December 2013 to 30 April 2014. This may be partly explained by the fact that a number of recruits in the early months of the Single Scheme were members of the pre-existing scheme if they had held a pensionable public service post in the previous 26 weeks. As time moves on recruits are less likely to be in a position to qualify for this exemption.

5.1.7 The Department of Education and Skills Schools staff have by far the greatest number of Single Scheme members. It should be noted that the vast majority of those are casual staff on short term substitution contracts.

## 5.2 Organisations with the highest numbers of Single Scheme members

**Table 5.2.1: 24 organisations with largest number of Single Scheme Members**

ID	Organisation	Sector	Sub-Sector	No. of Single Scheme Members, 30/04/14	Rank
RA007	Department of Education and Skills - Schools Staff	Education	Schools Staff	9,322	1
RA168	HSE (HBS, PCRS and Regions)	Health	HBS, PCRS, Regions	3,815	2
RA365	University College Dublin	Education	Third Level	503	3
RA323	St. James's Hospital Board	Health	Voluntary Bodies	493	4
RA366	University of Dublin Trinity College	Education	Third Level	485	5
RA006	Dept. of Defence - Permanent Defence	Defence	Military	422	6
RA039	Beaumont Hospital Board	Health	Voluntary Bodies	332	7
RA364	University College Cork	Education	Voluntary Bodies	331	8
RA050	Brothers of Charity Services Limerick	Health	Voluntary Bodies	331	8
RA016	Adelaide & Meath & Nat. Children's Hospital	Health	Voluntary Bodies	314	9
RA218	Mater Misericordiae University Hospital	Health	Voluntary Bodies	256	10
RA251	National University of Ireland, Galway	Education	Third Level	230	11
RA337	St. Vincent's University Hospital	Health	Voluntary Bodies	213	12
RA131	Dublin City University	Education	Third Level	211	13
RA324	St. John of God Hospital Ltd and Community Service	Health	Voluntary Bodies	195	14
RA101	Dublin and Dun Laoghaire ETB	Education	ETBs	191	15
RA014	Department of Social Protection	Civil Service		185	16
RA262	Office of the Revenue Commissioners	Civil Service		182	17
RA367	University of Limerick	Education	Third Level	161	18
RA092	COPE Foundation	Health	Voluntary Bodies	159	19
RA110	Louth and Meath Education and Training Board	Education	ETBs	157	20
RA010	Department of Foreign Affairs and Trade	Civil Service		154	21
RA267	Our Lady's Children's Hospital, Crumlin	Health	Voluntary Bodies	136	22
RA103	Kerry Education and Training Board	Education	ETBs	130	23
RA104	Kildare and Wicklow Education and Training Board	Education	ETBs	126	24

### 5.3 Number of Organisations with Single Scheme members and size of membership

**Table 5.3.1: Distribution of Membership by Sector**

<i>Size of Single Scheme membership &gt;</i>	0		1 to 10		11 - 100		101 - 500		> 500	
<b>Sector</b>	<b>Apr-2014</b>	<b>Dec-2013</b>	<b>Apr-2014</b>	<b>Dec-2013</b>	<b>Apr-2014</b>	<b>Dec-2013</b>	<b>Apr-2014</b>	<b>Dec-2013</b>	<b>Apr-2014</b>	<b>Dec-2013</b>
Civil Service	5	5	14	19	12	8	3	2		
Defence - Military							1	1		
Education - ETBs			3	3	12	12	5	1		
Education - Regulatory/Research	1	2	3	3	1					
Education - Schools			2	2					1	1
Education - Third Level	1	1	3	4	14	13	6	6	1	
Garda					1	1				
Health - Regions		1	1				5	8		
Health - Voluntary Bodies	2	4	4	5	12	9	10	9	3	
Local Government	2	2	15	20	12	6	2			
State Company/Agency	26	31	22	18	8	8				
<b>Number of Organisations</b>	<b>37</b>	<b>46</b>	<b>67</b>	<b>74</b>	<b>72</b>	<b>57</b>	<b>32</b>	<b>27</b>	<b>5</b>	<b>1</b>

5.3.2 In April 2014, there were 37 Public Service Bodies with 100 or more Single Scheme members.

5.3.3 There were at least 37 Public Service Bodies with no new members and if non-respondents are added, the figure is estimated to be over 60.

5.3.4 There are over 100 organisations with 10 Single Scheme members or less.

### 5.4 Projected Membership in 2026

5.4.1 Estimates set out below provided by John Reilly (Actuary, D/PER) show the following inflows to the Single Scheme if retirees between now and 2026 were replaced. These estimates do not provide for any overall increase in public service numbers in the period nor do they take into account members who join the Single Scheme but will leave public service employment in the period to 2026.

**Table 5.4.1: Projected Growth in Membership of the Single Scheme**

<b>Year</b>	<b>Number</b>	<b>Year</b>	<b>Number</b>
2015	8,800	2021	10,000
2016	8,800	2022	10,000
2017	9,200	2023	9,700
2018	9,000	2024	9,900
2019	9,500	2025	10,000
2020	9,900	2026	9,600
<b>Sub-totals</b>	<b>55,200</b>		<b>59,200</b>
<b>Grand total</b>		<b>114,400</b>	

5.4.2 Given that the number of Single Scheme members in the first 16 months of the Scheme is 22,353 and taking into account members joining and leaving the Scheme, it can be

estimated that there will have been 150,000 members in the Scheme between 2013 and 2026, but if the number of new scheme members maintained the rate of growth in the first 16 months it would be in excess of 200,000.

## **5.5 Key themes and implications for future state**

5.5.1 The numbers in the Single Scheme are relatively low, as could be expected given that this is only the second year of the scheme's existence. Approximately 33% of the public service bodies have less than 10 members. This presents a comparatively 'green field' situation for those bodies and this should be conducive to providing a single administration solution.

5.5.2 However, membership of the Single Scheme is rising more rapidly than may have been anticipated and membership is dominated by a relatively small number of large employers with the Education Sector and Health making up 88% of the total Single Scheme membership. Any proposed solution would require particular focus on the Education and the Health Sectors. In addition, as confirmed in the consultations with Public Service Bodies, there are very significant numbers entering and exiting the Scheme, in particular in the Education and Health sectors and all of these require administrative input even in cases where they may not have completed the vesting period required to qualify for an entitlement to a preserved pension. This provides serious challenges for the administration of the scheme, as starters and leavers add a considerable burden to the administration of the Scheme.

5.5.3 The estimated projected membership for 2026 illustrates the necessity of having an effective and efficient administrative structure in place given the large numbers involved and that the membership will be dispersed across 350 or more organisations.

## 6. Activity Analysis of staff on existing Pensions Function and the Single Scheme

### 6.1 Staff time and cost on the Single Scheme

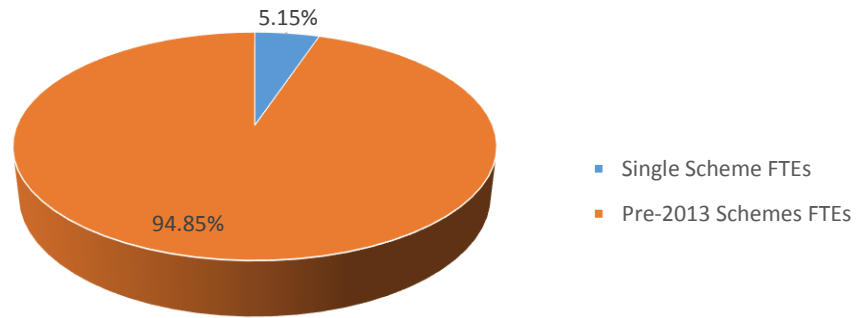
Table 6.1.1: Staff time and Cost of administering the Single Scheme

Sector	Number of FTEs on Single Scheme				FTE Cost (includes 25% overheads uplift)	Staff cost on SPSPS as % of staff cost on all pensions work	Single Scheme Members, Dec. 2013
	<i>Clerical</i>	<i>Middle Management</i>	<i>Senior Management</i>	Total			
					€	%	No.
<b>Civil Service</b>	1.66	0.15	0.00	1.80	€74,370	6.41%	285
<b>Defence (Military only)</b>	0.01	0.01	0.02	0.04	€7,013	0.67%	385
<b>Education</b>	2.99	1.58	0.43	4.99	€268,532	6.05%	6,694
<i>ETBs</i>	0.20	0.74	0.10	1.04	€68,540	15.35%	242
<i>Schools Staff</i>	0.00	0.06	0.03	0.08	€12,344	0.43%	4,953
<i>Third Level</i>	2.79	0.78	0.30	3.87	€187,648	17.06%	1,499
<b>Health</b>	2.33	1.63	0.40	4.36	€235,044	2.95%	3,861
<i>HSE</i>	1.49	1.15	0.36	3.00	€170,160	2.44%	2,372
<i>Voluntary Bodies</i>	0.84	0.48	0.04	1.36	€64,884	6.42%	1,489
<b>Local Government<sup>1</sup></b>		0.09		0.09	€3,675	0.72%	62
<b>Totals</b>	<b>6.98</b>	<b>3.45</b>	<b>0.85</b>	<b>11.28</b>	<b>€588,634</b>	<b>3.89%</b>	<b>11,287</b>

<sup>1</sup> Figure refers to Dublin City Council. While having less than 100 Single Scheme members in December 2013, membership nonetheless rose to 130 shortly afterwards in April 2014. For sectoral comparison purposes, it was decided to include this Local Government return

6.1.2 Table 6.1.1 shows the low level of staff activity on the Single Scheme in organisations with 100 or more members across the public service. These 29 organisations account for 11,225 Single Scheme members or 82% of the total members. The figures indicate that organisations have to date dealt with the Single Scheme on an *ad hoc* rather than a structured basis in terms of allocating staff resources. The figures relate to December 2013 and so do not reflect activity required in 2014 to produce benefit statements for members in respect of the year 2013. Nonetheless, it is clear that this level of staff activity would be insufficient if all Public Service Bodies are to meet their statutory obligations as Relevant Authorities under the 2012 Act.

**Chart 6.1.3 - Pensions Processing Staff by Type of Scheme**  
(covers those organisations with 100 or more Single Scheme members on 31/12/2013)

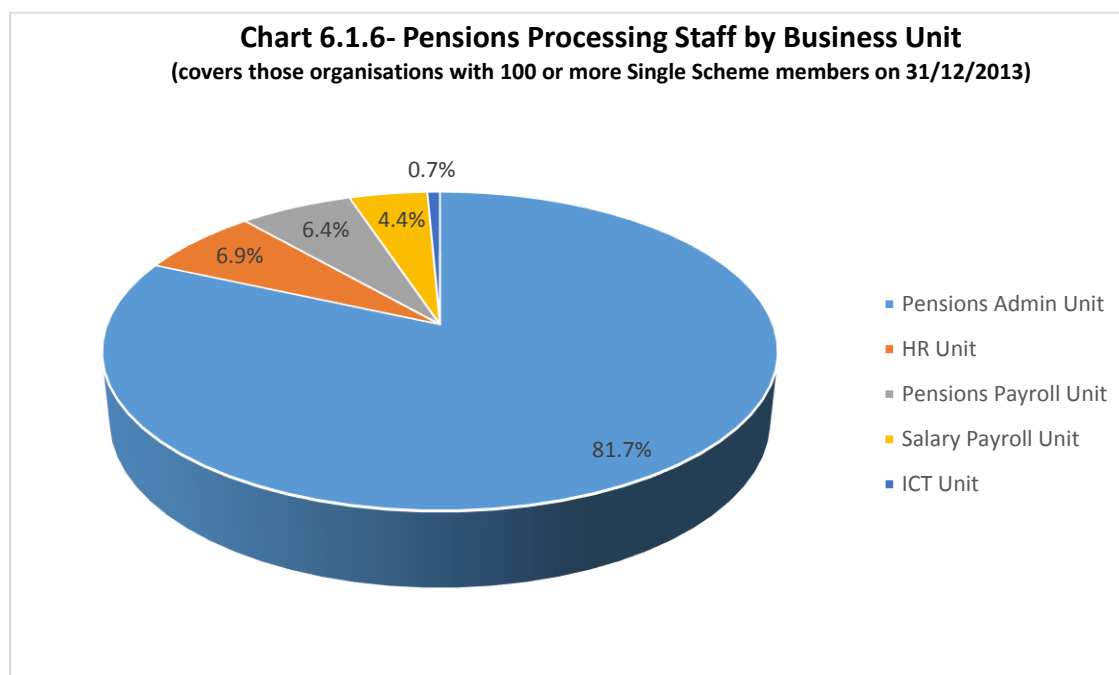


**Table 6.1.4 - Distribution of FTEs on Pensions by Business Unit**

(covers those organisations with 100 or more Single Scheme members on 31/12/2013)

Sector	HR Unit	ICT Unit	Pensions Admin Unit	Pensions Payroll Unit	Salary Payroll Unit	Totals
	Number					
<b>All Sectors</b>	<b>17.50</b>	<b>1.50</b>	<b>177.06</b>	<b>13.65</b>	<b>9.25</b>	<b>218.96</b>
<i>Single Scheme FTEs</i>	<i>2.71</i>	<i>0.10</i>	<i>6.01</i>	<i>0.25</i>	<i>2.21</i>	<i>11.28</i>
<i>Pre-2013 Schemes FTEs</i>	<i>14.79</i>	<i>1.40</i>	<i>171.05</i>	<i>13.40</i>	<i>7.04</i>	<i>207.68</i>
<b>Civil Service</b>			<b>18.69</b>		<b>6.83</b>	<b>25.52</b>
<i>Single Scheme FTEs</i>			<i>0.85</i>		<i>0.95</i>	<i>1.80</i>
<i>Pre-2013 Schemes FTEs</i>			<i>17.84</i>		<i>5.88</i>	<i>23.72</i>
<b>Defence (Military only)<sup>1</sup></b>			<b>3.00</b>	<b>3.00</b>	<b>0.04</b>	<b>6.04</b>
<i>Single Scheme FTEs</i>			<i>0.04</i>			<i>0.04</i>
<i>Pre-2013 Schemes FTEs</i>			<i>2.96</i>	<i>3.00</i>	<i>0.04</i>	<i>6.00</i>
<b>Education</b>	<b>11.20</b>	<b>0.46</b>	<b>15.45</b>	<b>2.10</b>	<b>1.41</b>	<b>30.62</b>
<i>Single Scheme FTEs</i>	<i>2.21</i>	<i>0.08</i>	<i>1.93</i>		<i>0.78</i>	<i>4.99</i>
<i>Pre-2013 Schemes FTEs</i>	<i>9.00</i>	<i>0.38</i>	<i>13.52</i>	<i>2.10</i>	<i>0.63</i>	<i>25.63</i>
<b>Health</b>	<b>3.25</b>	<b>1.04</b>	<b>134.92</b>	<b>8.30</b>	<b>0.97</b>	<b>148.48</b>
<i>Single Scheme FTEs</i>	<i>0.48</i>	<i>0.02</i>	<i>3.18</i>	<i>0.20</i>	<i>0.48</i>	<i>4.36</i>
<i>Pre-2013 Schemes FTEs</i>	<i>2.77</i>	<i>1.02</i>	<i>131.74</i>	<i>8.10</i>	<i>0.49</i>	<i>144.12</i>
<b>Local Government</b>	<b>3.05</b>		<b>5.00</b>	<b>0.25</b>		<b>8.30</b>
<i>Single Scheme FTEs</i>	<i>0.03</i>		<i>0.01</i>	<i>0.05</i>		<i>0.09</i>
<i>Pre-2013 Schemes FTEs</i>	<i>3.02</i>		<i>4.99</i>	<i>0.20</i>		<i>8.21</i>
<b>Totals</b>	<b>17.50</b>	<b>1.50</b>	<b>177.06</b>	<b>13.65</b>	<b>9.25</b>	<b>218.96</b>

6.1.5 Table 6.1.4 covers only organisations with more than 100 Single Scheme members in December 2013 and this accounts for the low levels of activity in the Local Government area. It illustrates how activity on the Single Scheme is spread across the business units while for the pre-existing schemes it is concentrated mainly in the Pensions Administration Unit.



