

Record 1

85 1

Ann Kissane

From: Damien Clarke
Sent: 26 November 2007 12:22
To: Martin Finucane
Subject: RE: staffing submission
Attachments: Submission on staffing issues Nov07.doc

Martin

Revised submission attached.

Damien

From: Martin Finucane
Sent: 26 November 2007 11:42
To: Damien Clarke
Subject: FW: staffing submission

From: Damien Clarke
Sent: 16 November 2007 16:40
To: Martin Finucane
Subject: staffing submission

Martin

Attached is a submission seeking 3 additional staff - 1 HEO (██████████), 1 EO and 1 CO.

I recommend a staff complement of –

1 HEO, 2 EOs and ½ CO on Energy Efficiency Policy / Power of One,

and

1 HEO, 1 EO and ½ CO on SEI corporate governance / ESIOP / Interreg

Damien

Damien Clarke
Assistant Principal - Energy Efficiency Policy
Renewable & Sustainable Energy Division
Department of Communications Energy & Natural Resources
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Mr Finucane

Ms White

Personnel Officer

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RE: Increased Staff Resources required in the area of energy efficiency

1. DECISION REQUIRED

A decision is required on increasing the number and profile of staff assigned to delivering the Department's objectives concerning energy efficiency policy and Power of One.

An additional 1 HEO, 1 EO and 1 CO are required to proactively address these objectives.

[REDACTED] (EO) has been successful in an interdepartmental HEO competition and it is recommended that he fill the above HEO post.

2. FUTURE WORK LOAD ENERGY EFFICIENCY POLICY AND POWER OF ONE

2.1 National Energy Efficiency Action Plan

The Department published a draft National Energy Efficiency Action Plan on 3 October for public consultation. The final draft should be submitted to Government before year end. The purpose of the Action Plan is to specify the precise actions that Government will take to achieve energy savings across the economy of at least 20% by 2020 and aim for 30%. The draft Action Plan identifies 60 such actions that equate to approximately a 22% saving in 2020.

Achievement of this 22% saving has been valued at a €1.7 billion a year saving to the economy and an emissions reduction of 9 million tonnes of CO₂. Achievement of the 30% target has been valued at a €2.3 billion saving to the economy each year and an emissions reduction of 12 million tonnes of CO₂. The success of the Action Plan is therefore hugely important. The Minister has identified the Action Plan as one of his highest political priorities.

While the actions within the plan are diverse and the agencies responsible for their implementation are equally diverse, this Department will be the lead. This Division will be responsible for -

- Driving the implementation of the Plan,

- Direct implementation of many of the actions,
- Development and coordination of many other actions,
- Identification and development of additional actions to achieve the higher 30% target,
- Establishment of a working group to identify actions to achieve 33% energy savings in the public sector and produce a plan for Government approval in 2008 (this is likely to require an intensive meeting schedule),
- Establishment of a high level interdepartmental working group to coordinate and report on overall progress on actions,
- Ongoing secretariat for above groups,
- Annual reporting to Government on progress, and
- Democratic process issues that will inevitably arise in relation to the Action Plan and energy savings targets.

Implementation of the Action Plan will place large demands on this Division, particularly in terms of driving the achievement of the public sector energy saving targets, which are highly ambitious.

2.2 Transposition of Energy Services Directive

Directive 2006/32/EC on Energy End Use Efficiency and Energy Services must be transposed into Irish law by 17 May 2008. Drafting of an instrument has not yet commenced.

The majority (if not all at this stage) of Member States have signed up to a voluntary initiative called Concerted Action. This initiative will involve increased cooperation and meetings of Member States to heighten cooperation on transposition and implementation of the Energy Services Directive.

2.3 Revision of Air Conditioning Regulations

This Department was responsible for transposing in 2006 Article 9 of Directive 2002/91/EC on the Energy Performance of Buildings. Article 9 required Member States to put in place measures to ensure that air conditioning systems are regularly inspected to ensure their energy efficiency. The Regulations (SI 346 of 2006) need to be revised in a number of respects. A Regulatory Impact Assessment will need to be completed for the revised instrument.

2.4 Other EU Directives and Regulations concerning energy efficiency

The EU Commission has published its “Action Plan for Energy Efficiency – Realising the Potential”, with the aim of achieving energy efficiency savings of 20% across the EU by 2020. Existing EU law requires only 9% savings by 2016. The EU Action Plan will see the progressive roll out of new EU legislative proposals to achieve the higher 20% savings target. This will require input from and attendance at Council meetings by this Division.

