Office of Public Works

Organisational Capability Review (OCR) Action Plan

March 2024

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Part 1: Chairman's Foreword

Chairman's Foreword

This Action Plan has been drawn up in response to the Organisational Capability Review (OCR) of the Office of Public Works that was carried out by the Organisational Capability Review Team based in the Department of Public Expenditure, NDP Delivery and Reform. The purpose of the Review was to undertake a rigorous evidence-based independent analysis of the Office of Public Works (OPW) to identify potential gaps and areas of opportunity between the current and desirable future capabilities and performance of the organisation. I very much welcome the fact that the review has outlined three specific areas for priority attention by the Management Board; further development of the organisational strategic capability, enhanced people development strategies, and further development of a central corporate spine.

This independent review was completed in December 2023 and it provides a comprehensive overview of the organisation's operating environment, the strategic challenges we face and makes a series of important recommendations (over 50) for improvements in how we operate. The review therefore provides an overarching framework for the future evolution of the organisation and this Action Plan has been drawn up to give effect to its recommendations.

The recommendations in the review are grouped under the four themes of leadership, strategy and programme development, delivery, and business support functions. The Action Plan provides more details on the specific actions underpinning each recommendation, a number of which are already being implemented and all of which are being included in the operational plans of the relevant business units. Representatives of the OPW's senior leadership team (comprised of staff graded at Principal Officer and equivalent levels and above) have been consulted about the development of the Action Plan. As a result, the Plan reflects the input from this wider group who will have a crucial role in ensuring that the recommendations in the OCR are implemented.

I wish to acknowledge the significant progress, which has already been made across many of the recommendations to date. This is a reflection of the Management Board's firm commitment to ensuring that the OCR is fully embraced across the organisation. The Board is firmly committed to implementing the Action Plan so that the envisaged benefits underpinning the recommendations can be fully realised for staff, our client departments and agencies and other key stakeholders with whom we have regular interactions. I wish to thank my colleagues across the Office of Public Works for their ongoing engagement in the process and I look forward to implementation of this Action Plan which will enable the organisation to better position itself in the future to continue to deliver services in a cost effective and responsive manner.

Maurice Buckley

Chairman

Office of Public Works

March 2024

Part 2: Overview of OCR Recommendations

Overview of OCR Recommendations

Overview of OCR Recommendations

The purpose of the Organisational Capability Review was to conduct an assessment to identify critical gaps and areas of opportunity between the current and desirable future capabilities and performance of the OPW. The review outlined three specific areas of priority for the Management Board.
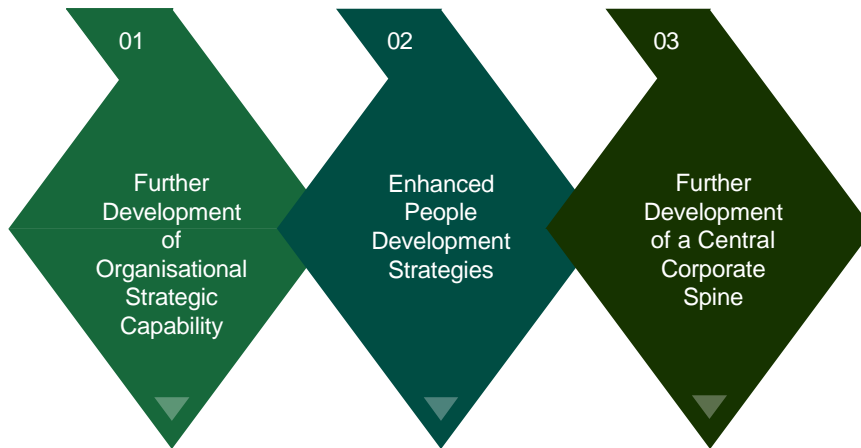
1.   Further Development of Organisational Strategic Capability

This area of priority addresses strategic and business planning within the organisation. A Consistent finding of the review included the challenge the OPW faces in balancing short-term priorities with longer term strategic planning. The report suggests that the following areas require consideration to address this challenge; Strategic and Business Planning Processes, Leadership Team Engagement, and Staff Networks.

2.   Enhanced People Development Strategies

The Enhanced People Development Strategies area of priority encompasses recommendations to enable the OPW to build organisational capability and deliver on its strategic and operational goals through the development of its people. To achieve this, the report outlines recommendations that will involve the development of an overarching Human Resources Strategy, encompassing Learning and Development, Workforce Planning, Inclusion, Staff Health and Wellbeing Strategies, including increased Development Opportunities for Operational Staff, and Staff Mobility.