## 6.2 Key themes and implications for future state

6.2.1 It is clear from the Activity Levels in the Single Scheme and, having regard to the obligations on Relevant Authorities under the 2012 Act, that administrative systems lag behind the introduction of the Scheme. This may have been in part due to the fact that the structure of the Single Scheme differs so much from the pre-existing Schemes that it required input from HR and Payroll which was not anticipated or planned for. Whatever the reason, it is clear that the current committed level of staff activity would not be adequate to administer the Single Scheme in accordance with the statutory requirements. As it stands the statutory requirement to provide Benefit Statements in respect of 2013 by end-June 2014 has not been universally complied with. For example, the two Relevant Authorities with by far the largest numbers of Single Scheme members, Department of Education and Skills (Schools' Staff) and the HSE had not issued benefits statements to Single Scheme members in respect of 2013 by the end-June 2014 deadline; nor had another Relevant Authority with significant numbers of Single Scheme members, Department of Defence (Military).

6.2.2 The low level of activity does however make the option of establishing a single administration solution more attractive as there would be no significant existing administrative structures to unwind.

## **7. Key Functional Areas impacting on the Single Scheme**

### **7.1 Recruitment**

7.1.1 A number of Pensions administrators highlighted the importance of the Recruitment function for the Single Scheme. It was pointed out that in order to identify members of the Single Scheme for payroll set-up, for deduction and remittance of contributions, calculation of referable amounts and provision of benefit statement, it would be necessary to have a robust process for identifying new Single Scheme members at recruitment stage. The rate of contributions for standard accrual members is the same for the Single Scheme as for pre-existing Schemes so it would appear that some Public Service Bodies did not focus on the issue of whether the new recruit was a member of the Single Scheme before setting the person up on the payroll. However, the remittance of contributions for Single Scheme members and the requirement to furnish them with Statements of Referable Amounts make it essential that Single Scheme members are identified as such before payroll set-up.

7.1.2 One Public Service Body with a significant number of Single Scheme members pointed out that a more rigorous Scheme membership validation process is required and an unknown number (which it was estimated could be 5% or 10%) may be misclassified. This is all the more likely in areas where local recruitment contracts are in place. From my discussions with Public Service Bodies, this is an area in which certain Public Service Bodies at least require clearly defined guidelines and protocols. It is the responsibility of HR at recruitment to identify who is a Single Scheme member.

7.1.3 One of the problems identified is that new recruits are being asked for self-declarations as to their Scheme status. One Public Service Body has addressed this by having a requirement that the contract of employment must set out the Pension Scheme of which the new recruit is a member. Another Public Service Body said that their payroll manager set up protocols whereby there was a strict requirement that Payroll receive a completed form from HR for each joiner with certification of their pension scheme membership status. This was a pre-requisite to an employee being set up on the Payroll. These are templates for best practice in the area of recruitment and identification of Single Scheme members.

### **7.2 HR**

7.2.1 The importance of the role of HR has been highlighted in relation to identifying Single Scheme members at recruitment stage. Because of the structure of the Single Scheme, with interventions required on an annual basis in the form of calculation of referable amounts and the provision of benefit statements, HR and Payroll have a more central role in the Single Scheme than in the administration of pensions in the pre-existing schemes. In pre-existing schemes, the main pensions' administration activity (apart from general query handling, transfer and purchase of service) took place as the member approached retirement. At that point, service history was verified and service transferred etc. That concentration of activity near to retirement will not be possible for Single Scheme members. Activity in relation to Single Scheme members will be required each year to produce current and cumulative benefit statements, which will feed into the final pension calculation, and to deal with subsequent queries arising. It will also be necessary to liaise with other Public Service Bodies at

recruitment or when the member is leaving to go to another Public Service Body or on an ongoing basis where there are simultaneous employments in more than one Public Service Body.

### **7.3 Payroll**

7.3.1 Payroll has a much more central function in the context of the Single Scheme than for pre-existing Schemes. Section 43 of the 2012 Act provides that the Relevant Authority that is responsible for, or authorises the payment of pensionable remuneration to a Scheme member shall keep full and proper account of:

- (a) The contributions paid by the Scheme member concerned in each pay period, and
- (b) The referable amounts accrued by the Scheme member in each pay period.

Section 43 also obliges the Relevant Authority to provide a Statement to each Scheme member of:

- (a) Total amount of contributions paid in the year,
- (b) The total referable amounts accrued by the member in the year, and
- (c) The total referable amounts accrued as a Scheme member including any periods in other employments.

The Payroll is the source for the key components for the calculation of referable amounts:

- (a) Salary,
- (b) FTE (work pattern as a % of full-time hours), and
- (c) Periods off-pay.

7.3.2 Payroll issues raised in consultations:

- Some public service bodies report that Payroll personnel had the view that the Single Scheme was a matter for the Pensions Unit and territorial issues arose.
- Payroll may have the data required but the data may not be structured in a way that is readily accessible for producing Benefit Statements.
- Where Referable Amounts are to be calculated in respect of each pay period, manual intervention will be required in certain cases. While Tax and PRD are cumulative, the current system of calculating referable amounts is not.
- A number of Shared Services Payroll Projects are currently under way. These developments may facilitate the development and implementation of a single administration solution for the Single Scheme.

### **7.4 Pensions**

7.4.1 While in the initial stages of the Single Scheme, many Public Service Bodies viewed the Scheme as a matter for the Pensions Unit, as the Scheme develops it is becoming clear that many of the processes involved fall within the area of Recruitment, HR or Payroll. There is nonetheless a requirement for some pensions' expertise and many Government Departments have made the point that their Pension Unit was disbanded when pensions were moved to *PeoplePoint* and there was now a requirement for some pensions training for staff of the HR unit who are dealing with Single Scheme issues.



## **7.5 Key themes and implications for future state**

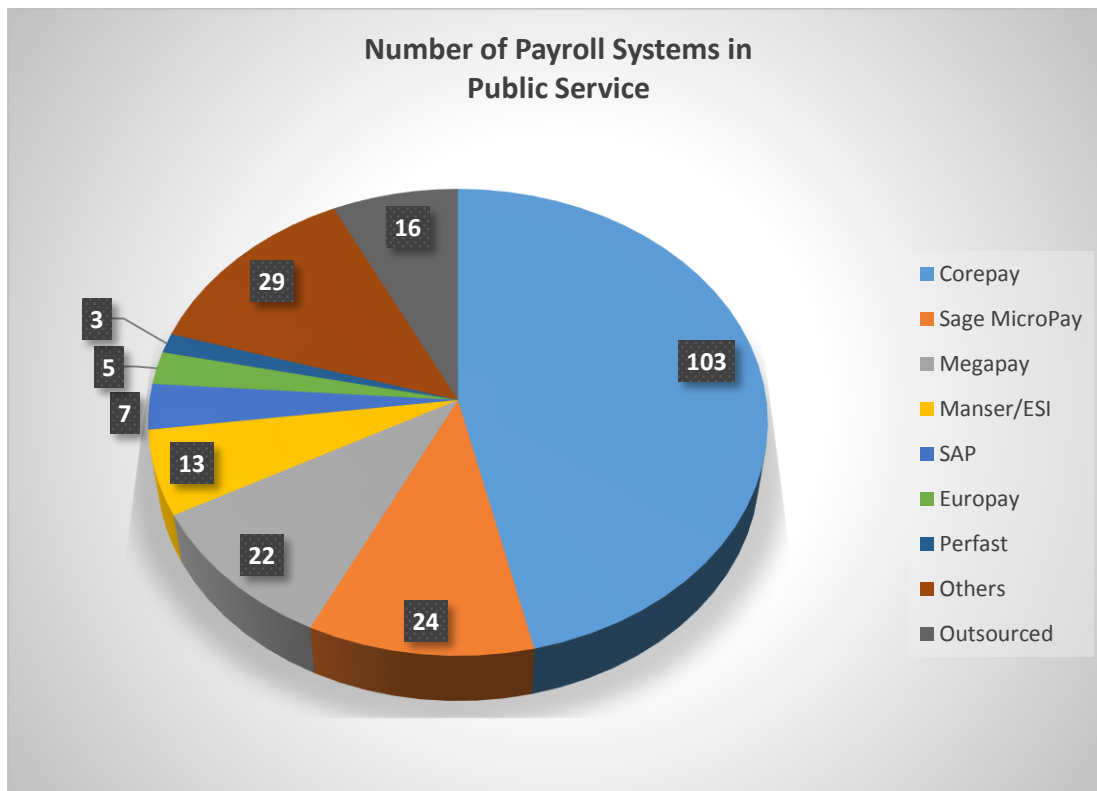
7.5.1 Pensions' administration in the context of the Single Scheme is less a function of a pensions' administration at retirement and more an ongoing function of HR and Payroll. Any feasibility study for Single Scheme administration system must take account of the roles of the Recruitment, HR and Payroll functions as being central. Rigorous processes are required to identify at recruitment stage who is a Single Scheme member and to have the members set up as such on the Payroll. Additional administrative actions are required throughout the member's career in terms of annual benefit statements and actions required when a member is leaving. The issuing of statements will of itself generate queries and requests for explanations from members which, pending an alternative solution, will be directed to HR.

7.5.2 There is still a certain level of pensions expertise required in Public Service Bodies and while any proposed single administration solution should have a Centre of Expertise for the Scheme Rules and the legislation, there may also be a training requirement in Public Service Bodies to provide some understanding at local level of the more technical aspects of the Single Scheme. This would be essential in the major sectoral organisations which could provide guidance to the smaller Public Service Bodies under their aegis, to ensure that the central pensions policy unit in D/PER is not overwhelmed with relatively minor technical queries from 350 State Bodies (see Para. 10.3)

## 8. ICT Systems

### 8.1 Payroll

Chart 8.1.1: Payroll Systems by Type



8.1.2 Core is the dominant payroll system provider in the public service. It is very strongly represented in the civil service, third level education and local government but much less so in the Health sector. Despite its dominant position, it is used by just 38% of the Public Service Bodies who returned questionnaires. It should also be noted that many Public Service Bodies have observed that the Core Payroll systems differ from one Public Service Body to another in terms of the version in use and the fact that there are some bespoke modifications implemented in some Public Service Bodies but not others.

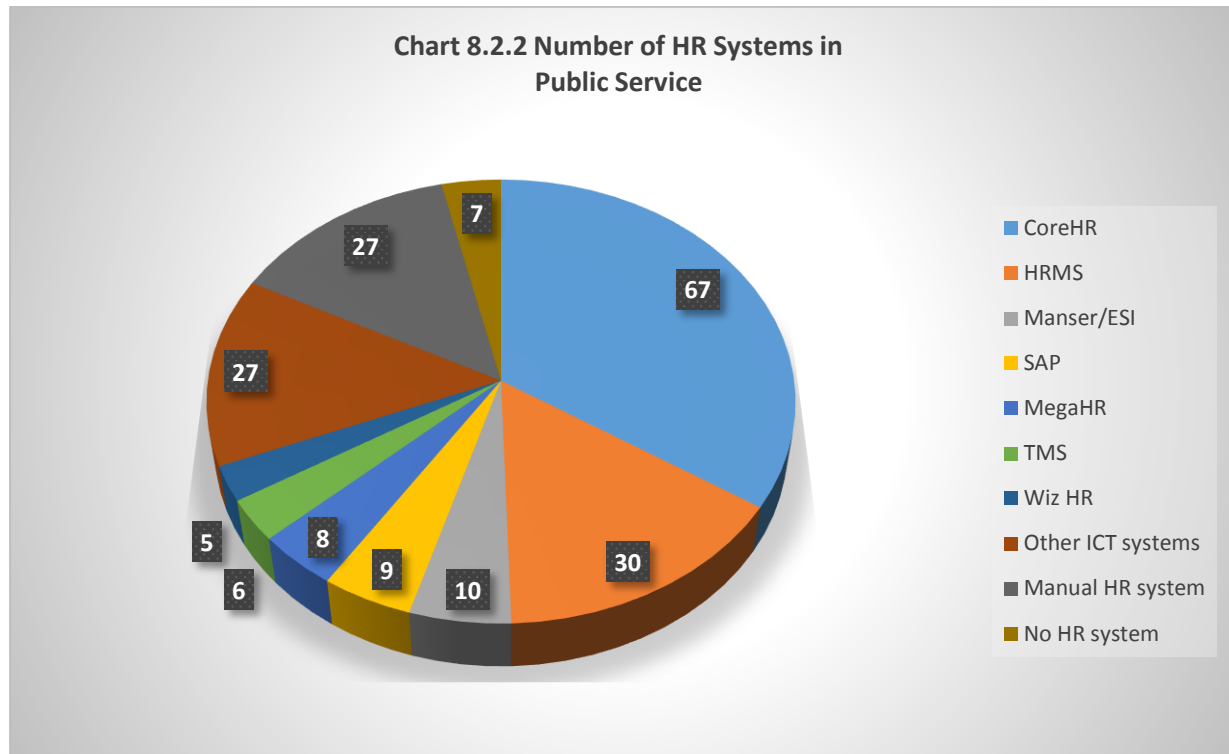
8.1.3 The overall position is quite fragmented, with 20 different payroll systems in place plus another 16 outsourced to third parties who may be using other payroll systems.

