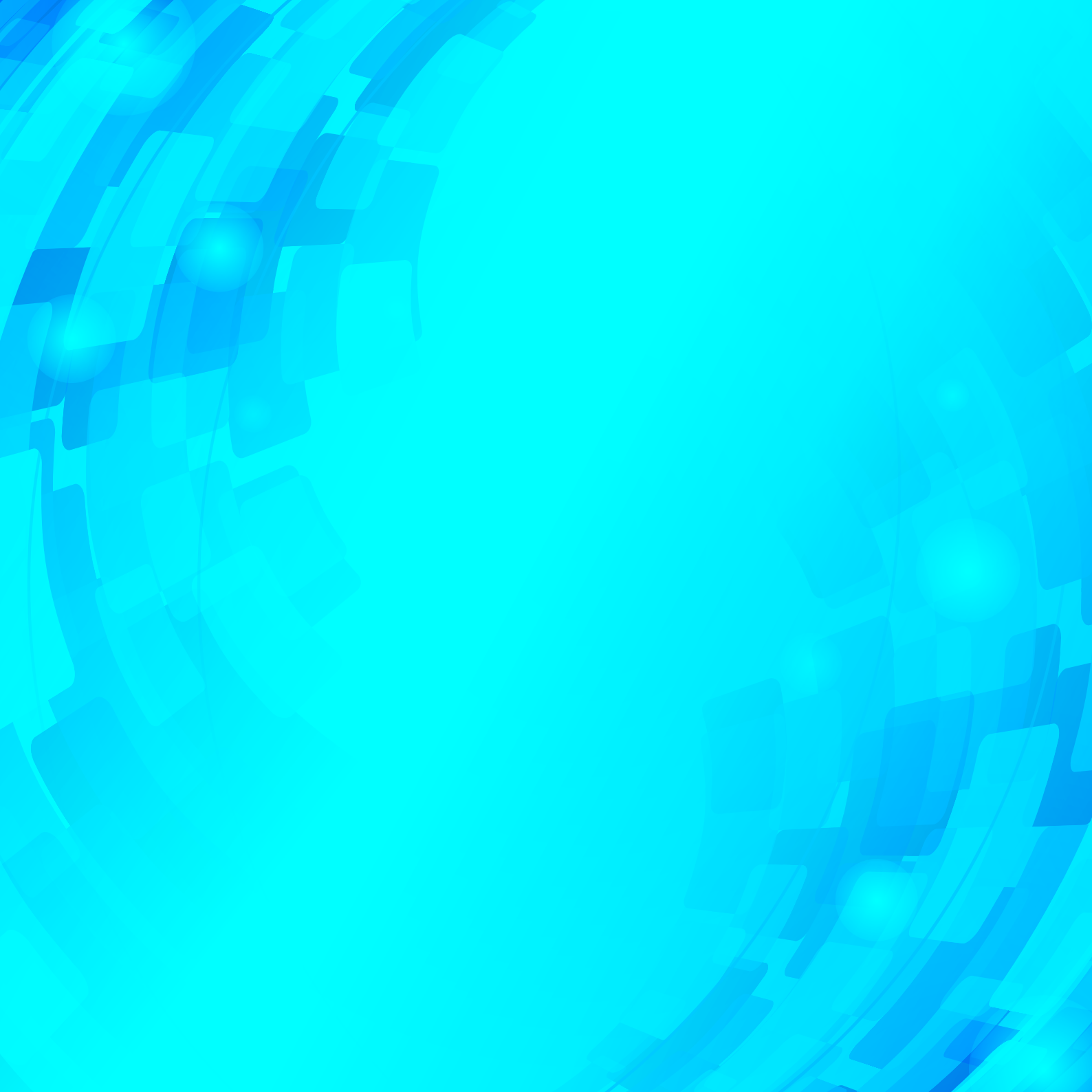




The Civil Service Renewal Plan
Third Progress Report

JUNE
2017

Progress achieved in Phase 3 of implementing the Vision
and Three Year Action Plan for the Civil Service



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Foreword

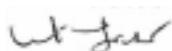
We are very pleased to present the Third Progress Report on the implementation of the Civil Service Renewal Plan. Since the launch of the Plan in late 2014, significant progress has been made in implementing and delivering a programme of reform to create a more unified, professional, responsive, open and accountable Civil Service. Over this third Phase, a strong emphasis was placed on implementing actions that had the greatest impact on staff. We are pleased to report progress in the key areas of performance management, staff mobility, learning and development and talent management.

As we implement this ambitious plan, there is substantial progress to report across all 25 high-level actions. The significant level of progress reflected in this large-scale transformational change programme was enabled by the positive engagement of managers and staff from across the entire Civil Service.