3.   Further Development of a Central Corporate Spine

The third specific area of priority for the Management Board as outlined in the OCR report is Further Development of a Central Corporate Spine. The report outlines that strengthening the corporate spine, aligned to OPW's overall organisational objectives, is a priority. Overarching areas of attention outlined in the report within this recommendation include; Leadership of the Corporate Spine, Strategic Management of the OPW Operating Environment, and Strategic Management of the OPW Resources.

Part 3: OPW Action Plan

OPW Action Plan

Overview of Action Plan

The OPW has developed a suite of actions to address the OCR recommendations, supported by OD consultants, Grant Thornton. Each action is accompanied by a suggested timescale.

Time Scale

Each recommendation has been assigned an indication of time scales needed for successfully implementing the recommendation.

- **Quick Win** – 0 to 3 months
- **Short Term** – 3 to 9 months
- **Medium Term** – 9 to 24 months
- **Long Term** – 24 months+

Chapter 1: Leadership

Within the OCR report, there are a number of recommendations associated with the theme Leadership. This action plan has documented each recommendation and identified specific actions for each one.

R1.1: Strengthening the OPW Corporate Spine

This recommendation states that the OPW should articulate and structure a strengthened central corporate spine, and in doing so review the responsibilities attached to the Head of Corporate Services role. Outlined below are the actions attributable to this recommendation. Progress has already been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Review the capacity of the corporate service function and re-define the roles and responsibilities of the Head of Corporate Services (CS) and its Senior Managers.	Medium Term
2	Consider the regrading of the Head of Corporate Services based on understanding of the role and required responsibilities.	Medium Term

R1.2: Board of Commissioners

This recommendation outlines that the OPW should review the existing legislative framework, to ascertain if the provisions of The Public Works (Ireland) Act 1831 is in alignment with the requirements of a modern day civil service organisation. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Review the legislative framework and the processes surrounding the operational governance of the OPW.	Long Term
2	Undertake a review of the processes in relation to the appointment of Commissioners with an external independent party.	Long Term

R1.3: Strategic Planning – Management Board

This recommendation states that the OPW should consider the most appropriate scheduling structure for meetings to facilitate a greater focus on strategic matters. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Evaluate the current scheduling structure of Management Board meetings, with the view of facilitating a greater focus on strategic matters. Including updates in relation to recommendations within Business Support Functions.	Short Term

OPW Action Plan

R1.4: Ministerial Engagement – Management Board

This recommendation states that monthly meetings between the Management Board and the Minister of State are recommended as a component of the OPW governance structure. The recommended purpose of these meetings is to review the progress of the agreed priorities of each Annual Statement of Organisational Business Priorities. Outlined below are the actions attributable to this recommendation. Progress has already been made in this area, during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Incorporate a scheduled regular meeting between the Management Board and the Minister of State as a component of the OPW Governance Structure.	Quick Win
2	Review the progress of the Annual Statement of Organisational Business Priorities at these meetings with the Minister.	Quick Win

R1.5: Leadership Team Engagement

This recommendation outlines that engagement between the Management Board and the Principal Officer and Equivalent staff cohort could be strengthened by the restructuring of the quarterly Leadership Team Meetings. Outlined below are the actions attributable to this recommendation. Progress has already been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Restructure the quarterly Leadership Team meetings between the Management Board and the Principal Officer and Equivalent staff cohort to build on initiatives already underway to facilitate a more collaborative and purpose driven structure.	Short Term

R1.6: Staff Networks

This recommendation refers to the strengthening of the Terms of Reference of the Principal Officer and Equivalent staff networks, the revision of the Terms of Reference of the Assistant Principal Officer network and recommends consideration of a rotational Chair and Vice-Chair on a six-month rotational basis. Outlined below are the actions attributable to this recommendation. Progress has already been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Review the Terms of Reference of the Principal Officer and Equivalent staff networks to more clearly to enhance the effectiveness of these networks in contributing to the achievement of the strategic objectives of the OPW.	Medium Term
2	Evaluate the requirement of the assignment of a Chair and Vice-Chairs on a rotational basis to enhance the development of the networks.	Medium Term
3	Review the Terms of Reference of the Assistant Principal Officer (APO) network and consider the expansion of the overall network to include APO equivalent grades.	Medium Term

R1.7: Cross-Divisional Working

This recommendation outlines that standardised processes and procedures should be introduced across all divisions for the management of common duties across OPW. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Build on existing initiatives in this area to further develop for standardised processes and procedures for specific tasks common across the organisation.	Long Term

OPW Action Plan

R1.8: Role Clarification OPW /Local Authorities

This recommendation states that the roles and responsibilities of the OPW and Local Authorities in certain areas of flood risk management should be agreed nationally and documented with the introduction of Service Level Agreements. Outlined below are the actions attributable to this recommendation. Progress has been made in this area since the publication of the OCR Report.