## 8.2 HR Systems

**Table 8.2.1: HR Systems across the Public Service**

System	Civil Service	Defence	Education				Garda	Health		Local Government	State Company or Agency	Totals
			ETBs	Regulatory Research &	Schools Staff	Third Level		Regions	Voluntary Bodies			
CoreHR	2		5			18		2	3	27	10	67
HRMS	25				1		1		1		2	30
Manser/ESI			10									10
SAP								5	3		1	9
MegaHR						2			3	2	1	8
TMS									3		3	6
Wiz HR				1					2		2	5
Source HR									1		3	4
VIP						1					3	4
Perfast									2		1	3
Ceridian									1		2	3
ACCESS											1	1
ASR	1											1
Bespoke				1								1
Clockwise HR											1	1
Connect											1	1
Innovacare									1			1
Integra										1		1
PPIMS									1			1
Resource Link									1			1
Sage						1						1
Simply Personnel	1											1
STORM									1			1
WINTMS	1											1
Manual HR system			2	2	1	1			4	1	16	27
No HR system			1			1		1	1		3	7
Not stated	5	1	2	1	1	1		1		3	7	22
<b>Totals</b>	<b>35</b>	<b>1</b>	<b>20</b>	<b>5</b>	<b>3</b>	<b>25</b>	<b>1</b>	<b>9</b>	<b>28</b>	<b>34</b>	<b>57</b>	<b>218</b>

8.2.2 HRMS is represented in 30 Public Service Bodies but is present mainly in the Civil Service. A feature of the response is the significant number which falls within the category of 'manual', 'no HR system' or 'not stated' – 66 Public Service Bodies in all. If non-respondents are added, the figure would be over 100 Public Service Bodies. Taking into account the number of different systems within the category of 'other ICT systems', there are in all 26 different HR ICT systems in place.



### 8.3 Key themes and implications for future state

8.3.1 While there are some dominant players, the key theme emerging from an analysis of the ICT Payroll and HR Systems across the Public Service Body is the significant degree of fragmentation across the Public Service Bodies with 20 different Payroll systems, 26 HR ICT systems and up to 100 Public Service Bodies with manual HR systems, no HR system or not stated. This has direct implications for data specification and transfer of data in the context of any proposed solution.

## **9. Key deliverables from the Single Scheme**

### **9.1 Remittance of Contributions**

9.1.1 The rate of contributions for standard accrual Single Scheme members is set at the same level as the rate of contributions for pre-existing scheme members who are members of the Survivors and Children's Scheme. In pre-existing schemes the contributions are remitted through the relevant Vote as an appropriation-in-aid or by agreement as part of the Estimates process are retained by the Body and used to pay ongoing pensions; this is taken into account in setting the annual funding level for the Public Service Body. The local authorities, which have responsibility for meeting their own pension costs, retain their pre-existing scheme members' pension contributions.

9.1.2 D/PER letter of 30 January 2013 to all Personnel Officers for onward transmission to Relevant Authorities set out the instructions for remittance of contributions from Single Scheme members. Reflecting the centralised governance structure of the Single Scheme (see Par. 3.3.2), contributions are remitted to a central Paymaster General (PMG) account in the case of the Civil Service, Garda, Permanent Defence Forces, and Primary and Post-primary (non-ETB) teachers and to a specified Danske bank account for all other Public Service Bodies such as Non-commercial State bodies; Local Authorities; ETBs; Universities; Institutes of Technology and clerical and maintenance staff in Community and Comprehensive Schools.

9.1.3 Remittances are to be made monthly with details of contributions deducted from each member retained. An offset was allowed to finance the refund of contributions to members leaving employment before the completion of the vesting period and not taking up further employment in a Public Service Body. By end-2013, remittances to the D/PER designated Danske Bank account were estimated at €3.5m. Contributions for the first 6 months of 2014 to that account were estimated at €4.5m.

9.1.4 The rationale for the direct remittance of contributions to D/PER nominated accounts was that it isolated contributions from members of the Single Scheme from contributions from pre-existing scheme members. This was deemed to be important as the 2012 Act provided for actuarial reviews of the scheme which could result in the adjustment of contribution rates.

9.1.5 The regime for the remittance of contributions from Single Scheme members has added a new layer of transactional activity in what was largely a pensions' policy area in D/PER. This has resulted in a significant flow of queries from individual Relevant Authorities direct to the policy unit in D/PER. The activity levels have increased significantly in terms of remittances received and queries being submitted as the Single Scheme is gathering scale.

9.1.6 There is little or no provision for outward payments from the designated accounts and there is no certainty as to the source of financing for pensions' payment in the future. This may be an issue for Local Authorities in particular.

9.1.7 While the current accounting arrangements for remittance of contributions may be effective, they would benefit from being revisited. In the long term the arrangements in place are not likely to be sustainable given the anticipated future increase in scheme membership,

the number of Public Service Bodies involved and the number of reconciliations required. The possible requirement to make future pension payments is also a factor.

9.1.8 As the Scheme is Pay-as-you-go, the remittances in the designated accounts are remitted ultimately to Vote 12, the Superannuation Vote for the Civil Service.

## **9.2 Refund of Contributions**

9.2.1 In the consultations with employers, a number of issues were raised relating to the refund of contributions in the Single Scheme. There are different issues for Public Service Bodies depending on whether the pattern of employments is in the form of long term contracts or employments (predominantly in the Education and Health sectors) which consist of multiple short-term or casual employments.

9.2.2 At the extreme, on the teachers payroll, a casual employee (for example, a substitute teacher) is set up each time as a new employee for each new contract without any direct link to their previous appointments as a substitute teacher in that or another school – see Appendix G.

9.2.3 Issues arise if refunds are given mid-year and the member returns to the employment of another Public Service Body in the Single Scheme in terms of ‘joining up’ the benefits and repaying the refunds.

9.2.4 Under the 2012 Act, on the return to the Scheme of a former member within 24 months of leaving, credit is given for the benefits earned in the period which was the subject of the refund, when full repayment of the refund is received. This suggests that a person leaving should receive a statement of the benefits accrued which may be restored by repayment of the refund. It is not clear that this is universally applied by Relevant Authorities.

9.2.5 The question was also asked whether, if benefits are restored by virtue of a repayment of refunded contributions, the period of service which was the subject of the original refund would count toward the vesting period. If this is so the Statement the member will receive should also include the length of time served in the Single Scheme.

9.2.6 There does not appear to be any entitlement for an individual to waive the right to receive a refund on the basis of an expectation of a return to employment as a Single Scheme member.

9.2.7 It is not clear how long can elapse before a refund must be paid and in the interim whether the person has continued membership of the Single Scheme with a potential entitlement to death benefits.

9.2.8 One major employer said that the payment of refunds and the corresponding offset against remittance of contributions was entirely a manual process, despite having made an investment in an upgrade to the pensions system for the Single Scheme.

9.2.9 In the HSE different regions have separate employer numbers and a transfer from one region to another is treated as a termination of one employment and the start of another.

9.2.10 In the Education sector, a Special Needs Assistant (SNA) whose employment contract ends may be placed on a panel from which candidates will be interviewed for future vacancies.

### **9.3 Communication between Relevant Authorities**

9.3.1 There are two provisions in the 2012 Act which require specific communication between Relevant Authorities, the first when a member leaves one employer as a Single Scheme member and takes up employment in another Public Service Body as a Single Scheme member and the second where a Single Scheme member has simultaneous employments in two or more Public Service Bodies.

9.3.2 There is a requirement in the 2012 Act, for the Relevant Authority to provide a statement to the member, within 6 months of leaving the employment and, where relevant to the Scheme member's relevant authority at that time. The Statement is to set out referable amounts earned and contributions paid by the member prior to leaving. It is difficult to see how the requirement to provide the statement to the scheme member's new relevant authority can be universally complied with as the former Relevant Authority has no way knowing in all cases of the former member's subsequent employment.

9.3.3 Section 46 of the 2012 Act provides that where a Single Scheme member is in simultaneous employment in more than one public service body, then his or her pensionable remuneration in respect of one full-time employment only or the aggregated equivalent of one full-time employment shall be taken into account to compute referable amounts. It is not clear how the aggregated equivalent of one full-time employment is calculated. Is it the equivalent of the full-time employment in the main employment or in the higher paid employment? There are also issues to be addressed when one or more of the employments involves fluctuating hours. D/PER Circular 11/2014 of 19 May 2014 on Benefit Calculations and Statements for Members recognised the difficulty in applying this provision and requested that each Relevant Authority provide a Statement in respect of that employment only. The model statement provided with the letter then noted; "for periods of overlapping employment in 2 or more public service jobs, downward adjustment of referable amounts may arise on review".

### **9.4 Calculation of Referable Amounts**

9.4.1 As discussed in paragraph 3.3.6, in section 19 of the 2012 Act "referable amounts" are defined in terms of 'each calendar year or part of a calendar year'. Section 43 however requires that the relevant authority keep full and proper account of 'the referable amounts accrued by the Scheme member in each pay period'. This latter requirement would be met by retaining the payroll records which, it is understood, are now retained indefinitely.

9.4.2 D/PER Circular 11/2014 provided detailed guidance on calculating referable amounts for the purpose of issuing annual statements to Single Scheme members. The Circular effectively provides that where a member is employed throughout the calendar year and maintains an unchanged work pattern and a constant rate of pensionable remuneration throughout the year then one end of year calculation is all that is required.

9.4.3 Where a member's work pattern or rate of pensionable remuneration changes during the year, the guidance is that the pension referable amounts are obtained by separately calculating the referable amounts accrued in each distinct phase of employment and adding their individual amounts. There are a number of issues which were highlighted in the course of consultations with Public Service Bodies:

- Where the work pattern constantly fluctuates, this could involve a separate calculation for each pay period
- Where the FTE changes within a pay period, this could require more than one calculation in that pay period
- Where there is a spike in pensionable remuneration (for example, a Garda earning a much higher remuneration, one week in every four), this could lead to overstating the pension referable amount earned if each pay period is taken in isolation and the cumulative effect over the whole year is not factored in.

#### **9.4.4 Benefit Statement Production – Experience to date**

The Public Service Bodies ranked first, second and fifth in terms of numbers of Single Scheme members had not produced benefit statements by the end-June deadline.

Examples:

- Department of Education and Skills - Teachers: No referable amounts calculated.
- Health Service Executive: No referable amounts calculated. Examining the feasibility of automating the process on one payroll but still at an early stage.
- Department of Defence (Military): No referable amounts calculated by end-June deadline but working toward it.
- A number of Public Service Bodies received an upgrade of the Core Pensions product but some have reported that the calculation of referable amounts required a number of manual interventions in particular cases.
- Department of Justice and Equality (Killarney) Shared Service did not use the Core pensions system but identified the data required from the payroll and used a series of Excel spreadsheets to perform the calculations. It should be noted however that most of the Single Scheme members were relatively stable as regards Pensionable Remuneration and unbroken employment which would be in sharp contrast to the



employment patterns in the Education sector where there is a myriad of short term and casual employments.

- NUI Maynooth used data from CorePay and CoreHR and following various crosschecks calculated referable amounts using Excel.
- A number of Public Service Bodies with significant numbers of Single Scheme members calculated the referable amounts manually. Among them was Dublin City Council who have observed that such an approach is unsustainable for the future.

#### **9.4.5 Recommendation for method of Calculation of Pension Referable Amounts**

This Report recommends that the feasibility of calculating referable amounts on a 'look back' basis at end-year be explored using:

- average pensionable remuneration expressed on a full-time basis
- average FTE or total hours worked throughout the year
- applying the formula of 0.58% and 1.25%

adjusted to take into account the proportion that the number of hours worked bears to the number of hours that would have been worked if working on a full-time basis.

One factor to be considered is whether such an approach would be in line with the meaning of 'Referable Amounts' in section 19 of the 2012 Act.

The current guideline set out in D/PER Circular 11/2014 of 19 May 2014 (Para. 20) endorses the end-year 'look back' approach but only in cases where pensionable remuneration for the year does not exceed the cut-off threshold [3.74 x CSP]. The recommendation in this paragraph would extend that approach and, if feasible, would greatly simplify the process of calculation of Referable Amounts.

### **9.5 Provision of Annual Benefit Statements**

9.5.1 Section 43 of the 2012 Act provides that Single Scheme members receive a statement within 6 months of the end of the tax year setting out the total contributions made by the member and the total lump sum and pension referable amounts earned in that tax year and after year one, the total cumulative referable amounts earned in previous tax years as adjusted by the Consumer Price Index (CPI). A failure by a relevant authority to provide a statement shall be a ground for a complaint or a dispute in respect of which the Pensions Ombudsman may investigate. Where statements have not to date been issued by some relevant authorities, it was invariably because of issues relating to the calculation of the referable amounts.

9.5.2 Any system design will have to take account of the fact that some relevant authorities have not calculated referable amounts nor issued statements in respect of 2013 and there will be a requirement in those cases to look back to the beginning of the Scheme from January 2013. Other Public Service Bodies may wish to have the referable amounts validated to ensure their integrity. Some have remarked that the manual approach may be prone to error.

9.5.3 Most Public Service Bodies said that Referable Amounts should be calculated and statements issued from a central service. However one major employer was of the view that while Referable Amounts should be calculated by the central Service, statements should be issued by the employing Public Service Body, 'as the Trustee'. Another large Payroll provider was of the view that in certain cases, as the current guidelines stand, it would not be possible for a central service to calculate Referable Amounts without having the capability of viewing the Payroll.

## **9.6 Payment of Scheme Benefits**

9.6.1 The final Relevant Authority of the member has the obligation to pay Scheme benefits.

9.6.2 While there will be no benefits, other than Death-in-service benefits, to be paid until 24 months of the Scheme have elapsed, consideration will have to be given to the payment of benefits in any proposed solution and the source of financing of those benefits.

## **9.7 Key themes and implications for future state**

9.7.1 In addition to the recruitment process (Para. 7.1), the processes reviewed in this chapter represent the key processes in the context of the Single Scheme.

### *9.7.2 Remittance of Contributions*

In the long term the current system may merit revisiting as it is unlikely to be sustainable as the Single Scheme gathers scale. There is also a requirement to examine the source for financing of future pension benefit pay-out for the Single Scheme. There is a particular issue for local authorities who prior to the Single Scheme retained contributions and have responsibility for financing pensions.

### *9.7.3 Refund of Contributions*

There are some important areas to be addressed in terms of refund of contributions if a single administration scheme is being designed. This may require Regulations to be made under the 2012 Act. Among the areas to be addressed are:

- Is a refund triggered automatically on leaving or is there discretion as to its timing?
- Is there a maximum period within which a refund must be made?
- How are multiple movements on and off the payroll by the same individual to be addressed in the context of refunds of contributions?

- Consideration could be given to the making of Regulations under the 2012 Act to clarify and standardise the refund process. In this regard, the making of refunds at the end of the year only (at the same time as the calculation of the referable amounts) could remove many of the complexities highlighted earlier in this chapter.
- The refund process has the capacity to give rise to disputes in the context of the original refunds, the repayment of refunded amounts and whether members received notification of the right to repay refunded amounts if returning to the Single Scheme within 24 months. Clearly documented procedures are required, including who instructs the payroll to make a refund and having the member or former member sign a declaration that they have received a refund and that no pension entitlement has accrued unless they re-join the Single Scheme within 24 months and repay the refund with compound interest.