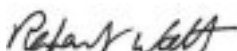
The work delivered under the plan is enhancing the capacity and capability of all who work in the Civil Service to respond to significant challenges in a rapidly changing environment.

We remain committed to realising the full ambition of the Renewal Plan and to our vision of providing a world-class service to the State and to the people of Ireland.

Civil Service Management Board
June 2017



Martin Fraser
Secretary General to the Government
Secretary General
Department of the Taoiseach



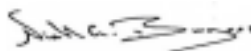
Robert Watt
Secretary General
Department of Public Expenditure
and Reform



Jim Breslin
Secretary General
Department of Health



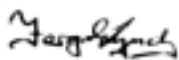
Derek Moran
Secretary General
Department of Finance



Niall Burgess
Secretary General
Department of Foreign Affairs and
Trade



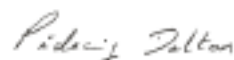
Aidan O'Driscoll
Secretary General
Department of Agriculture, Food
and the Marine



Fergal Lynch
Secretary General
Department of Children and Youth
Affairs



Orlaigh Quinn
Secretary General
Department of Jobs, Enterprise and
Innovation



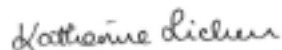
Pádraig Dalton
Director General
Central Statistics Office



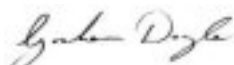
Damien Moloney
Director General
Office of the Attorney
General



Niall Cody
Chairman
Office of the Revenue
Commissioners



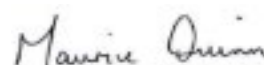
Katherine Licken
Secretary General
Department of Arts, Heritage,
Regional, Rural and Gaeltacht Affairs



Graham Doyle
Secretary General
Department of Transport, Tourism
and Sport



John McCarthy
Secretary General
Department of Housing, Planning
and Local Government



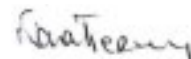
Maurice Quinn
Secretary General
Department of Defence



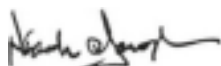
Maurice Buckley
Chairman
Office of Public Works



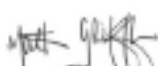
Noel Waters
Secretary General
Department of Justice and Equality



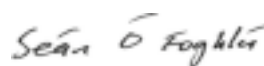
Fiona Tierney
Chief Executive
Public Appointments Service



Niamh O'Donoghue
Secretary General
Department of Social
Protection



Mark Griffin
Secretary General
Department of Communications,
Climate Action and Environment



Seán Ó Foghlú
Secretary General
Department of Education
and Skills

Executive Summary

Purpose of this Report

This report summarises progress on actions prioritised in Phase 3 and provides an overview of progress on all actions in the Civil Service Renewal Plan. The three-year plan was launched in October 2014. It outlines 25 practical actions to create a more unified, professional, responsive, open and accountable Civil Service; to provide a world-class service to the State and the people of Ireland. The plan is being implemented in 4 phases over 3 years to the end of 2017.

Progress Achieved

Significant progress has been made on delivering this ambitious programme of 25 actions. The majority of the 104 sub-actions are now completed.

Phase 1 of implementation focused on establishing governance structures, creating momentum and initiating a number of actions.

Phase 2 successfully translated this progress into tangible results.

Phase 3 focused on actions that directly impacted on staff, enhancing the capability of all civil servants and supporting a high performing and more accountable workforce.

Impact of Civil Service Renewal

Implementation of Phase 3 of the plan focused on developing the capability and capacity of the Civil Service. Examples of the progress achieved during Phase 3 include the development of a new Civil Service People Strategy, the introduction of talent management programmes, the establishment of a Project Management Leaders and Advisory Service and a Project Managers' Network; a Civil Service-Wide Mobility Scheme which has been piloted for Clerical Officers and Executive Officers in two regional locations and the development of a new shared model for Learning and Development. The implementation of these actions together with the successful delivery of the actions in Phases 1 and 2 ensures that the Civil Service is better placed to meet existing and emerging challenges in a rapidly changing environment.