No.	Actions	Timescale
1	Review the roles and responsibilities of the OPW and Local Authorities in certain areas of flood risk management with the view of agreeing appropriate Service Level Agreements (SLA) or Memoranda of Understanding (MOUs).	Medium Term

R1.9: Communications Strategy

This recommendation states that the Communications Strategy should be reviewed. Outlined below are the actions attributable to this recommendation. It is notable that progress has already been made in this area since the appointment of a Head of Communications at Principal Officer level in early 2023.

No.	Actions	Timescale
1	Evaluate the Communications Strategy and strengthen existing initiatives designed to enhance communication with external stakeholders in the light of the results of the evaluation.	Medium Term
2	Build on initiatives already underway concerning website development and implementation of the OPW's Social Media Strategy.	Medium Term

R1.10: Internal Communications

This recommendation surrounds communications amongst geographically diverse staff across the OPW, recommending that all staff have access to online platforms and have SWIFT intranet training. This recommendation also states that there should be improved awareness amongst OPW staff of Management Board decisions and current challenges. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Facilitate the roll out of the required technology and support where needed to ensure all OPW employees can access online platforms.	Medium Term
2	Provide training and support to all employees on the greater use of the SWIFT intranet system, and consider the platform's capacity for expanding the content available on it to further support he achievement of the organisation's business objectives	Medium Term

OPW Action Plan

Chapter 2: Strategy and Programme Development

Within the OCR report, there are a number of recommendations associated with the theme Strategy and Programme Development. This action plan has documented each recommendation and identified specific actions for each one.

R2.1: Statement of Strategy

This recommendation states that the Management Board should further refine the Statement of Strategy. Outlined below are the actions attributable to this recommendation. Progress has been made by the SMT Working Group in this area during 2023 when the Statement of Strategy was revised and updated to cover the period 2024 – 2026.

No.	Actions	Timescale
1	Refine the next Statement of Strategy to better link the high-level goals with the strategic themes of the OPW.	Medium Term

R2.2: Annual Statement of Organisational Business Priorities

This recommendation notes that the revised Statement of Strategy as outlined in the previous recommendation should inform the Annual Statement of Business Priorities and replace the Strategy Implementation Tracker to streamline the business planning process across OPW. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	At the beginning of each year, the annual Statement of Organisational Business Priorities will be communicated following input and sign-off from the Minister of State.	Medium Term
2	Streamline the business planning process by replacing the Strategy Implementation Tracker with the annual Statement of Organisational Business Priorities.	Long Term

R2.3: Business Planning

This recommendation surrounds the Annual Statement of Organisational Business Priorities, stating that this should inform the Annual Operational Plans of each unit, and in turn the Goal setting Forms of individual staff members. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Strengthen the consistency of alignment with goals in the PMDS, Operational Plans, and the Statement of Organisational Business Priorities.	Medium Term

R2.4: Strategic Planning

This recommendation outlines that the Management Board should commence planning for the longer term through the articulation of a long-term vision supported by horizon scanning for future threats and opportunities. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	To complement existing Statement of Strategy the board will develop a longer term strategic vision for the organisation, supported by horizon scanning, to underpin the longer cycles of planning and delivery associated with the work programmes of the OPW.	Medium Term

OPW Action Plan

R2.5: Centralised Appraisal and Evaluation Unit

This recommendation relates to the establishment of a centralised appraisal and evaluation unit, as well as establishing the completion of ex-post reviews within the OPW Governance Framework. This recommendation links to 3.1 and 3.2. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Undertake a review to identify the required supports from a Centralised Appraisal and Evaluation Unit.	Long Term
2	Detail the requirement to complete ex-post reviews within the OPW Governance Framework.	Short Term

R2.6: Utilisation of Business Planning Data

This recommendation outlines that the OPW should examine how the data gathered during the business planning process can be analysed centrally and used to inform key issues. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Review how data which is gathered during the business planning process can be analysed centrally and then utilised to inform key issues including the following: 1. Strategic workforce planning; 2. Centralised processes and procedures; 3. Budget allocations; and 4. Staff development and training options.	Medium Term