#### 9.7.4 *Communication between Relevant Authorities*

It is difficult to see how the requirements of the Act as set out in the preceding paragraphs can be fully complied with without some single tracking system matching movers in and out of the scheme across different relevant authorities and persons in simultaneous employments with different relevant authorities.

#### 9.7.5 *Calculation of Referable Amounts*

A number of the issues and difficulties which Public Service Bodies had encountered in relation to the Single Scheme crystallized in the calculation of referable amounts. Some Public Service Bodies including the largest employer of Single Scheme members had not calculated referable amounts and so had not issued Benefit Statements by the end of June 2014 deadline. Many Public Service Bodies performed the calculations manually while others manipulated data from the Payroll to produce the calculations in Excel. Those who used the CorePensions upgrade for the Single Scheme have reported that there were a number of manual interventions required. One Public Service Body alone reported satisfaction with the Pensions ICT System used to calculate the referable amounts. The main issues relate to:

- Staff on multiple short-term contracts, and
- Staff changing FTE and pay rates,

combined with the requirement to calculate the Referable Amount in each pay period. The feasibility of adopting an end-year 'look back' approach has been suggested in Par. 9.4.5. If feasible this approach would streamline the process of the calculation of referable amounts.

#### 9.7.6 *Payment of Benefits*

Consideration will have to be given to the payment of benefits in any solution and identifying the source of financing of those benefits.

## 10. Opportunities and Challenges

### 10.1 Introduction

Consideration of the feasibility of a single administration system for the Single Scheme points to a number of opportunities but also a number of challenges and these opportunities and challenges are outlined below.

### 10.2 Opportunities

- The governance structure of the Scheme is highly centralised with responsibility for the legislation, scheme rules and future amendments vested in the Minister for Public Expenditure and Reform. This would fit well with a single administration Scheme.
- This single governance structure should provide the opportunity to put in place one interpretation of the Scheme rules which will assist in developing standardised processes for all Relevant Authorities.
- Contributions from 350 Relevant Authorities are remitted directly to two central accounts, so the remittance of contributions is already centralised.
- The calculation of all referable amounts at end-year only, if feasible within the scope of the 2012 Act, would streamline the calculation process and as a result reduce the complexity of systems being developed.
- Applying all refunds at end-year only would also bring significant efficiency gains.
- Tracking simultaneous employments, the benefits accruing and possible refunds due in such cases can only be effectively administered by a single tracking system.
- A single administration system could provide a single registration system for new members, leavers and those returning as Scheme members.
- A central Portal could be made available to members to track their benefits as they move across Public Service Bodies, during a career.
- A single administration system could provide data for Government in terms of planning, costings, actuarial reviews of the scheme and provision of a single annual report as required under the Pension Act.
- The low levels of staff resources currently allocated by Public Service Bodies to the Single Scheme and the low level of investment in ICT relating to the Single Scheme provide an opportunity to develop a single system without the requirement to unwind existing systems.

- A number of Shared Services Payroll Projects are currently under way. These developments may facilitate the development and implementation of a single administration solution for the Single Scheme.

### **10.3 Challenges**

- The career average benefit structure is of itself more difficult to administer than the final salary benefit structure because it involves tracking career salary related values and work pattern changes as opposed to service only. In this regard payroll systems will play a critical role in providing the required data for benefit calculations.
- The fragmented nature of payroll systems with over 20 different payroll systems in place and another 16 Public Service Bodies who have outsourced their payroll function, will provide challenges for the development of a solution for the Single Scheme. Assessing how the data required is structured on the various payrolls will be an important consideration. In addition HR systems are even more fragmented and do not appear to be well developed in a significant number of Public Service Bodies.
- The range and diversity of the Relevant Authorities with which a single administration scheme would have to interact should not be underestimated with 350 organisations ranging in numbers of staff on payroll from 80,000 to 2. Whereas existing shared service projects have tended to be concentrated within sectors such as the Civil Service, ETBs, Local Authorities, this would be the first initiative that would be seeking an administration system which effectively covers all of the public service. In terms of breadth and scale it will provide unique challenges. A major challenge will be ensuring 100% compliance with procedures and data requirements from all Public Service Bodies.
- Despite the central governance structure of the Scheme, it will be necessary to engage actively with the major sectoral Departments for the purpose of addressing their unique business requirements, for example the extremely large numbers of casual employees moving on and off the payrolls in the Education sector.
- Engagement with the major line Departments will also be essential as these Departments are best placed to provide guidance and expertise to the smaller organisations under their aegis. While the level of the response to the baseline questionnaire, in particular from the larger employers, was satisfactory, it was notable that the majority of the non-respondents were smaller Public Service Bodies – active engagement with these bodies preferably in conjunction with the parent Departments (or the HSE in the case of some voluntary Bodies) will be essential in developing an effective administration system for the Single Scheme.
- Consideration in the context of any proposed administration solution will have to be given to the payment of benefits, the source of financing of those benefits and how the payments system will be structured.

- A new coding system will be required for the Relevant Authorities in the context of a single administration system.
- A decision would have to be taken on the extent to which a single administration system would take over some or all of the obligations of relevant authorities under the 2012 Act, set out in Appendix C and on the Regulations which would be required to give effect to this.
- A decision would also have to be made on who is the Trustee for the purposes of the Family Law Acts.
- There are a number of developments relating to Single Scheme's terms flagged in the area of purchase of additional pension benefit, pension calculation for retirement on medical grounds and Cost Neutral Early Retirement. Such developments will impact on the design of a single administration system.
- While over 100 Public Service Bodies have 10 Single Scheme members or less, Schools Staff in Department of Education and Skills have over 9,000 Single Scheme members<sup>4</sup>, the HSE close to 4,000 and the numbers entering and leaving the Scheme are very significant. This has implications for design of the administration system. It also provides an urgency to progress a solution so as to ensure that Public Service Bodies do not lag behind the statutory deadlines for providing statements and administering the Scheme generally.

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<sup>4</sup> See Appendix G for a note on the complexities in the teaching area.

## **APPENDICES**

## **Appendix A: Baseline Purpose, Methodology and Governance**

### **1. Background on the Single Scheme**

The Single Public Service Pension Scheme (“Single Scheme”) is provided for in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012. It is the default pension scheme for all persons commencing civil or public service employment on or after 1 January 2013. Amongst the main characteristics of the Single Scheme are the following:

- (i) It applies only to new entrants to the public service from 1 January 2013.
- (ii) The Single Pension Scheme is based upon the annual calculation and accrual of benefits whereas the pre-2013 schemes are based upon service record and a calculation of benefits when they crystallise on the date of retirement only.
- (iii) The Act and Regulations made under the Act currently place a mandatory requirement on public service employers to issue an annual benefits statement to each member of the scheme, thereby placing new responsibilities on employers with regard to recording and calculating pension entitlements.
- (iv) The Act imposes considerable requirements on public service employers in recording and calculating pension benefits earned by employees on an annual basis.
- (v) The Single Scheme will gradually displace all other public service pension schemes over the next 30 or so years, growing incrementally to cover in the region of 300,000 public service employees.

### **2. Purpose of the Baseline Exercise**

Against that background, it was recognised that the introduction of the Single Scheme presented an unprecedented opportunity to put in place a single pension delivery model for the public service.

As a critical first step towards assessing the viability of that goal, the Department of Public Expenditure and Reform decided to undertake a baseline of the ‘as is’ or current state of the Scheme. The purpose of the baseline was broadly as follows:

- (i) To assess the size membership and the rate of growth
- (ii) To examine implementation issues relating to the Scheme
- (iii) To assess the commitment of staff time to the administration of the Scheme



- (iv) To describe the ICT environment of the 'as is' state
- (v) To gain insights on administrative practices, such as coding conventions in use.

Information of this kind will provide essential inputs to assessing the likely configuration of a new delivery model, along with future state design and transition risks arising from the existing technology landscape and administrative business practices.

Overall with this Single Scheme project, it is proposed to explore, determine and implement across the public service a system to meet legal requirements under the Single Scheme legislation, to provide collated management information on pension liabilities and to enable easy access by members to review their benefit entitlements on an ongoing basis (similar to the existing portal for Civil Service pensions). Potentially a central data source would provide a single data source for any queries relating to future pension liabilities relating to all public service employees that are members of the Scheme. This may also serve as the information source for the eventual payment of pensions to members.

### 3. Baseline Governance and Deployment Methodology Used

In line with established best practice for major change projects, a number of steps as follows were taken:

- A **Project Team** was established comprising a Senior Responsible Owner (SRO), a full-time Project Manager, a Baseline Lead and Specialist Pensions Support.
- The **SRO** – Peter Brazel, Principal Officer, Pensions Policy Unit, Department of Public Expenditure and Reform – was appointed to oversee delivery of the project throughout all its phases.
- The **Project Manager** – a pensions consultant, Séamus O’Dwyer – was engaged to manage the baseline phase. He was supported in his work by staff from the Pensions Policy Unit and the National Shared Services Office, Department of Public Expenditure and Reform, including a pension policy expert, Henry O’Mara, and a baseline lead, Gerry Cribbin.
- A **Focus Group** with specialist knowledge and expertise of public service pensions was put in place. Comprising representatives from the civil service, defence, education, health, local government and justice sectors, the Group met on one occasion and provided input to the baseline questionnaire (copy attached) covering the financial and non-financial attributes of the 'as is' state.
- A **Workshop**, to which pension staff from all in-scope bodies were invited, was held shortly before administration of the questionnaire. The workshop served three purposes: (i) to gain input into the questionnaire design; (ii) to provide guidance on completion, thereby helping to maximise the response rate and the quality of returns;

and (iii) to assuage any concerns and secure stakeholder support for the project as a whole.

It was decided to adopt a census instead of sample approach due to the newness of the Scheme, the diverse business and size of the in-scope bodies and the low membership of the Scheme relative to all public service pensioners.

The questionnaire was administered in July 2014 to the full population set of 350 in-scope bodies. This set excluded some 70 community and comprehensive schools whose pensions are administered by the Department of Education and Skills and whose membership of the Single Scheme was known to be very low overall, based on P35-related data gathered separately by the Pensions Policy Unit, Department of Public Expenditure and Reform.

The Response Rate was 85%, representing an estimated 97% of the total membership of the Single Scheme on 31 December 2013.

#### 4. Data Validation and Analysis

The data validation and analysis phase comprised four steps:

- (i) **Data Cleansing:** While overall data quality was high, it was nonetheless necessary for the Project Team to undertake a considerable amount of data quality checking, cleansing and amendment, done primarily through written queries and telephone engagement.
- (ii) **Data Consistency Checks:** Given the low volumes of activity, it was not statistically reliable to produce internal benchmarks of high performance and assess the dynamics involved. Nonetheless, it was possible to undertake cursory checks for consistency between the returns of similar size organisations within sectors.
- (iii) **Data Validation:** Given the newness of the Scheme and the low levels of activity, the Project Manager conducted semi-structured interviews with some of the largest in-scope organisations. The purpose was to complement the quantitative findings with qualitative assessments of the processes and systems used for managing and administering the Single Scheme. While confident that the findings present an accurate representation of the 'as is' state, it should be noted that no further independent verification of the data has taken place.
- (iv) **Data Analysis:** Standardised baseline methodology was used throughout the data analysis phase. Of particular note is the calculation of the cost of full-time equivalents (FTEs) working on the Scheme. The formula used was as follows:

$$\text{Total Staff Cost} = \Sigma[(\text{Total Salary Cost of each FTE} \times \text{time spent on corporate activity}) * 1.25]$$

*FTE on Single Scheme:* For the purposes of data gathering, details of time spent by each staff member (expressed as a Full Term Equivalent or FTE) working on the Single Scheme were gathered. Because of the small volumes involved, this part of the questionnaire – the Activity Analysis – was required to be completed by only those bodies with 100 or more members on 31 December 2013. Below is an extract from the Activity Analysis tab.

<b>Individual's FTE</b>	For each individual staff member working on pensions, enter the estimated % time spent on each of the categories of work below		
<i>If the staff member works full-time, enter 1.00; if 4 days a week, the FTE value is 0.8</i>	<b>Single Public Service Pension Scheme</b>	<b>Pre-2013 Pension Schemes</b>	<b>Non-pensions work</b>
Value to 1.00	%	%	%

*Total Salary Cost for each FTE:* Because of the number and diversity of employee grades across the public service, the following categorisation was used as the base for estimating salary costs using the civil service salary scales as a proxy for the public service as a whole:

- Clerical Staff (i.e. on salary up to €40,000)*
- Middle Management Staff (i.e. €40,001 to €60,000)*
- Senior Management Staff (i.e. > €60,000)*

For each staff member working on pensions, the gross salary was estimated by multiplying the FTE value for the Single Scheme by 40% of the mid-point value and 60% of the maximum value in each of the relevant pay scale bands.

*25% Uplift:* The Central Expenditure Evaluation Unit, Department of Public Expenditure and Reform, estimates that an addition of 25% to Direct Salary Cost is appropriate to reflect overhead costs applicable to the generality of civil service situations for accommodation, utilities, support and back-office staff, training, travel, and similar expenses. This uplift was applied in this baseline exercise as if representative of such overheads across the whole public sector.

## 5. Consultation with Major Public Service Employers

Because the Single Scheme is just in its second year, we were aware that some of the information gathered by way of the questionnaire may in some areas be of limited value. For example, it was anticipated that investment in IT systems and the numbers of staff assigned to the Single Scheme would be very low by comparison with other baseline projects such as for payroll systems which are mature systems with established IT and administrative infrastructure. To fill out the picture, consultations in the form of semi-structured interviews took place with the following employers:

- Department of Defence (Military pensions and payroll)
- Department of Education and Skills (teachers' pensions and payroll)
- Department of the Environment, Community and Local Government
- Department of Health
- Department of Justice and Equality (Pensions and Payroll shared service, Killarney)

- Health Service Executive
- Institutes of Technology Ireland
- NUI Maynooth
- University College Dublin

The data gathered at interviews were linked to the key functional areas identified in Chapter 7 and the key deliverables in Chapter 9 to give a better understanding of the current position of the Single Scheme. There was follow-up contact where clarification was required. All of the Organisations contacted gave freely of their time and expertise and their contributions were invaluable in providing a picture of the current position of the Single Scheme which informed this report.