PS 4

This Division represents the Department on interdepartmental groups on implementation of the Energy Performance of Buildings Directive (EPBD) and the Ecodesign of Energy Using Products Directive (Ecodesign Directive).

The EPBD Implementation Group has been in operation for some time, but is still active pending the full rollout of building energy rating in 2009. This Division has direct responsibility for implementation of elements of the EPBD Directive concerning the energy efficiency of air conditioning systems. The EU Commission has indicated that it will be proposing a new directive to amend the EPBD Directive and this will require policy input from this Division.

The Ecodesign Directive Implementation Group formed in recent months. The Department of Enterprise Trade and Employment have the lead on this Directive. While the Directive concerns many aspects of the implications for the environment of product design, it is primarily concerned with energy efficiency aspects. The Commission have a very ambitious programme to propose energy efficiency measures under the Directive for 20 product groups, mostly in 2008. Significant input from this Division and representation at Committee meetings will be expected. The approval process in the European Parliament will also give rise to demands for comment / briefings etc.

This Division is also directly responsible for issues concerning the Energy Star Regulation and Energy labelling Directives.

2.5 International Policy Developments

2.5.1 IEA Energy Efficiency Working Party

This Division represents the Department on the Energy Efficiency Working Party of the International Energy Agency. While the Working Party meets 2 times per year, preparation and follow-up activities and also tracking generally of the energy efficiency activities of the IEA add considerably to the demands of this Working Party.

2.5.2 Platform for International Co-operation on Energy Efficiency

The European Commission has proposed the establishment of a Platform for International Cooperation on Energy Efficiency. Ireland would clearly wish to participate in this Platform. This Division would be responsible for providing support / information. This group will be established in 2008.

2.5.3 Policy Developments

Because of the growing issues surrounding climate change, security of energy supply and rising energy costs, there is a very high level of interest in energy efficiency internationally. This Division is responsible for tracking EU and international policy developments to inform domestic policy development.

2.6 Climate Change Awareness Campaign Steering Group

This Division represents the Department on the Climate Change Awareness Campaign Steering Group. The Department of the Environment, Heritage and Local

Government will launch the campaign later this year. This Division has advised during the Tender process and will continue to ensure that the Climate Change Awareness campaign complements and does not duplicate Power of One messaging.

2.7 Power of One campaign

The Power of One energy efficiency awareness campaign, launched in September 2006, has proven very demanding to date. The ongoing operation and management of the campaign, including development of media material (TV, radio, press and internet), liaising with key energy stakeholders and various Government Departments requires a significant amount of time at EO, HEO and AP level.

The Power of One at Work initiative commenced in September 2006, with the purpose of bringing the energy efficiency message into the work environment. This initiative is still evolving and will continue to require input for quite some time.

Preparation for a second stage of the Power of One Street initiative has commenced, with a planned launch date of February. Significant input will be required to achieve that launch deadline and make this initiative as much of a success as the first stage. The project will be quite different from the first stage, involving not only households but also businesses and probably a school

The new Power of One schools initiative has also recently commenced. This initiative will involve transition year students carrying out an energy efficiency awareness project over this school year, culminating in an awards ceremony in 2008. The project will need to be actively monitored and will involve significant activity next year.

A new Power of One initiative aimed at the public sector is planned for 2008. The public sector is highly significant in terms of energy efficiency, having a separate and highly ambitious Government energy savings target of 33% by 2020. Given the subject matter of the project, it is likely to require even more input from this Division than previous initiatives.

3. STAFFING REQUIREMENTS AND ALLOCATION

The existing staff complement in the energy efficiency area is 1 AP and 1 EO.

In my view, an additional 1 HEO, 1 EO and 1 CO is the minimum staff resources needed to proactively address the future workload outlined at 2 above.

The proposed deployment of resources is as follows:

	Policy development	Action Plan	EU Law Negotiation Transposition	Power of One	Admin and Democratic Process
AP	35 %	20 %	10 %	15 %	20 %
HEO (new)	25 %	30 %	10 %	15 %	20 %
EO 1	10 %			80 %	10 %
EO 2 (new)	10 %	20 %	50 %		20 %
CO ½ (new)		20 %		10 %	20 %

The additional resources would allow deployment of 1 EO almost full-time to manage the day to day demands of the Power of One campaign. It would facilitate the delegation of more routine matters to EOs, freeing up time for the HEO and AP to give more focus to policy formulation and development.

It is proposed that the additional CO post would be shared 50/50 with the SEI corporate governance area of the Division, as there is a significant body of work in that area requiring clerical support.