R2.7: Strategic Alignment

This recommendation outlines that the OPW should conduct a strategic alignment mapping exercise across programmes and policy initiatives. This recommendation links to 2.4. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Strengthen the strategic alignment mapping exercise across programmes and policy initiatives to align with national policy frameworks.	Long Term

R2.8: Spending Review Programme

This recommendation states that the OPW should consider areas within the organisation which may benefit from inclusion in the new Spending Review programme being developed by DPENDR. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Consider areas within OPW which may benefit from inclusion in the new Spending Review Programme which is being developed by DPENDR for the three-year period 2024-2026.	Short Term

OPW Action Plan

Within the OCR report, there are a number of recommendations associated with the theme Delivery. This action plan has documented each recommendation and identified specific actions for each one.

R3.1: Programme Management Office
This recommendation states that the Management Board should establish a centralised Programme Management Office. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted and more recently with the recruitment of a specialist Programme Manager at Principal Officer level.

No.	Actions	Timescale
1	Consider the optimal structure, roles, and requirements of a Programme Management Office (PMO) to support all sections of the OPW.	Medium Term

R3.2: Procurement Management Office
This recommendation States that there should be a centralised, specialist Procurement Management Office. This recommendation links to 2.5 and 3.1. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Consider the optimal structure, roles and requirements of a Procurement Management Office to support the Business Units in ensuring a uniform high standard of procurement practice.	Medium Term

R3.3: Innovation and Continuous Support
This recommendation focusses on fostering an active culture of innovation across the OPW. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Make the Terms of Reference for the Innovation Steering Group and related subgroups available to all staff. Terms of Reference should include the governance, information about, and structure of the various subgroups.	Quick Win
2	Review the effectiveness of the process whereby staff can submit innovative ideas that are evaluated and put through an approval process to embed and strengthen the culture of innovation within the OPW.	Short Term

R3.4: Health and Safety
This recommendation outlines that a Health and Safety Strategy supported by an Implementation Plan is required. Outlined below are the actions attributable to this recommendation. It is notable that progress has been made in this area during the period when the OCR was being conducted including the recruitment of a Specialist Health and Safety Professional to support the OPW in managing the organisation's multi-faceted Health and Safety obligations.

No.	Actions	Timescale
1	Update the OPW's Health and Safety Strategy and Implementation Plan and ensure that it covers all of the health and safety objectives, targets and actions necessary for the organisation's multi-faceted needs in this area.	Medium Term

R3.5: Project Management Skills
This recommendation states that if the IPA Professional Diploma in Project Management is reviewed and deemed the effective training tool in meeting the business needs of the OPW, it should become one of the standard project management tools across the organisation. Outlined below are the actions attributable to this recommendation.

OPW Action Plan

No.	Actions	Timescale
1	Assess the effectiveness of the IPA Professional Diploma in Project Management in assessing the wider project management training offered within the OPW. Establish the most appropriate project management approach required.	Medium Term
2	Consider the establishment of an OPW Project Managers Network.	Long Term

R3.6: Strategic Workforce Planning

This recommendation states the requirement of a comprehensive Strategic Workforce Planning exercise. This recommendation links to 4.2. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Strengthen the Strategic Workforce Planning exercise to identify and address skills gaps across the OPW. This is further outlined in Business Support Functions Recommendations.	Medium Term

R3.7: Programme Delivery

This recommendation states that the OPW should investigate the consistent use of structures such as Service Level Agreements (SLAs) to formalise existing arrangements with relevant external stakeholders. A new role for Governance and Risk was established which attributes to this recommendation for oversight and consistency. This recommendation links to 1.7. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Consider developing a standardised SLA/MOU framework approach that can be used for external stakeholder engagement as appropriate. Communicate across different functional areas to define the most suitable SLA/MOU framework that can be applied.	Long Term

R3.8: Publication of Governance Documents and Reports

This recommendation states that the OPW should publish the OPW Quality Assurance Reports online. This recommendation links to 2.5. Outlined below are the actions attributable to this recommendation.

No.	Actions	Quick Win
1	Publish the OPW Quality Assurance Reports online as specified in the Public Spending Code.	Quick Win

R3.9: Customer Service Charter and Action Plans

This recommendation advises that Customer Service Charter and Action Plans should be updated on a timely basis. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted with the OPW's Customer Service Charter and Action Plan updated during 2023.