## 6. Single Scheme Programme Board

A Programme Board was put in place at the data analysis stage to oversee conclusion of the baseline exercise, approve the baseline report and provide guidance on the next steps. Its membership is as follows:

<b>Name</b>	<b>Title</b>	<b>Organisation</b>
Dr. Orlaigh Quinn, Chair	Programme Director, Reform and Delivery Office	Department of Public Expenditure and Reform
Oonagh Buckley	Assistant Secretary	Department of Public Expenditure and Reform
Des Dowling	Assistant Secretary	Department of Defence
Michael Keogh	Assistant Secretary	Department of Education and Skills
Paul Lemass	Assistant Secretary	Department of the Environment, Community and Local Government
Graham White	Assistant Secretary	Department of Health
Tim Duggan	Assistant Secretary	Department of Social Protection
John Smith	Assistant National Director	HSE
Peter Brazel, SRO	Principal Officer	Department of Public Expenditure and Reform
Denise Kennedy	Assistant Principal	National Shared Services Office

## Appendix B (1). List of respondent bodies within the scope of the project

Sector	Self Provision	Centralised Service Provider	Centralised Service Customer	Parent/ Other Body Customer	Outsourced	Not stated	Grand Total
<b>Civil Service</b>	<b>12</b>	<b>4</b>	<b>14</b>	<b>2</b>	<b>3</b>		<b>35</b>
Central Statistics Office	X						
Chief State Solicitor's Office			X				
Citizens Information Board					X		
Commissioners for Public Works in Ireland	X						
Competition Authority				X			
Courts Service			X				
Dept of Agriculture, Food and the Marine	X						
Dept of Communications, Energy and Natural Resources			X				
Dept of Defence - Civil Servants and Civilian Employees ( <i>see Note 1 in B2</i> )		X					
Dept of Defence - Defence Forces			X				
Dept of Education and Skills - Civil Servants ( <i>see Note 2 in B2</i> )	X						
Dept of Environment, Community and Local Government	X						
Dept of Finance		X					
Dept of Foreign Affairs and Trade	X						
Dept of Health ( <i>see Note 3 in B2</i> )	X						
Dept of Jobs, Enterprise and Innovation ( <i>see Note 4 in B2</i> )	X						
Dept of Justice and Equality ( <i>see Note 5 in B2</i> )		X					
Dept of Social Protection	X						
Dept of the Taoiseach			X				
Dept of Transport, Tourism and Sport			X				
Irish Auditing and Accounting Supervisory Authority				X			
Irish Prison Service			X				
Legal Aid Board			X				
Office of the Attorney General			X				
Office of the Comptroller and Auditor General	X						
Office of the Director of Public Prosecutions			X				
Office of the Revenue Commissioners			X				
Oireachtas	X						
Ordnance Survey Ireland					X		
PeoplePoint and D/Public Expenditure & Reform ( <i>see Note 6 in B2</i> )		X					
Property Registration Authority			X				
Public Appointments Service			X				

Sector	Self Provision	Centralised Service Provider	Centralised Service Customer	Parent/ Other Body Customer	Outsourced	Not stated	Grand Total
Road Safety Authority					X		
State Laboratory			X				
Valuation Office	X						
<b>Defence</b>			<b>1</b>				<b>1</b>
Dept. of Defence - Permanent Defence			X				
<b>Education</b>	<b>49</b>	<b>1</b>		<b>2</b>	<b>1</b>		<b>53</b>
Athlone Institute of Technology	X						
Ballinamore Community School				X			
Cavan and Monaghan ETB	X						
Church of Ireland College of Education	X						
City of Dublin ETB	X						
Cork ETB	X						
Cork Institute of Technology	X						
Department of Education and Skills - Schools Staff		X					
Donegal ETB	X						
Dublin and Dun Laoghaire ETB	X						
Dublin City University	X						
Dublin Institute for Advanced Studies	X						
Dublin Institute of Technology ( <i>see Note 7 in B2</i> )	X						
Dún Laoghaire Institute of Art, Design and Technology	X						
Dundalk Institute of Technology	X						
Galway and Roscommon ETB	X						
Galway-Mayo Institute of Technology	X						
Higher Education Institute	X						
Institute of Public Administration	X						
Institute of Technology Blanchardstown	X						
Institute of Technology Carlow	X						
Institute of Technology Sligo	X						
Institute of Technology Tallaght	X						
Institute of Technology Tralee	X						
Kerry ETB	X						
Kildare and Wicklow ETB	X						
Kilkenny and Carlow ETB	X						
Laois and Offaly ETB	X						
Letterkenny Institute of Technology	X						
Limerick and Clare ETB	X						
Limerick Institute of Technology	X						
Longford & Westmeath ETB (Longford)	X						
Longford & Westmeath ETB (Westmeath)	X						
Louth and Meath ETB	X						
Mary Immaculate College	X						
Mayo, Sligo and Leitrim ETB (Leitrim)	X						

Sector	Self Provision	Centralised Service Provider	Centralised Service Customer	Parent/ Other Body Customer	Outsourced	Not stated	Grand Total
Mayo, Sligo and Leitrim ETB (Mayo)	X						
Mayo, Sligo and Leitrim ETB (Sligo)	X						
National University of Ireland, Dublin	X						
National University of Ireland, Galway	X						
National University of Ireland, Maynooth	X						
Qualifications and Quality Assurance Authority of Ireland					X		
Royal Irish Academy	X						
St. Angela's College, Sligo (see Note 8 in B2)	X						
Teaching Council				X			
Tipperary ETB	X						
University College Cork (see Note 9 in B2)	X						
University College Dublin	X						
University of Dublin Trinity College	X						
University of Limerick	X						
Waterford and Wexford ETB (Waterford)	X						
Waterford and Wexford ETB (Wexford)	X						
Waterford Institute of Technology	X						
<b>Garda</b>			1				1
An Garda Síochána			X				
<b>Health</b>	36				1		37
Adelaide and Meath Hospital & National Children's Hospital (Tallaght)	X						
Beaumont Hospital Board	X						
Brothers of Charity Services Limerick (see Note 10 in B2)	X						
Caritas Convalescent Centre Limited	X						
Carriglea Cáirde Services	X						
Cheeverstown House Limited	X						
Coombe Lying-In Hospital	X						
COPE Foundation	X						
Daughters of Charity of SVP	X						
Health Service Executive - HBS	X						
Health Service Executive - Mid West	X						
Health Service Executive - Midlands	X						
Health Service Executive - North East	X						
Health Service Executive - North West	X						
Health Service Executive - PCRS	X						
Health Service Executive - South East (see Note 11 in B2)	X						
Health Service Executive - South West (see Note 12 in B2)	X						
Health Service Executive - West (Mid-West)	X						
Incorporated Orthopaedic Hospital of Ireland	X						
Leopardstown Park Hospital Board	X						

Sector	Self Provision	Centralised Service Provider	Centralised Service Customer	Parent/ Other Body Customer	Outsourced	Not stated	Grand Total
Mater Misericordiae University Hospital (see Note 13 in B2)	X						
Mercy University Hospital, Cork Limited	X						
Muiriosa Foundation	X						
National Maternity Hospital	X						
National Rehabilitation Hospital	X						
Our Lady's Children's Hospital, Crumlin	X						
Our Lady's Hospice Limited	X						
Peamount Hospital Incorporated	X						
Rotunda Hospital, Dublin	X						
Royal Victoria Eye and Ear Hospital	X						
St. James's Hospital Board	X						
St. John of God Hospital Limited and St. John of God Community Service	X						
St. Michael's House	X						
St. Patrick's Hospital (Cork) Limited	X						
St. Vincent's University Hospital	X						
Temple Street Children's University Hosp.	X						
The Cappagh National Orthopaedic Hospital					X		
<b>Local Government</b>	<b>28</b>	<b>1</b>	<b>6</b>				<b>35</b>
Carlow County Council	X						
Cavan County Council	X						
Clare County Council	X						
Cork City Council	X						
Cork County Council	X						
Donegal County Council	X						
Dublin City Council	X						
Dún Laoghaire-Rathdown County Council	X						
Fingal County Council	X						
Galway City Council	X						
Galway County Council			X				
Kerry County Council	X						
Kildare County Council	X						
Kilkenny County Council	X						
Laois County Council (see Note 14 in B2)		X					
Leitrim County Council			X				
Limerick City Council	X						
Limerick County Council	X						
Local Government Management Agency	X						
Longford County Council			X				
Louth County Council	X						
Mayo County Council	X						
Meath County Council	X						
Monaghan County Council	X						
Offaly County Council			X				



Sector	Self Provision	Centralised Service Provider	Centralised Service Customer	Parent/ Other Body Customer	Outsourced	Not stated	Grand Total
Roscommon County Council			X				
Sligo County Council	X						
South Dublin County Council	X						
South Tipperary County Council	X						
Southern and Eastern Regional Assembly	X						
Waterford City Council	X						
Waterford County Council	X						
Westmeath County Council			X				
Wexford County Council	X						
Wicklow County Council	X						
<b>State Company/Agency</b>	<b>35</b>		<b>1</b>	<b>4</b>	<b>12</b>	<b>4</b>	<b>56</b>
An Bord Bia	X						
An Bord Pleanála	X						
An Ceoláras Náisiúnta The National Concert Hall Company	X						
An Chomhairle Ealaíon					X		
Bord Iascaigh Mhara	X						
Bord na Radharcmhastóirí	X						
Broadcasting Authority of Ireland	X						
Child and Family Agency	X						
Commission for Aviation Regulation					X		
Commission for Communications Regulation					X		
Commission for Energy Regulation	X						
Crawford Art Gallery Cork Limited	X						
Dental Council						X	
Digital Hub Development Agency	X						
Economic and Social Research Institute	X						
Environmental Protection Agency	X						
Fáilte Ireland					X		
Food Safety Authority of Ireland	X						
Forfás				X			
Forfás - IDA	X						
Grangegorman Development Agency					X		
Health and Safety Authority						X	
Health and Social Care Professionals Council				X			
Health Information and Quality Authority					X		
Health Products Regulatory Authority	X						
Health Research Board					X		
Housing Finance Agency	X						
Human Rights Commission	X						
Inland Fisheries Ireland						X	
Irish Blood Transfusion Service	X						
Irish Museum of Modern Art Company	X						
Irish Water Safety	X						

Sector	Self Provision	Centralised Service Provider	Centralised Service Customer	Parent/ Other Body Customer	Outsourced	Not stated	Grand Total
Marine Institute	X						
Mental Health Commission					X		
National Cancer Registry Board				X			
National Gallery of Ireland	X						
National Library of Ireland			X				
National Milk Agency	X						
National Oil Reserves Agency						X	
National Paediatric Hospital Development Board					X		
National Roads Authority	X						
National Standards Authority of Ireland	X						
National Transport Authority					X		
National Treatment Purchase Fund Board	X						
Railway Safety Commission	X						
Science Foundation Ireland				X			
Shannon Development					X		
Sustainable Energy Authority of Ireland					X		
Teagasc — The Agriculture and Food Development Authority	X						
The Health Insurance Authority	X						
The Irish Sports Council	X						
The Medical Council	X						
The National Standards Authority of Ireland	X						
The Pensions Board (now the Pensions Authority)	X						
The Pharmaceutical Society of Ireland	X						
Údarás na Gaeltachta	X						
Western Development Commission	X						
<b>Grand Total</b>	<b>160</b>	<b>6</b>	<b>23</b>	<b>8</b>	<b>17</b>	<b>4</b>	<b>218</b>

***See notes on following pages***

## Appendix B (2): Notes on Organisations covered by respondent Public Service Bodies

Note Number	Commentary	PSB Code
1	The Department of Defence (code RA006) processes payroll and pensions for civil service, civilian and defence forces staff.	
2	The completed questionnaire from the Department of Education and Skills (code RA007) covered the Department itself and the following entities (details for schools staff were provided separately)	
	State Examinations Commission (SEC)	RA339
	National Council for Curriculum Assessment (NCCA)	RA236
	Residential Institute Redress Board / Review Committee (RIRB)	NA
	Commission to Inquire into Child Abuse (CICA)	NA
	Foras na Gaeilge	NA
	An Chomhairle um Oideachas Gaeltachta agus Gaelscolaíochta (COGG)	RA022
	An Caranua (new to payroll from 2014 only)	NA
3	The completed questionnaire from the Department of Health (RA011) covered the Department itself and the following entities:	
	Department of Children and Youth Affairs	RA004
	Adoption Authority of Ireland	RA017
4	The completed questionnaire from the Department of Jobs, Enterprise and Innovation (RA012) covered the Department itself and the following entities:	
	Competition Authority	RA090
	National Consumer Agency	RA235
	Companies Registration Office	RA089
	Employment Appeals Tribunal	RA145
	Labour Court	RA200
	Labour Relations Commission	RA201
	Office of the Director of Corporate Enforcement	RA259
	Patents Office	RA269
	Registrar of Friendly Societies	RA261
	These bodies under the aegis of DJEI are facilitated on its payroll	
	These Offices are administrative entities within the Department	
5	The completed questionnaire from the Department of Justice and Equality (RA013) covered that Department, the Garda Síochána Ombudsman Commission (code RA158) and the National Disability Authority (RA238). FSS Killarney, which is part of the Department, processes payroll for the following Offices and Agencies who completed their own questionnaires	
	Department of the Taoiseach	RA001
	Department of the Arts, Heritage and the Gaeltacht	RA003
	An Garda Síochána	RA024
	Courts Service	RA121
	Irish Prison Service	RA189
	National Library of Ireland	RA242
	National Museum of Ireland	RA245
	Office of the Revenue Commissioners	RA262
	Property Registration Authority	RA286

Note Number	Commentary	PSB Code
6	<i>PeoplePoint</i> provided a response covering itself and the Department of Public Expenditure and Reform (RA382). As of end July 2014, it was undertaking some pension administration for the following bodies along with HR transactional activity:	
	Department of Agriculture, Food and the Marine	RA002
	Department of Children and Youth Affairs	RA004
	Department of Health	RA011
	Department of Finance	RA009
	Department of Justice and Equality	RA013
	Department of Public Expenditure and Reform	RA382
	Department of Transport, Tourism and Sport	RA015
	Central Statistics Office	RA069
	Garda Síochána Ombudsman	RA158
	Office of the Attorney General	RA257
	Office of the Revenue Commissioners	RA262
Property Registration Authority	RA286	
7	The completed questionnaire from the Dublin Institute of Technology (RA135) covered the DIT itself and:	
	An Cheim	N/A
8	The completed questionnaire from Saint Angela's College, Sligo (RA314) covered itself and the pensions of	
	Saint Catherine's (now closed)	N/A
9	The completed questionnaire from UCC (RA364) covered UCC and the:	
	National Cancer Registry Board	RA233
10	Return from the Brothers of Charity Limerick (code RA050) covers that entity and the following:	
	Brothers of Charity Clare	RA048
	Brothers of Charity Galway	RA049
	Brothers of Charity Roscommon	RA051
	Brothers of Charity South East	RA052
	Brothers of Charity Southern Services	RA053
11	Return from HSE South East (RA168) covered itself and:	
	St. Bernard's Group Home, Fethard	N/A
12	Return from HSE South West (RA168) covers itself and:	
	Wellsprings (subsumed into Child & Family Agency)	RA388
13	The completed questionnaire for the Mater Misericordiae Hospital (RA218) covered itself and:	
	Central Remedial Clinic	RA068
14	The completed questionnaire from Laois County Council related to that local authority only. However, it is the lead body for <i>MyPay</i> - a payroll shared service centre for the local government sector. As of end-July 2014, the following local authorities had transitioned into <i>MyPay</i> and they provided their own responses to the questionnaire:	
	Laois County Council	RA202
	Leitrim County Council	RA205
	Longford County Council	RA213
	Offaly County Council	RA256
	Roscommon County Council	RA293
	Westmeath County Council	RA373