[REDACTED] (EO) was recently successful in an interdepartmental HEO competition. [REDACTED] has received a number of placement offers but has not accepted any to date as he wishes to remain in this Department. However he will not be able to decline offers much longer without risking the promotion. [REDACTED] has worked on the Power of One Campaign since its inception and has built up invaluable corporate knowledge that is held by nobody else within the Division.

I strongly recommend that [REDACTED] be allowed fill the new HEO position recommended in this submission.

Damien Clarke
Assistant Principal
Sustainable & Renewable Energy Division
26 November 2007

- 1 Martin Brennan
- 2 Dave Hanley

Re: Exploration and Mining Division Staffing Requirements

ACTION SOUGHT

Agreement for the recruitment of three Geologists and the prompt filling of the future Assistant Principal and Principal Geologist vacancies that will arise through retirements.

BACKGROUND

The Exploration and Mining Division (EMD) is facing into a period of substantial personnel change. By July next year EMD will have lost its Principal Geologist and an Assistant Principal through retirement. Succession planning has already commenced within the Division, through the use of the knowledge management tool, training and work redistribution, but will need to be complemented by the creation (and filling) of the above posts over the next twelve months.

The last 24 months has seen a significant rise in the number of prospecting licences issued, reflecting a buoyant international market swelled by the increased demand for lead and zinc from China and India, which in turn has assisted in driving up the price of zinc and lead to record levels (See Table 1 below), further stimulating prospecting activity. Between July 2005 to June 2007 237 prospecting licences were issued (See Table 1); an increase of 163 licences over the corresponding period between 2003 and 2005.

Year	Number of Prospecting Licences Issued	Receipts
2000	98	€1,462,576
2001	49	€1,060,899
2002	33	€1,363,923
2003	22	€1,477,784
2004	26	€3,267,558
2005	51	€3,477,072
2006	165	€6,125,096
2007 to date	74	

Table 1: Prospecting Licences issued

2007 promises to be another busy year with the number of prospecting licenses issued at similar levels to 2006. The increase in the number of licences issued over the past 24 months also impacts on the subsequent level of Reviews and Renewals that need to be processed. At the same time the number of time and expertise dependant functions, such as the regulatory requirements for Mining Leases and Licences, promotional and policy issues have remained constant.

of licences

The new Minerals Development Bill and its associated Regulations will require substantial resources in the medium term to complete their drafting and for the Bill's passage through the Dáil.

The launch in 2005 of an online promotional service using a GIS-based system to make geoscientific information, submitted by exploration companies under the terms of their PLs, freely available was a major development for EMD. The service provides information on the status of PLs and allows online applications to be made. It is supported by a back-office processing system that still requires significant work to make it function reliably. The web-site also provides key policy information as well as data on the minerals industry in Ireland. EMD was an early mover in this area, but has now been joined by many other jurisdictions. If promotion of Ireland is to remain competitive, this system must be maintained and enhanced.

Another factor affecting the work of EMD is the increased number EU initiatives that impact to varying degrees on the extractive industry. Unless informed contributions are made at both national and EU level, there will be increased risks that unnecessary obstacles will be placed in the way of the proper functioning of the industry. Such contributions require input from staff with wide experience of the industry.

EMD is conscious of the need to maintain high service standards and ensure that there is a seamless knowledge transfer from the existing staff to the new team members, as one of the underlying factors in stimulating exploration is the presence of transparent and efficient regime, something for which Ireland is internationally well regarded¹. The ability of EMD to continue to deliver quality services to industry and improve the level of transparency through the introduction of the new Minerals Development Bill and subsequent essential Secondary Legislation will be jeopardised by a lack of suitably qualified staff. A planned recruitment and replacement process will help to mitigate this risk.

CURRENT STAFFING COMPLEMENT

At a meeting on 6 December 2006 EMD gave an undertaking to provide details on the current staffing situation, and identify any resource gaps. Outlined below is a list of current technical and administrative resources:

Technical

1 Principal Geologist

2³/5 Senior Geologists

1 Geologist vacancy

1 Geological Assistant on a Contract of Indefinite Duration²

1 Temporary Geological Assistant (TGA)

1 TGA vacancy

} These posts are currently being replaced by Temporary Graduate Geologists on 50 week non-renewable contracts

Administrative

1 Principal Officer

2 Assistant Principals

¹ See Fraser Institute Mining Surveys 2004/5/6/7

² HR has made a proposal to the Department of Finance that all persons on CIDs in EMD and GSI be established at Geologist grade. It is assumed here that this will be successful.