No.	Actions	Timescale
1	Ensure timely updating of the Customer Service Charter and Action Plans.	Quick Win

OPW Action Plan

R3.10 & 3.11: Quality Customer Service Network and Customer Service Training

These recommendations outline the requirement of a Terms of Reference for the Quality Customer Service Network, as well as the provision of customised customer service training for client facing staff. Outlined below are the actions attributable to these recommendations. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Contributor
1	Develop a Quality Customer Service Network Terms of Reference.	Short Term
2	Provide tailored customer service training to client facing staff on induction which includes topics such as communication and conflict resolution skills.	Medium Term

R3.12: External Stakeholder Engagement on Customer Service Issues

This recommendation calls for the development of a programme of regular engagement on customer service issues with external stakeholders. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Develop a programme of regular engagement on customer service issues with external stakeholders with the aim of improving service planning and delivery.	Medium Term

R3.13: Customer Feedback

This recommendation advises that the OPW develop a structured approach to the collection and evaluation of customer feedback. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Develop a structured approach to the collection and evaluation of customer feedback which is tailored to individual units.	Medium Term

OPW Action Plan

Chapter 4: Business Support Functions

Within the OCR report, there are a number of recommendations associated with the theme Business Support Functions. This action plan has documented each recommendation and identified specific actions for each one.

R4.1: HRM Statement of Strategy

This recommendation states that the current Statement of Strategy needs to be updated and further developed. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Conduct a review of HR activities for the organisation and how they support and align to the long-term organisational vision and Statement of Strategy.	Short Term
2	Based on the review and feedback from staff, develop a long term HRM Statement of Strategy which includes a summary of the different areas of focus such as workforce planning, Health & Wellbeing, L&D, Inclusion and ICT integration.	Medium Term

R4.2: HRM Strategic Workforce Planning

This recommendation outlines the requirement for a comprehensive Strategic Workforce Plan supported by an Action Plan. This recommendation links with 2.1 to 2.4 and 3.6. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Strengthen the comprehensive Strategic Workforce Plan for the entire OPW on a rolling annual basis.	Medium Term

R4.3: Staff Health and Wellbeing

This recommendation outlines that a Staff Health and Wellbeing Programme which is supported by a Health and Wellbeing Strategy is a priority for the OPW. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Develop a Health and Wellbeing Strategy and Programme in line with the Civil and Public Service Health and Wellbeing Framework.	Long Term

R4.4: Gender Policy/ Equality, Diversity and Inclusion Strategy

This recommendation states that the drafting of a Gender Policy and an Equality, Diversity and Inclusion Strategy are recommended, as well as a plan setting out the recommendations of the Gender Pay Gap Report will be implemented. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Develop an Equality, Diversity and Inclusion Strategy as part of the overarching HRM Strategy.	Medium Term

R4.5: Learning and Development (L&D) Strategy

This recommendation outlines the need to strengthen the existing L&D Strategy. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Strengthen the L&D strategy ensuring that it is aligned with the overall long term Corporate Statement of Strategy.	Medium Term

OPW Action Plan

R4.6: Performance Management

This recommendation outlines the need to increase participation in the PMDS process amongst Operational Staff and consistency in the use of the tool across other staff cohorts. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Analyse the effectiveness of the PMDS and performance management across OPW including operational staff.	Medium Term
2	Develop a stronger culture to support the PMDS process and outline the benefits for individuals.	Long Term
3	Develop and provide manager training in relation to performance management.	Medium Term

R4.7: HRM ICT System for Operational Staff

This recommendation surrounds complete roll-out of the new HRM ICT system to operational staff. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Roll-out new HRM ICT system and consider methods for operational staff to access the system to complete activities such as PMDS. It's important to note that training may need to be provided to users of the system.	Short Term

R4.8 & R4.13: Digital Transformation Programme & ICT Heritage Function

These recommendations outline that the OPW should develop a Digital Transformation Strategy and conduct a review of the ICT requirements across the Heritage Function. Outlined below are the actions attributable to these recommendations.