## Appendix C. Statutory Obligations on Relevant Authorities

**Key responsibilities of Relevant Authorities in the operation of the Single Scheme, as provided for in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012, as set out in Appendix A of Department of Public Expenditure and Reform letter of 30 January 2013.**

*[Note: Minister = Minister for Public Expenditure and Reform.]*

Section of 2012 Act	Summary	Details (Numbers refer to subsections in the 2012 Act.)
16	<i>Contributions to scheme, etc.</i>	<p>A relevant authority:</p> <ul style="list-style-type: none"> <li>- may be required by the Minister to make a contribution where a body is self-financing – (4);</li> <li>- shall pay contributions to or for the benefit of the Exchequer in a manner directed by the Minister – (5);</li> <li>- may have unpaid contributions recovered by the Minister in court – (6);</li> <li>- may be directed to dispose of contributions by High Court – (7).</li> </ul>
17	<i>Return of contributions in certain cases.</i>	<p>A relevant authority may be required to facilitate the return of pension contributions to a member in specific circumstances and subject to particular conditions:</p> <ul style="list-style-type: none"> <li>- return of contributions where vesting period not completed – (1);</li> <li>- return of excess contributions where member paid in respect of more than one full-time (aggregated) employment – (2);</li> <li>- rate of compound interest to charge on re-payment of contributions with consent of the Minister – (3)(c);</li> <li>- discretion to accept re-payment of contributions in more than one payment - (4).</li> </ul>
19	<i>Calculation of retirement benefits.</i>	<p>This section provides that applications be made to a relevant authority to receive a pension and lump sum for members with standard accrual terms.</p>
20-26	<i>Calculation of retirement benefits – President; qualifying office holders; holders of judicial offices; C&amp;AG; Oireachtas members; designated office holders; members who may be required to retire early.</i>	<p>These sections provide that applications be made to a relevant authority to receive a pension and lump sum in the case of members with non-standard (fast) accrual terms.</p>

Section of 2012 Act	Summary	Details (Numbers refer to subsections in the 2012 Act.)
27	<i>Cost neutral early retirement.</i>	A relevant authority may consider and grant an application by a Scheme member for early retirement on actuarially reduced benefits.
28	<i>Preservation of benefits.</i>	A relevant authority must be satisfied that a preserved pensioner applying for retirement on medical grounds would, if still serving, be eligible for such retirement.
29	<i>Retirement on medical grounds.</i>	A relevant authority must be satisfied concerning the medical evidence supplied before agreeing to payment of retirement benefits in cases of retirement on medical grounds - (3).  A relevant authority may agree to a repayment schedule of lump sum in cases where a medical grounds retiree is reappointed - (9).
31	<i>Obligation to pay benefits.</i>	Calculation and payment of pension and lump sum for a Scheme member is a function of his or her relevant authority, subject only to any reassignment of such function by the Minister.
32	<i>Payment of pension, etc.</i>	Responsibilities of relevant authorities concerning pension payment:  - payment of pension in arrears - (2);  - payment of pension and lump sum in the case of a person who by reason of mental or physical disability is unable to give a receipt for the amount of such payment - (3);  - requirement to be satisfied that a person is a registered medical practitioner – (6).
34	<i>Grant and payment of survivor's pension.</i>	A relevant authority must be satisfied that cohabitation has ceased before granting or re-granting a survivor's pension – (2)(b)(ii).  A relevant authority may be directed or instructed by the Minister in specific respects concerning the payment of a survivor's pension – (4), (5) and (6).
36	<i>Children's pension – beneficiaries.</i>	The Minister may delegate to a relevant authority a function to give a direction, on compassionate grounds, to regard a person, who is married, in a civil partnership or cohabiting, as a child for the purposes of payment of a children's pension - (3).
37	<i>Children's pension – to whom paid.</i>	A relevant authority may pay a children's pension to persons having care of a child in proportions which the relevant authority may determine, where more than one person has care of the child – (3).  A relevant authority may be directed or instructed by the Minister regarding the determination of the class or classes of person to whom a children's pension may be paid – (4) and (5).

Section of 2012 Act	Summary	Details (Numbers refer to subsections in the 2012 Act.)
38	<i>Children's pension – conditions for payment, etc.</i>	<p>Subject <i>inter alia</i> to the Minister's discretion, a relevant authority may pay a children's pension even where the normal conditions imposed would not permit it be paid, if it is considered just and equitable in all the circumstances – (4).</p> <p>A relevant authority may be directed or instructed by the Minister regarding the conditions under which a children's pension may be paid – (5) and (6).</p>
43	<i>Duty of relevant authority to keep records, calculate contributions, etc.</i>	<p>A relevant authority:</p> <ul style="list-style-type: none"> <li>- must keep full and proper account of contributions paid and referable amounts accrued by a Scheme member– (1);</li> <li>- must within six months of year-end, provide a Scheme member with a statement setting out total contributions paid in that year, total referable amounts accrued in that year, and total referable amounts accrued in previous years uprated in line with the CPI – (2);</li> <li>- must within six months of a Scheme member ceasing to be employed provide that member with a statement setting out total contributions paid in that year, total referable amounts accrued in that year, and total referable amounts accrued in previous years uprated in line with the CPI – (3).</li> </ul>
45	<i>Repayment of retirement benefits, etc., overpaid.</i>	<p>A relevant authority may accept repayment of overpaid retirement benefits in accordance with a schedule with the consent of the Minister.</p>
49	<i>Duty to give information, etc.</i>	<p>A relevant authority:</p> <ul style="list-style-type: none"> <li>- must be supplied with necessary operational information by a person applying for or in receipt of a pension – (1);</li> <li>- must be supplied with necessary operational information by a spouse or civil partner of a deceased member who applies or has applied for a survivor's pension or a children's pension – (2);</li> <li>- must be supplied with necessary operational information by a person having the care of a child of a deceased member who applies or has applied for a children's pension in relation to that child – (3);</li> <li>- must be supplied with necessary operational information by a legal personal representative of a deceased member – (4);</li> <li>- must be supplied with necessary operational information by any person not covered by (1) to (4) applying for or in receipt of a pension – (5);</li> <li>- must be supplied with necessary identifying information by a person applying for or in receipt of a pension – (6);</li> <li>- may supply relevant operational or identifying information to another relevant authority, or to the Minister – (7).</li> </ul>

Section of 2012 Act	Summary	Details (Numbers refer to subsections in the 2012 Act.)
50	<i>Use of Personal Public Service Number (PPSN).</i>	A relevant authority shall be supplied with the PPSN of a person applying for or in receipt of a pension in respect of the person to whom the pension is to be paid.
51	<i>Duty to make declarations, etc.</i>	A relevant authority shall be supplied with a declaration by a person who is in receipt of or has an entitlement to public service pension benefits upon taking up public service employment or applying for a retirement benefit.
53	<i>Cesser or reduction of benefit.</i>	A relevant authority may refuse or reduce retirement benefits or reduce or not return contributions where a Scheme member is dismissed or otherwise vacates his or her appointment having been found to have caused a financial loss to a public service body or to the State.



## Appendix D. Comments on ICT systems: Q. 2.8d (3) of Questionnaire

ID	Organisation	Combined Sector Tag	Comments
RA001	Dept. of the Taoiseach	Civil Service	Traditional paper files and HRMS
RA006	Dept. of Defence - Civil Servants	Civil Service	Info on career events is stored on payroll system, however often only in 'free text' and therefore not possible to report or extract on an automated basis i.e. can only be extracted manually. Such information may also be stored by Defence Forces on the Military Personnel (HR) system.
RA007	Dept. of Education and Skills - Civil Servants	Civil Service	Instructions are received by email generally, and update on the CorePay system. All instructions are printed and associated to a file for each individual for audit purposes. However it is the data contained in the CorePay system that is referred for information, calculations, query purposes etc.
RA011	Dept. of Health	Civil Service	Personnel details are kept on hard copy files and on HRMS.
RA012	Dept. of Jobs, Enterprise and Innovation	Civil Service	CorePay, HRMS (PeopleSoft), Paper File, Spreadsheets/Word documents for calculations and stats
RA013	Dept. of Justice and Equality	Civil Service	Traditional paper files and HRMS
RA014	Dept. of Social Protection	Civil Service	Use of Excel Sheet and Data stored on CorePay
RA018	An Bord Bia	State Company/Agency	Deductions are calculated manually through excel spreadsheet and records are maintained on a HR system and payroll. HR system does not calculate entitlements
RA024	An Garda Síochána	Garda	Traditional paper files, HRMS and CorePay
RA050	Brothers of Charity Services Limerick	Health - Voluntary Bodies	The detail of the last career event, when a staff member ceases is not saved on computer system but is on manual records. If the staff member retires this is recorded on computer system.
RA062	Carriglea Cáirde Services	Health - Voluntary Bodies	The MegaPay payroll system give details grade, hours worked and premiums paid. <i>Ad hoc</i> report can be printed on giving details on each employee.
RA070	Cheeverstown House Limited	Health - Voluntary Bodies	Information is recorded on the IT HR system and manually in the employee's personnel file.
RA072	Chief State Solicitor's Office	Civil Service	All career events i.e. Promotion or reasons for departure etc. are recorded on the HRMS system.
RA073	Temple Street Children's University Hospital	Health - Voluntary Bodies	All data captured on integrated MegaHR and MegaPay systems. Additional spreadsheets used as part of tracking process
RA074	Church of Ireland College of Education	Education – Third Level	Payroll system is MicroPay, which is supported by Sage Ireland

<b>ID</b>	<b>Organisation</b>	<b>Combined Sector Tag</b>	<b>Comments</b>
RA075	Citizens Information Board	Civil Service	We do not have any staff in the Single Public Service Pension Scheme. For all other staff members data is maintained on a personnel database (Simply Personnel), excel records and personnel files.
RA076	Cork Education and Training Board	Education - ETBs	CORE Personnel, Pension and Payroll Systems and Individual Personnel Files
RA077	City of Dublin Education and Training Board	Education - ETBs	Contributions are calculated by the system and stored on the member's record. Reports are available, from the system, of contributions deducted per pay cycle and on a YTD basis. Manual - contribution details saved to excel.csv file and report manually amended to calculate pension and LS referable amount. Manual exercise also, to produce remittance reports, when they were being submitted to DPER. HR service records (such as absences, work pattern etc.) are maintained on the personal file. Movement and cessation details are recorded on excel spreadsheets as well as details maintained on the individual personal file
RA079	Limerick and Clare Education and Training Board	Education - ETBs	Some of this information in on their E-Personnel Files and more is recorded in CORE HR.
RA088	Commissioners for Public Works in Ireland	Civil Service	In both HR and Payroll systems there are paper-based individual employee files maintained in the respective divisions as well as the information stored on the IT systems.
RA091	Coombe Lying-In Hospital	Health - Voluntary Bodies	There is no HR System in place. Everything is kept on excel spreadsheets. Megapay is used for payroll purposes.
RA092	COPE Foundation	Health - Voluntary Bodies	Payroll and HR systems - MEGAPAY and MEGAHR. Manual starters and leavers book.
RA093	Cork City Council	Local Government	Paper Based Personnel File + CORE HR System
RA094	Cork County Council	Local Government	We can report through CoreBI on SPS employees based on their S/A Scheme Codes. We also keep an excel record of payments made to SPS employees from Integra (Financial system). We also keep an excel record of SPS employees when they commence.
RA095	Cork Institute of Technology	Education - Third Level	CIT uses the CoreHR integrated suite of applications including Core HR, CorePension and CorePay.
RA096	Kilkenny and Carlow Education and Training Board	Education - ETBs	Combined data storage includes information held on personnel file and also on IT System
RA101	Dublin and Dun Laoghaire Education and Training Board	Education - ETBs	Core HR and Personal File
RA103	Kerry Education and Training Board	Education - ETBs	Our HR system is manual based and Payroll is Manser (ESI)

ID	Organisation	Combined Sector Tag	Comments
RA104	Kildare and Wicklow Education and Training Board	Education - ETBs	Excel spreadsheet used for recording contributions paid each month. IT system generates report of contributions paid after each pay run. IT system has been updated to generate year end reports.
RA106	Laois and Offaly Education and Training Board	Education - ETBs	2.8a A new pensions deduction code was introduced. Grades are recognised by the salary scale. 2.8b Recorded in Superannuation Register. On ESI system and also in Superannuation Register
RA109	Longford and Westmeath Education and Training Board (Longford)	Education - ETBs	Manser system
RA113	Cavan and Monaghan Education and Training Board	Education - ETBs	Personnel File, spreadsheet to calculate SPS contributions
RA117	Waterford and Wexford Education and Training Board (Waterford)	Education - ETBs	Core HR System and superannuation register
RA117	Waterford and Wexford Education and Training Board (Wexford)	Education - ETBs	Certain data in I.T. system. Balance is taken from the individual personnel files stored in locked filing cabinets.
RA121	Courts Service	Civil Service	HR stores data in traditional paper files and on HRMS. All payroll data is stored on an IT based system
RA130	Dublin City Council	Local Government	2.7a & b - SPS members are set up in Payroll in the same way as pre-SPS, other than that different Deduction Codes are used to deduct Superannuation at the appropriate correct rates for SPS (standard & fast accrual).  2.8a - There is no identifier that specifically identifies an employee as a member of the SPS. (Human Resources comment: With regard to Q 2.8 (a), (b), (c) & (d), Dublin City Council does not have a computerised HR system. All details are retained on individual personal files and on the time & attendance management system.)
RA136	Dún Laoghaire Institute of Art, Design and Technology	Education - Third Level	All leave recorded on IT System through Core HR (including Core Modules - Time, Pay and Pension) however we would also have back up in paper format on personnel files where required
RA146	Environmental Protection Agency	State Company/Agency	Electronic and paper files are maintained.
RA152	Forfás - IDA	State Company/Agency	CorePersonnel and CorePension. In addition there is a hard copy personal file kept for each employee.
RA156	Galway County Council	Local Government	Recorded on core Systems, i.e., Core Personnel, CorePension and CorePay. Also excel spread sheet kept for preserved benefits payments, refunds. Part-time firefighters, etc.,