- 2 Higher Executive Officers (1 on maternity leave)
- 2 Executive Officers
- 3 1/2 Clerical Officers

IMPACT OF CURRENT STAFFING COMPLEMENT

An analysis of the technical staff needs was carried on in the context of the preparation of the 2007 Divisional Business Plan (DBP) in December 2006. It was clear from this activity that the DBP could not be implemented in full with the current staffing complement, which has been borne out by subsequent events. It was estimated that at least one and possibly two persons were required in the short term, but that the demand should reduce to one person once the problems with the MAPS IT system were finally resolved, and the long-standing clerical vacancy in the Division was filled.

An additional problem is the reliance on junior, inexperienced, technical staff on short-term contracts. Such staff are able to undertake only limited duties in the areas of data release and some simple work on policy and regulatory areas. As a long term strategy, reliance on such staff to carry out work that will continue indefinitely is clearly both untenable and contrary to Department of Finance guidelines and possibly unlawful under the terms of the Protection of Employees (Fixed-Term Work) Act 2003. In addition to the obvious disruptions that occur when positions are being re-tendered, the recruitment process itself detracts from the ongoing work of the Division. These staff cannot develop the experience and knowledge to undertake the full range of duties of a geologist in EMD, especially in the regulatory area.

FUTURE PLANNING

Over the past few months preliminary discussions have taken place with the Personnel Officer over the appropriate staffing level of the Division. While all administrative vacancies have now been filled by assignment, as well as a Senior Geologist vacancy by internal competition (which in turn has led to a vacancy at Geologist level) there are a number of drivers that indicate the current staffing mix is not appropriate to meet the future demands that EMD will face, most notably:.

- Retirement over the next 5 years of at least 2 very experienced senior technical staff;
- DCENR data release policy and the need to maintain and enhance EMD's web-based services to maintain competitiveness with other jurisdictions;
- The new Minerals Development Bill;
- Continued provision of high quality technical input in the regulatory and policy areas; and
- Continued EU interaction on many issues - draft Directives, Communications, Raw Materials Supply Group, Working Groups, sustainability of the industry, risk assessments of impact of minerals (REACH), etc
- Assignment of OSI and GSI corporate governance functions to EMD

???

Along with a change to the staffing mix EMD management feel the skill sets of the technical team in EMD will need to be broadened to allow them to work flexibly within this changing environment. In particular, the continued use of staff on fixed contracts will not allow them to achieve the skills to participate fully, which will lead

to major problems as staff retire. Table 2 sets out the current and proposed technical staffing complement:

Grade	Current	Proposed
Principal Geologist	1	1
Senior Geologist	3	3
Geologist	1 (vacancy)	4
Geological Assistant	1 (cid)	0
Temporary Graduate Geologists	2	0
Total	8	8

Table 2: Current and Proposed Technical Staffing Complement

There are a number of benefits to this approach both from an EMD perspective and for the Department generally. Firstly, it is a staff neutral proposal – the number of staff remains constant at 8, no additional numbers are sought. Secondly, it will clarify working arrangements for the Division and remove the uncertainty that staff and management are working under. It would also serve to ensure that there are sufficient suitably qualified and experienced staff to fill future vacancies at Senior Geologist level, where two of the three posts are currently filled by staff that have 7 years or less to serve before retirement.

The cost of recruiting three geologists would be substantially offset by the removal of both of the Temporary Graduate Geologist posts. Initial estimates indicate that the current cost to the Department for 1 Geologist, and 2 Temporary Graduate Geologists is in the region of €108,000 per annum, whereas the cost for 3 Geologists is €138,000 per annum³. As indicated above, the TGGs are already counted within the Department's personnel numbers.

The imminent arrival of the OSI under the remit of the EMD will place additional corporate governance responsibilities which, we believe, can be met within the existing resources of the Division, assuming that the incoming AP can be identified and allocated in advance. There may be a subsequent requirement for an additional EO should the work load prove substantial.

Other Issues

One other issue that EMD feels requires consideration is the lack of flexi-time for geological staff. This is available to administrative staff of equivalent and higher levels to Geologists and for some technical grades in the Department. EMD management feel that it is equitable that they be considered for addition to the flexi time system.

Stjohn O'Connor
Principal
Exploration and Mining Division
7 September 2007

Ben Dhonau
Principal Geologist

³ This is taking the mid-point of the scale as a long term indicator of cost. The additional cost of the proposal would in fact be negligible.