No.	Actions	Timescale
1	Develop a Digital Transformation Strategy that considers current and future needs of the organisation, covering any specific ICT requirements of Heritage Services including those that may be identified by the Heritage Review.	Medium Term

R4.9: Chief Information Officer (CIO)

This recommendation states that the OPW should formalise the post of Chief Information Officer to lead the ICT function and oversee the current and future operational and strategic ICT and digitalisation needs of the OPW. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Review the requirement for the realignment of a CIO role within OPW including the responsibilities and contribution this would make to the OPW organisation structure.	Short Term

R4.10 & R4.15: Data Management Strategy

These recommendations outline that the OPW should develop a Data Management Strategy which outlines processes of data analytics and data sharing, and that the OPW should develop a Records Management Policy. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Develop and publish a data management strategy outlining processes of data analytics and data sharing and devise an implementation plan to support the strategy.	Long Term
2	Develop a Records Management Policy with the potential engagement of a professional archivist to identify and preserve historical records.	Long Term

OPW Action Plan

R4.11: Knowledge Management Strategy

This recommendation outlines the requirement for OPW to develop a Knowledge Management Strategy which sets out how collective knowledge will be harnessed within the OPW. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Devise a Knowledge Management Strategy which establishes how collective knowledge, information, and expertise will be organised, captured, shared and used in the OPW to support strategic and operational goals. It's important to outline protocols and procedures for activities such as succession planning and job documentation.	Long Term

R4.12: Transition to the Financial Management Shared Service (FMSS)

This recommendation states that the OPW should engage consistently with the NSSO to prepare for the transition to the new FMSS. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Prepare to transition to the new FMSS through consistent consultation with the NSSO to ensure it is aligned and compatible to the requirements of the OPW.	Long Term

R4.14: Skills Register/ Skills Matching

This recommendation outlines that the HRM Strategic Workforce Plan should inform and compliment an organisation wide skills register. Outlined below are the actions attributable to this recommendation. Progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Develop a skills register, that can be used for activities such as skills mapping. Conduct a review of the skills register on an annual basis.	Medium Term

R4.16: HRM Business Partnering Approach

This recommendation states that the rollout of a Business Partner approach organisation-wide should be progressed as a matter of priority. Outlined below are the actions attributable to this recommendation. Progress has been made in this area since the publication of the OCR Report.

No.	Actions	Timescale
1	Review the relationship between HR and OPW functional areas. Consider an approach to increase support for the various business units such as Working Groups or Network Partners.	Long Term

R4.17: Staff Mobility

This recommendation states that a revised Internal Staff Mobility Policy should be introduced, informed by the HRM Strategic Workforce Plan. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Revise the internal Staff Mobility Policy informed by the HRM Strategic Workforce Plan as in recommendation 4.2.	Short Term

OPW Action Plan

R4.18: Apprenticeship Development Programme
This recommendation states that the OPW should continue to develop the Apprenticeship Programme to include continuous engagement with schools and third level institutions to promote and advertise the different apprenticeship programmes available. Outlined below are the actions attributable to this recommendation. Significant progress has been made in this area during the period when the OCR was being conducted.

No.	Actions	Timescale
1	Extend the development of the Apprenticeship Programmes at the OPW, including engagement with schools and third level institutions.	Medium Term

R4.19: Grade-Drift
This recommendation states that the OPW should address any increased potential for 'grade-drift'. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Examine and review options to avoid Grade Drift in the OPW. This includes a review of financial authorisation levels at senior management and incorporating clearly defined roles and responsibilities in PMDS.	Long Term

R4.20: Mentoring Programme
This recommendation states that the introduction of a formal mentoring programme should be made available to staff. Outlined below are the actions attributable to this recommendation. Progress has been made in this area since the publication of the OCR Report.

No.	Actions	Timescale
1	Implement a formal mentoring programme that is available as part of the Leadership Development Programme.	Medium Term

R4.21: HRM Roles and Responsibilities
This recommendation states that the OPW should ensure staff are aware of the relevant points of contact within the HRM function. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Define the relevant contacts within the HRM Function for specific queries and expertise. This can be incorporated into the HR Statement of Strategy.	Short Term

R4.22: Staff Engagement
This recommendation states that the HRM function should consider and implement measures in order to increase staff participation in the Civil Service Employee Engagement Survey. Outlined below are the actions attributable to this recommendation. Progress has been made in this area since the publication of the OCR Report.

No.	Actions	Timescale
1	Complete the Employee Engagement Action Plan which is currently in progress to promote engagement in the Civil Service Employee Engagement Survey.	Short Term
2	Consider methods to increase staff participation in engagement activities such as technology developments, communication opportunities, direction from leaders and managers, and developing a culture for employee voice.	Medium Term

OPW Action Plan

R4.23: ICT – Customer Service

This recommendation states that an out-of-hours ICT helpdesk should be established as a matter of priority. Outlined below are the actions attributable to this recommendation.

No.	Actions	Timescale
1	Consider the potential requirement for an out of hours ICT helpdesk for OPW staff. Liaise with business units across OPW to identify the potential requirements for this service.	Long Term