ID	Organisation	Combined Sector Tag	Comments
RA157	Galway-Mayo Institute of Technology	Education - Third Level	Stored on CORE system & paper record also kept on file
RA162	Grangegorman Development Agency	State Company/Agency	Manual HR - PR = Quantum
RA167	Health Research Board	State Company/Agency	Use of VIP Manager (HRIS System), Pensions database spreadsheet (Excel) and outsourced Payroll systems
RA168 Md	Health Service Executive - Midlands Area (Former MHB)	Health - Regions	SAP HR/SAP PAYROLL - Input from Manual National HR Forms
RA168 PCRS	Health Service Executive - PCRS	Health - Regions	Data held on employee's individual HR file and also stored on Micropay Software.
RA168 SE	Health Service Executive - South East	Health - Regions	Payroll deducts SPS deductions - Spreadsheet of deductions produced. No HR Recording system
RA187	Health Products Regulatory Authority	State Company/Agency	We have hard copy personnel records and we have a HR Connect IT system and a Core pension IT system
RA189	Irish Prison Service	Civil Service	Details are on both HRMS and on Personnel Files - HRMS is continually being updated from manual file -
RA193	Kerry County Council	Local Government	Means by which employee joined the organisation would be held on the employee's personnel file.
RA194	Kildare County Council	Local Government	There may be summary details available in Core, however more detailed info kept on file
RA202	Laois County Council	Local Government	Personnel File and limited input on CORE HR/Pension
RA204	Legal Aid Board	Civil Service	HRMS used and a spreadsheet of end of year calculations recorded.
RA205	Leitrim County Council	Local Government	Leitrim County Council transferred payroll responsibility to MyPay Local Authority shared payroll centre in Laois in July 2014. CORE computes and records deductions for staff with regular and typical hours. Most of the payroll and personnel information resides on the CoreHR system. Because of the ad-hoc nature of Fire-fighter call-outs and incident payments, their SPS deductions have to be calculated manually on spreadsheets. Various other HR data such as contracts of employment, Chief Executive orders ETC are recorded in MS Word /paper format.
RA207	Letterkenny Institute of Technology	Education - Third Level	CORE HR, PAY ,PENSION, EXCEL SPREADSHEETS
RA211	Limerick Institute of Technology	Education - Third Level	Manual record will be on Personnel file.
RA213	Longford County Council	Local Government	Data is entered in Core Payroll / Pension and records are stored on individuals' files
RA216	Marine Institute	State Company/Agency	Oracle system and excel spreadsheet / personnel files

ID	Organisation	Combined Sector Tag	Comments
RA217	Mary Immaculate College	Education - Third Level	Records on a computerised HR system and also an individual paper file on each staff member.
RA221	Meath County Council	Local Government	Registers, personnel files & CORE system
RA222	Mental Health Commission	State Company/Agency	Payroll software Sage Micropay. MHC to provide details on HR system
RA226	Monaghan County Council	Local Government	CoreHR, CorePayroll, CorePension, Manual spreadsheets
RA233	National Cancer Registry Board	State Company/Agency	UCC provide a payroll bureau service to the NCRB and therefore only record minimal data on their payroll system. The HR system in use at the NCRB records the data as listed at 2.8a but in addition a spreadsheet is maintained for each staff member to record key career events and salary changes as outlined at 2.8b and 2.8c.
RA242	National Library of Ireland	State Company/Agency	Traditional paper files and HRMS
RA243	National Maternity Hospital	Health - Voluntary Bodies	HR System (Source) and Memos notes and correspondence put on employee file. Megapay for payroll system.
RA247	National Rehabilitation Hospital	Health - Voluntary Bodies	We are currently installing the Core HR system and will be fully operational in 2015.
RA252	National University of Ireland, Maynooth	Education - Third Level	HR records are maintained on CORE HR, CORE POST MANAGEMENT and Excel Spreadsheets.
RA258	Office of the Comptroller and Auditor General	Civil Service	Each employee would have both a paper based file and an IT based file (HRMS)
RA260	Office of the Director of Public Prosecutions	Civil Service	Staff update forms e-mailed to Salaries Section in the event of promotion, retirement, death in service, critical illness, unpaid leave and career break, hard copy kept on personnel file, scanned copy on HR system e files, events recorded on HRMS
RA270	Peamount Hospital Incorporated	Health - Voluntary Bodies	Manual (Files), Excel Spreadsheets and Wiz HR
RA286	Property Registration Authority	Civil Service	Traditional paper files and HRMS
RA288	Qualifications and Quality Assurance Authority of Ireland	Education - Regulatory/Research	MS SharePoint
RA292	Road Safety Authority	Civil Service	Details for 2.8 (a) are recorded manually on Excel spreadsheet and 2.8 a, b & c on HRMS which is now maintained by <i>PeoplePoint</i> on our behalf.
RA296	Royal Irish Academy	Education - Regulatory/Research	HR record on WIZHR, Payroll used Micropay and Excel

ID	Organisation	Combined Sector Tag	Comments
RA307	Sligo County Council	Local Government	Certain details would also be recorded on personnel file
RA310	South Tipperary County Council	Local Government	Comment in Core.
RA314	St. Angela's College, Sligo	Education - Third Level	Payroll: Set up formulae to deduct pension contributions therefore deciphering what pension scheme the new employee is joining. On the payroll system the PPSN and employee number are recorded. On excel a pension register captures all of the other information. Changes to an employee's status e.g. career break, transfer, redeployment etc. are all paper based recordings on an employee's personnel file.
RA324	St. John of God Hospital Limited and St. John of God Community Service	Health - Voluntary Bodies	CoreHR, CorePersonnel, CorePay, CorePension
RA346	Teagasc — The Agriculture and Food Development Authority	State Company/Agency	Oracle database - codes SharePoint Document Management System
RA348	The Cappagh National Orthopaedic Hospital	Health - Voluntary Bodies	Recorded on both excel spreadsheets which are then sent to Payroll and are then updated on HR system.
RA351	The Health Insurance Authority	State Company/Agency	A combination of Sage Micropay, excel spreadsheet and physical file.
RA354	The Medical Council	State Company/Agency	Excel Spreadsheet, Payroll software
RA356	The Pensions Board (now the Pensions Authority)	State Company/Agency	The Authority issues comprehensive benefit statements to all employees annually, which include a note of all career events. Those leaving the Authority (retirees etc.) are provided with information and/or statements which cover their career events. A copy of these are kept on file.
RA365	UCD	Education - Third Level	A new Pension Scheme code for the Single Scheme was created in Core Pensions/ Core Pay. The set up process is the same in all other respects. The Pension Scheme Details are held in both the Core Pay and Core Pensions modules. This information is recorded in the HR system but not specifically in connection with the administration of the Single Scheme. It is recorded as part of general HR administration.
RA366	University of Dublin Trinity College	Education - Third Level	Data held on New Applicant Declaration Forms with prior Public Service History is not populated on system. Key Event History detail not tracked methodically on system. Limited last career event sometimes recorded on system (e.g. death, retirement) but may be overwritten if individual re-joins in any capacity subsequent to ceasing employment
RA367	University of Limerick	Education - Third Level	Information in 2.8c is stored in Personnel file on Core Personnel rather than pensions, data/documents are also scanned to their personnel file on Fortis software. No employees have retired on this scheme, and a move to private sector would not be recorded.

<b>ID</b>	<b>Organisation</b>	<b>Combined Sector Tag</b>	<b>Comments</b>
RA369	Waterford City Council	Local Government	Data stored on Personnel File and on Core Pension and Payroll module
RA370	Waterford County Council	Local Government	Every employee has a personnel file where various paper records are stored e.g. approval to take career break, death cert etc. but most career event is also recorded on the HR/Payroll system
RA371	Waterford Institute of Technology	Education - Third Level	Core HR System plus separate files with details of refunds etc. for the scheme
RA378	Oireachtas	Civil Service	Hard copy of instruction saved on individual's file and HRMS (Human Resources Management System) IT based system (PeopleSoft application)
RA382	PeoplePoint and D/Public Expenditure & Reform	Civil Service	Paper files and HRMS

**Appendix E. Feedback from Respondents to Questionnaire**  
[Tab 4 of Baseline Questionnaire]

**STOP DOING:**

Calculating Referable Amounts and producing benefit statements manually

Current offset of refunds from contributions being remitted to D/PER. Prefer recoupment as in existing schemes

Stop refund of contributions in mid-year

Stop sending remittances to a central bank account

Stop all self-certification by new employees on recruitment – have independent verification from former employers re. Scheme Membership status

Stop sending remittances of contributions without the associated deduction records

Stop having to manually calculate contributions and benefit accrual for retained firefighters

**CONTINUE DOING:**

Guidance and information on the Single Scheme from D/PER

Workshops on the Single Scheme

Continue this Scheme and make no further complications to it



**START DOING:**

A national Shared Service to administer the Single Scheme

Structured Training and support for those who have to administer the Single Scheme at present

Linkages between the pre-existing schemes and the Single Scheme e.g. reckoning prior service

Resume Returns with associated deduction records

Using a different pay code for a Single Scheme refund to make end of year statement easier

Payroll to differentiate Single Scheme members

Central payment of Refunds

Validation of the correct scheme membership status

Clarify treatment of allowances e.g. Acting Allowances in Local Authorities

Provide facility in the Single Scheme for Purchase and Transfer; Ill-health and Death-in-Service enhancement

## Appendix F. Baseline Questionnaire

**Tab A: Baseline of Single Public Service Pension Scheme  
Definitions**

<b>Accrual</b>	Money amounts ('referable amounts') building towards pension and lump sum are separately accrued each year based on the following accrual rates (Standard Accrual members): <i>Pension</i> : 0.58% of pensionable remuneration up to a ceiling of 3.74 X State Pension Contributory (SPC) (c. €45,000) <i>plus</i> (where applicable) 1.25% of pensionable remuneration above that ceiling. <i>Lump Sum</i> : 3.75% of pensionable remuneration.
<b>Activity Analysis</b>	A method for capturing the distribution of an individual employee's full time equivalent on pension-related activities. It is designed to enable quantification of how much time each employee spends on pension administration.
<b>Allowances</b>	Referable amounts (% of pensionable remuneration) each year will include pensionable allowances payable in respect of that year.
<b>Baseline</b>	Baselining is a data-gathering and analytical tool that describes the current or 'as is' end-to-end process, costs and outputs involved in delivering a corporate service. This enables a high level understanding to be gained with a view to benchmarking processes against internal and external metrics and suggesting improvements for the future delivery of the Single Public Service Pension Scheme across the Public Service.
<b>Compulsory Retirement Age</b>	Single Scheme members must retire at the age of 70.
<b>Contractor</b>	This relates only to personnel engaged on contracts for services on pension activities, and who are not employees of the public service.
<b>Contribution Rate</b>	3.5% of net pensionable remuneration (i.e. pensionable remuneration less twice the rate of the State Pension Contributory) plus 3% of pensionable remuneration for Standard Accrual members. Higher rates apply for 'Fast Accrual' members.
<b>Coverage of the SPSPS</b>	Public servants (new joiners) recruited on or after 1 January 2013 (the commencement date of the Single Scheme) become members of the Single Scheme.
<b>CPI</b>	Consumer Price Index: Official measure of inflation.
<b>Fast Accrual' Members</b>	'Fast Accrual' categories relate to those Single Scheme members who may get higher pension and lump sum accrual because they must retire earlier than public servants generally. Examples of 'Fast Accrual' categories are firefighters (full-time), military personnel and Gardaí.
<b>FTE</b>	Full Time Equivalent is the number of working hours that represents one full-time employee during a fixed period of time (e.g. week, month, year). FTE simplifies work measurement by converting work load hours into the number of people required to complete that work. FTE is measured in units and will be a value up to 1.00 or 100%. One "1.00" FTE equals a person working a full standard hours working week.
<b>HRMS</b>	Human Resource Management System: A centrally managed system in the Civil Service for recording HR information.
<b>Pension Age</b>	Minimum pension age of 66 (rising to 67 and 68 in line with State Pension age changes).
<b>Public Service Body (PSB)</b>	The term 'Public Service Body' refers to any organisational entity of the State; examples include Government Departments and Offices, Local Authorities, Schools and Non-Commercial State Companies.
<b>Referable Amount</b>	Refers to money amounts building towards pension and lump sum which are separately accrued each year.
<b>Service Delivery Model</b>	This refers to the model used to complete an end-to-end process - examples include a centralised in-house delivery solution and a shared services model.
<b>Single Public Service Pension Scheme</b>	Public servants (new joiners) recruited on or after 1 January 2013 (the commencement date of the Single Scheme) will be members of the Scheme. A standard vesting period of two calendar years must be served before becoming eligible for retirement benefits from the Scheme.
<b>SPC</b>	State Pension Contributory.
<b>Survivor's Benefit</b>	The Single Scheme provides for a spouse's/civil partner's pension equal to 50% of the member's pension.
<b>Systems (IT) Administration</b>	Ongoing and periodic tasks related to the maintenance and backup of the pensions payments/payroll system, as well as the administration of security and user authorisation rights.
<b>Vendor Support</b>	A contractual arrangement whereby the original software vendor provides official support in respect of the pension payments system for a specified period of time. This support typically comprises the provision of 'fixes' for newly identified system 'bugs' as well as periodic 'maintenance patches'.
<b>Vesting Period</b>	A standard vesting period of two calendar years must be served before becoming eligible for retirement benefits from the Scheme.
<b>Volumetric</b>	A metric for measuring a process using a volume.