1. Pat Ryan
 2. Brendan Buckley
- c.c. Martin Brennan

P3 "

Graduate Geologist Professional Development Scheme

Decision Sought:

Sanction to employ two Temporary Graduate Geologists in EMD on fixed 50 week contracts in substitution for Temporary Geological Assistants

Temporary Geological Assistants have been employed by the Exploration and Mining Division of DCMNR for many years mainly to carry out essential work, especially data entry, in relation to the Division's programme to make its data publicly available on the Internet. They have also provided some general technical support to permanent technical staff. They have been recruited on a relatively casual basis through advertisements in University Departments and from a list of interested people who have submitted CVs, mainly to the Geological Survey of Ireland. Recent contracts have been for six to twelve months and have been renewed on a number of occasions for up to two years. For the past several years annual sanction has been given to recruit Temporary Geological Assistants of up to two Full Time Equivalents on this basis.

Data release schemes are now best practice internationally as a means of attracting exploration investment, and it is essential that EMD's system be kept up to date as company data submitted to EMD becomes non-confidential. It would be impossible to do this with current permanent staff numbers, so the need for TGAs or similar will continue. Such staff can also be used usefully in sourcing background information and making some input into the wide variety of EU issues, such as Thematic Strategies on the Sustainable use of Natural Resources (COM 2003/572 final), and Soil Protection (COM 2002/179 final)

Ben Dhonau
[Principal Geologist]

Ann Kissane

Record 4

15/12

From: Dave Hanley
Sent: 28 March 2007 12:47
To: Pat Ryan
Cc: Martin Brennan; Ben Dhonau; Brian Breslin; Michael Enright
Subject: Re: EMD Staffing

Pat the current staffing situation within Dept is very difficult. We are some 25 staff above our official complement.

Consequently we are being targetted by Finance for releasing staff to fill Dublin CAF vacancies. We have no prospect of any recruitment in the short-term until the surplus situation has been remedied. The only staff that are likely to come in are those for Cavan and Clonakilty and therefore the only staff available to fill vacancies will be those few displaced in sections earmarked for early moves to those locations.

Sorry I cannot be more positive but I see no point in trying to disguise the very real staffing/resource problems currently facing us.

Dave.

----- Original Message -----

From: Pat Ryan
To: Dave Hanley
Cc: Martin Brennan; Ben Dhonau; Brian Breslin; Michael Enright
Sent: Wed Mar 28 11:55:36 2007
Subject: EMD Staffing

Dave

Are you in a position to indicate when the vacant positions in this Division will be addressed - HEO, Geologist and 2 Clerical Staff.

Pat Ryan
EMD

Ann Kissane

Record 5

From: Ben Dhonau
 Sent: 09 May 2007 17:42
 To: Dave Hanley
 Cc: Pat Ryan
 Subject: RE:

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Tracking:	Recipient	Delivery	Read
	Dave Hanley	Delivered: 09/05/2007 17:42	Read: 09/05/2007 17:45
	Pat Ryan	Delivered: 09/05/2007 17:42	Read: 09/05/2007 17:48

Dave

Any news like this is good news of course, but it will only be a bit of a help, not a solution.

You will remember when we met before Christmas that I outlined the Technical Staffing needs for EMD, i.e. that the Geologist vacancy consequential on [REDACTED] promotion needs to be filled and that one extra permanent Geologist would be preferable to two TGAs currently employed. This remains my view, and is now reinforced by the exercise we did for the Divisional Business Plan in working out the amount of technical staff time that would be required to fulfil the DBP, and by the backlogs that are developing in some of our core work. Given what you have said about the likelihood of getting anything done at the moment because of the Departmental Staff Cap, I have not put a lot of time into writing a fuller business case since it would be at the expense of work with instant urgency about it. However, that doesn't mean that the need for the posts doesn't still exist.

Finally, this is really in Pat's area, but I'll also note that if we find ourselves with no HEOs when [REDACTED] goes on [REDACTED] leave, EMD will not be able to function.

Regards

Ben Dhonau
 Exploration and Mining Division
 Ext: 2676

From: Dave Hanley
Sent: 04 May 2007 16:49
To: Pat Ryan; Ben Dhonau; Brian Breslin
Subject:

Folks, I have a CO for EMD – his name is [REDACTED] and he is being reassigned from Josephine Kelly's area (which is Clonakilty-bound in a couple of weeks). Pat you might liaise with Josephine around a starting date – unless you both cannot agree I will not get involved in this.

[REDACTED] is an experienced CO so he will not need to be trained as if he is a new starter.

Hope this goes some way towards helping with the division's resource difficulties.

Dave

EMD/GSI LIASION MEETING

MINUTES

29 February 2008

Record

1. ACTIONS/DECISIONS FROM MEETING 29 February 2008

	General	EMD		Staffing shortages impacting on work. Issues like Silvermines and Mayo's Gold time consuming.