## Tab 1: Organisational and Pension Details

1.1a	Name of Public Service Body (PSB) or Relevant Authority (e.g. HSE)	<input type="text"/>
1.1b	If your response covers only part of your PSB/Relevant Authority, please name the function(s)/organisation(s) concerned (e.g. HSE Midlands, Defence Military, Defence Civilians)	<input type="text"/> <input type="text"/> <input type="text"/>
1.2	What is the Single Public Service Pensions Scheme (SPSPS) code of the PSB/Relevant Authority specified at 1.1a - e.g. '168' for HSE?  <a href="#">Refer to Annex for codes (ETB codes attached separately).</a>	<input type="text"/>
1.3a	Total number of <u>employees</u> (headcount) in the function(s) at 1.1b or organisation(s) at 1.1a as appropriate? (Base your response on your P35 return for 2013.)	<input type="text"/>
1.3b	<b>Optional question as this issue is specific to some sectors only.</b> Please enter estimated % of those employees at 1.3a who are <u>not</u> eligible for <u>any</u> type of public service pension.	<input type="text"/>
1.4a	Name of Lead Pensions Contact for this Questionnaire	<input type="text"/>
1.4b	Grade	<input type="text"/>
1.4c	Email Address	<input type="text"/>
1.4d	Telephone Number	<input type="text"/>
1.5	Date Questionnaire Completed	<input type="text"/>
1.6a	Secondary Contact	<input type="text"/>
1.6b	Email Address	<input type="text"/>
1.6c	Telephone Number	<input type="text"/>

**Tab 1: Organisation & Pensions (contd.)**

**Pensions Administration - Processing Overview**

1.7	If your organisation undertakes SPSPS administration (including payroll) on behalf of any other organisation(s), please provide details for each organisation as below:	
	<b>Client Organisation</b>	<b>Code</b> <a href="#">Refer to Annex</a>
		<b>Staff Headcount in 2013 (P35 based)</b>

**Tab 2: First Year of Single Public Service Pension Scheme**

**Numbers and Values**

**Note: Only data relating to Single Scheme membership numbers to be included on this sheet**

- 2.1 Specify the number of members on the SPSPS: *Number*
- a. 30th April 2014
- b. 31st December 2013
- 2.2 Specify the accrued value of referable amounts (see Guide for definition) in the SPSPS for your PSB on 31st December 2013, including for those members who resigned during the year: *€000*
- a. Total pension referable amount
- b. Total lump sum referable amount

<p>Note: In relation to Questions 2.3a and 2.3b below, 'fast accrual' categories relate to those members who may get additional pension accrual because they must retire earlier than public servants generally. Examples of 'fast accrual' staff categories are firefighters (full-time), military personnel and Gardaí.</p>	<p>Yes/No response options appear in a dropdown which is activated when you click in the response cell</p>
---	--

- 2.3a Did your PSB have any 'fast accrual' staff on the SPSPS on 31st December 2013? *Yes/No*
- 

- 2.3b If Yes, please specify below each 'fast accrual' category of staff and associated number of SPSPS members
- | <i>Category</i>      | <i>Number</i>        |
|----------------------|----------------------|
| <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> |
| <input type="text"/> | <input type="text"/> |

- 2.4a Do you know how many, if any, of the Single Scheme staff on 31st December 2013 (i.e. of 2.1b above) had more than one public service employer during 2013 (e.g. part-time teachers)? *Yes/No*
- 

- 2.4b If Yes, how many such staff in your organisation had more than one public service employer during 2013? *Number*
- 

- 2.5 How many staff, if any, whether permanent or temporary, in your organisation: *Number*
- a. left the SPSPS in 2013 and re-joined your organisation during that year?
- b. left the SPSPS in 2013 and did not re-join your organisation during that year?

## Tab 2: First Year of Single Scheme (contd.)

	Yes/No	Number
2.6 Did your organisation assign any additional staff (FTEs) in 2013 - include pension administration, HR administration, Salary Payroll and ICT support - to deal with the administration of the SPSPS? If yes, how many?		

### Coding for SPSPS members

2.7a	Are new members of the SPSPS set up on salary payroll in the same way in all respects as that used for setting up members on the pre-2013 schemes?	Yes/No	
2.7b	If No, has a new coding methodology been developed?		
2.8	For questions 2.8a to 2.8c following, please indicate the type of data gathered and held on SPSPS members (whether payroll or HR system or both):		
2.8a	Please indicate which of the following identifier details are used in each of the HR and Payroll systems when setting up a new employee?		
		<b>HR System</b> Yes/No	<b>Payroll</b> Yes/No
	Indicator that the employee is a member of the Single Scheme		
	PPSN		
	Personnel Number (i.e. an identifier different from the PPSN)		
	Grade		
	Grade Code		
	Means by which the member joined your organisation <i>Examples include recruitment, transfer, redeployment, secondment and organisational merger</i>		
2.8b	Please indicate if key career events of SPSPS members are being recorded as part of the administration of the Single Scheme (i.e. after employment starts and before employment ends, or retirement)  <i>Examples include probation, promotion/demotion, redundancy, critical illness and career break</i>	<b>HR System</b> Yes/No	

## Tab 2: First Year of Single Scheme (contd.)

- 2.8c Please indicate if, when the member departs the SPSPS, the nature of the last career event is recorded **HR System**  
*Examples: retirement, death in service, moved to private sector, resignation, cessation of contract* Yes/No
- 2.8d Please indicate how the data referred to at 2.8a, 2.8b and 2.8c above are stored: Yes/No
1. Manual-based system (i.e. paper-based and/or Excel spreadsheet)?
2. IT-based system (e.g. Oracle)?
3. Combination of manual and IT-based?
- If 3, please describe:

### Tab 3: IT Systems supporting the SPSPS

Computer System/Application
-----------------------------

Yes/No response options appear in a dropdown which is activated when you click in the response cell

3.1 Does your organisation deduct contributions from SPSPS members using a:

*Yes/No*

1. Manual-based process (i.e. paper-based and/or Excel spreadsheet)?

2. IT-based process?

3. Combination of manual- and IT-based?

If 3, please describe:

3.2a Is the process - whether manual or IT-based - for deducting contributions from members of the SPSPS the same as that used for deducting contributions under other public service pension schemes - i.e. for members of pre-2013 schemes?

*Yes/No*

3.2b If No, please provide details

3.3 If your organisation uses an IT solution for deducting contributions from SPSPS members, please specify:

a. Name of system (e.g. CorePay, Core Pensions, Unit 4 Agresso ERP)

b. Release/version of the system

*Yes/No*

c. Standalone

*If Yes, specify*

d. Inter-operable with another system - e.g. payroll, HR

--	--

e. Capable of processing Electronic Funds Transfers (EFTs)



### Tab 3: IT Systems supporting the SPSPS (contd.)

3.4	Has your organisation (or service provider):	<i>Yes/No</i>
	a. Updated the pre-2013 pensions system to incorporate the SPSPS? <i>or</i>	<input style="width: 100px; height: 25px;" type="text"/>
	b. Put in place a new dedicated IT system for the SPSPS?	<input style="width: 100px; height: 25px;" type="text"/>
		<i>€000</i>
	c. If Yes in either case, what was the total cost incurred?	<input style="width: 100px; height: 25px;" type="text"/>
3.5	If No to 3.4a and 3.4b above, has your organisation (or service provider) made provision for either 2014 or 2015:	
		<i>Yes/No</i>
	a. To update the pre-2013 pensions system to incorporate the SPSPS? <i>or</i>	<input style="width: 100px; height: 25px;" type="text"/>
	b. To put in place a new dedicated IT system for the SPSPS?	<input style="width: 100px; height: 25px;" type="text"/>
	c. If Yes in either case, what is the amount provided for?	<input style="width: 100px; height: 25px;" type="text"/>
3.6	Specify number and cost (if any) of application/software licenses for administering the SPSPS (including any system adapted for the SPSPS):	
		<i>Number</i> <i>€000</i>
	a. corporate application licenses at 31 December 2013	<input style="width: 100px; height: 25px;" type="text"/>
	b. individual user licenses at 31 December 2013	<input style="width: 100px; height: 25px;" type="text"/>
3.7	If your organisation's <b>salary payroll</b> is processed by a <u>third party</u> (e.g. Payroll Shared Services Centre, another Government body or a private sector provider), please name the payroll processor (e.g. FSS Killarney)?	<input style="width: 250px; height: 60px;" type="text"/>
3.8	If your organisation processes its <u>own salary payroll</u> , please provide the following details	
	a. Name of your payroll system (e.g. CorePay)	<input style="width: 250px; height: 25px;" type="text"/>
	b. Name of the product provider	<input style="width: 250px; height: 25px;" type="text"/>
	c. Name of the maintenance provider	<input style="width: 250px; height: 25px;" type="text"/>
3.9	If your organisation administers its <u>own HR Function</u> , please provide the following details	
	a. Name of your HR system, e.g. HRMS/Softworks, or state if manual	<input style="width: 250px; height: 30px;" type="text"/>
	b. Name of the product provider	<input style="width: 250px; height: 25px;" type="text"/>
	c. Name of the maintenance provider	<input style="width: 250px; height: 25px;" type="text"/>

**Tab 4: Feedback on the Single Public Service Pension Scheme**

<p><b>4.1</b> - For <u>each</u> of the three categories below, and based on your experience to date, please provide feedback on <u>one</u> feature on the administration and delivery of the <b>Single Public Service Pension Scheme (SPSPS)</b> that you would like to change by either stop doing (or significantly reduce), start doing, or continue doing:</p>	
<p><b>4.1a Stop doing</b> (e.g. systems, processes or behaviours that constrain the management and administration of the SPSPS)</p>	
<p><b>4.1b Start doing</b> (to remedy gaps in current management and administration of the SPSPS)</p>	
<p><b>4.1c Continue doing</b> (strengths of the current SPSPS system)</p>	

**Tab 5: FTE Activity Analysis, 31st December 2013**

<p style="text-align: center;"><b>NOTE 1: Complete this Tab <u>only</u> if the number of SPSPS members are 100 or more on 31st December 2013 (Question 2.1a from Tab 2). Else, save and exit</b></p> <p style="text-align: center;"><b>NOTE 2: This Tab is not confined to the Single Scheme only; it relates to all staff working on pensions.</b></p>							
5.1 Grade Category of Pensions Staff	5.2 Business Unit of Pensions Staff	5.3 Employment Status	5.4 Individual's Total FTE <sup>1</sup>	5.5 Single Public Service Pension Scheme	5.6 Pre-2013 Pension Schemes	5.7 Non-pensions work	TOTAL
Select one option per each staff member working on pensions (both SPSPS and pre-2013 schemes)	Select one option per each staff member working on pensions	Select one option per each staff member working on pensions (both SPSPS and pre-2013 schemes)	Enter each staff member's total FTE	Enter estimated % on relevant activities for each FTE staff member			Must compute to 100%. Else error message
Clerical (on salary up to €40,000)	Pensions Unit	Full-time		0%	0%	0%	0%
Middle Management (€40,001-€60,000)	Payroll Unit	Part-time		0%	0%	0%	0%
Senior Management (>€60,000)	HR Unit	Maternity Leave		0%	0%	0%	0%
	ICT Unit	Special Leave		0%	0%	0%	0%
		Contractor		0%	0%	0%	0%
		Other		0%	0%	0%	0%
				0%	0%	0%	0%
				0%	0%	0%	0%
				0%	0%	0%	0%
				0%	0%	0%	0%
				0%	0%	0%	0%
				0%	0%	0%	0%
				0%	0%	0%	0%
				0%	0%	0%	0%
				0%	0%	0%	0%
				0%	0%	0%	0%
				0%	0%	0%	0%

<sup>1</sup> Enter the entire time the person works for your PSB regardless of whether all or just some of that time is allocated to pensions activities - e.g. if the staff member works full-time, enter 1.00; if the person works 4 days a week, the FTE value is 0.8

## **Appendix G. Note on part-time, substitute teaching and non-teaching staff on Department of Education and Skills payroll**

### **Substitute staff**

Many teachers especially in the post primary sector start their teaching careers in a substitute capacity. Some may get a maternity leave substitution which guarantees 6 months' work but many others do casual substitution for certified sick leave, parental leave etc. Some teachers may have a couple of years of casual work before getting a fixed term contract with a school. These staff will be paying pension contributions and PRD on all their work and it is very unusual for them to look for repayment of contributions as their ultimate goal is to get a permanent or CID post in a school.

In the case of substitute teachers, there is no discernible work pattern. Some may get a long term substitution but by and large the work is casual with a couple of days at a time and periods with no teaching work at all. There are agreements under the part time workers act which allows non casual service to be counted towards incremental credit and these terms were agreed with the unions. (Non-casual service comes into play once a post primary teacher has worked over 150 in a school year and 40 days in the case of primary teachers. Service over and above this can be counted towards incremental credit.)

Substitution is also payable for Special Needs Assistants. Employment in this category is subject to the allocation of posts from the National Council for Special Education and where the allocation is withdrawn or reduced the SNA may be entitled to Redundancy or to a compensation payment for loss of hours. All staff, substitute, part-time or permanent pay pension contributions and are accepted into the appropriate schemes.

### **Part-time Staff**

This is a category which differs from fixed term or Regular Part Time (RPT) contracts. Staff who work in this category generally get contracts for a number of additional hours that may be allocated to cover particular situations in a school – additional subject hours, temporary resource hours. These hours are usually awarded as a result of an appeal to the Department for particular needs and are not approved within the general allocation for the school for that year. Staff in these types of contracts have a more regular patter of employment but the hours may be low each week. Pension contributions and PRD are deducted from these staff.

Part-time staff are not paid during school holidays but receive holiday pay based on service. They have periods where they are not in receipt of pay at all.

### **Regular Part Time (RPT) and fixed term contracts**

Allocations of staff to schools are decided on an annual basis depending on the numbers of pupils and other needs of the particular school. On the primary side, the pattern of employment is more stable and contracts are generally on a permanent basis. As the primary sector has a redeployment scheme in place for many years, where a school is reducing the

numbers of teachers required, the surplus teachers are placed on a panel and redeployed. The post primary side has redeployment on a lesser scale but as post primary teachers are generally employed based on their subject specialities, redeployment is not as seamless as on the primary side. The majority of teachers on the post primary side start their employment on a fixed term (usually part-time) contract and build up to Contracts of Indefinite Duration (CID). They may also have their contracts reduced or terminated where the numbers of pupils decreases or subject choices are dropped. All teachers pay pension and PRD contributions.

Special Needs Assistants are employed on contracts that can be terminated by means of redundancy where the allocation is reduced.

Regular part-time and CID contracts are regular numbers of hours per week. The actual days worked are not collected by the Department payrolls – rather salary is worked out based on the number of hours per week, assuming a weekly working pattern. Individual schools keep timetable details for teachers but these are not used in the Payroll sections.

### **Substitute /casual and non-casual numbers paid on payroll (Based on one payroll in June 2104)**

Primary substitutes	4489
Post Primary substitutes	4961
Special Needs Assistants sub	1256

These figures are fairly average per fortnight except during periods of school closures. However the difficulty is that there are approx. 11,000 individual post primary substitutes and 9,000 primary substitutes and the regular numbers of 4,000 + paid on each payroll are not the same group of substitutes each payroll. The same applies for the 1,256 SNAs – the regular payment cohort is not a consistent group of people. The last figures I had for the number of individual substitute teachers on the NTS payroll was around 4,000 but that information is quite old at this stage and is probably higher. (Up to date figures not available at the moment).

### **Payroll management**

On the teaching and non-teaching payrolls, each appointment as a substitute counts as a separate employment i.e. the person is a starter and leaver for each appointment. This means the person could be employed on 30 different occasions as a sub and will have 30 starter and 30 leaver records on the system. This was the difficulty in providing accurate information about starters and leavers in the Baseline exercise – it is only one person employed over the course of a school year and not 30 separate employees. This may be unique to Education but it is the most effective way of managing the casual / non-casual employment on our payrolls.

*This note was submitted by Catherine Kelly, Department of Education and Skills, on 12 August 2014*