Phase 3 Priority Actions

While work continued to progress across the entire plan the Civil Service Management Board (CSMB) agreed 6 priority actions for implementation in Phase 3. All priority actions are on track for successful delivery as follows:



Progress on Actions prioritised in Phase 3

- Three pathfinder projects are piloting new ways for delivering Whole-of-Government work: (i) The Public Services Card, (ii) The National Cyber Security Strategy, and (iii) Youth Mental Health. The overall learning across the three projects will be reviewed in October 2017. The Youth Mental Health pathfinder project team has completed its initial work and presented an evaluation of the successful collaborative process. (Action 5)
- A Civil Service People Strategy has been finalised and approved by the Civil Service Management Board (CSMB). This strategy will strengthen strategic HR capability across all Civil Service organisations and sets the strategic HR agenda for 2017 to 2020. The strategy focuses on three key strategic HR priorities; (i) being an employer of choice, (ii) building the workforce of the future and (iii) building, supporting and valuing managers as people developers. (Action 7)
- Significant progress has been made in preparing for the introduction of the new shared Learning and Development model. A core curriculum has been approved by the CSMB and contracts have been awarded to training providers across a range of Learning and Development courses which will be available for staff later in the year. (Action 9)
- Pilot executive leadership programmes for Senior Public Service and Principal Officer levels were introduced as part of a new talent management initiative. A Working Group is developing a framework to drive talent management in Departments and Offices to support the development of emerging leaders at all grades up to and including Assistant Principal level. (Action 10)
- The Civil Service Project Management Leaders and Advisory Service (PMLAS) and a Project Managers' Network was established to improve project management capacity. The inaugural conference of the Civil Service Project Managers' Network was held in December 2016 and included the launch of a new Project Management Handbook for the Civil Service. An online portal has been developed providing access to project management guidance and resources. (Action 17)
- Work is advancing on the development of a guidance framework for policy-making to support Departments. This will provide support for Departments on the fundamental stages of policy-making and will ensure a consistent approach to policy-making is embedded throughout the Civil Service. Open Policy Debates continue to be held across a range of issues involving networks of practitioners, academics and experts in developing and debating policy options at an early stage. (Action 22)

Progress on other Actions during Phase 3

The following are the details on progress made on other actions under the four pillars in the plan: Unified, Professional, Responsive, Open and Accountable.

Unified

- The Civil Service Accountability Board chaired by the Taoiseach continues to meet to provide external perspective and oversight. The Civil Service Accountability Board met twice in 2016. The Board's Annual Report for 2016 can be accessed at www.per.gov.ie. (Action 1)
 - The Civil Service Management Board has collective responsibility for implementing the Civil Service Renewal Plan and continues to meet on a monthly basis. The CSMB's Annual Report for 2016 can be accessed at www.per.gov.ie. (Action 2)
 - The National Shared Services Office (NSSO) continues to implement the programme of shared services, delivering Payroll Shared Services to 111,900 public servants of which 60,000 are retirees and HR/Pension Shared Services to 34,500 Civil Servants. The Civil Service Financial Management Shared Services Project obtained Government approval to progress to the design phase and it is on target to begin operating on a phased basis in 2018. (Action 6)
- In 2016, the Public Appointments Service ran 361 advertised campaigns for open recruitment across a wide range of general service, professional and technical grades. Of the 103,873 applications received, 12,852 candidates were interviewed and 7,584 assignments were made. Secretary General and Assistant Secretary positions continue to be filled by open competition through the Top Level Appointments Committee (TLAC) process. (Action 8)
 - A wide range of initiatives to improve gender balance across the Civil Service was developed by CSMB and approved by the Government. A Working Group is now focusing on implementing these initiatives within Departments/Offices. (Action 8.5)
 - Following the recent introduction of new performance management policies, training has been made available to HR Units and line managers to support and improve the management of performance. (Action 11)
 - The revised performance review process for Assistant Secretaries is now supported by a new online system. The review process for Secretaries General is being implemented in 2017. (Action 12)
 - The second Civil Service Excellence and Innovation Awards was held in December 2016. This event showcased 10 award winning categories with 74 nominations received from across the Civil Service. Preparations are underway for the 2017 Civil Service Excellence and Innovation Awards. (Action 13)

Professional

Progress on other Actions during Phase 3

Responsive

- A Service-Wide Mobility Scheme for Clerical Officers and Executive Officers was piloted in two regional locations and will be launched across the Civil Service in Q3 2017. The scheme will be extended to include Higher Executive Officers, Administrative Officers and Assistant Principals in 2018. Guidelines for Departmental Internal Mobility issued to all Personnel Officers in January 2017. (Action 15)
- The amalgamation of Staff Officer and Executive Officer grades has been fully completed. (Action 16)
- Strategic Workforce Planning guidelines and templates have issued to all Departments and Offices to facilitate preparation of their workforce plans for 2017-2019. (Action 18)
- Implementation of the Public Service ICT strategy continues under five pillars i.e. Digital, Data, Build to Share, Governance and Capability. MyGovID.ie was launched in March 2017 to facilitate online access to public services and the Government Digital Services Gateway is scheduled to launch shortly. (Action 19)

Open and Accountable

- The pilot Organisational Capability Review in the Department of Transport, Tourism and Sport has been completed. The report will be published following submission to Government. A review of the Courts Service of Ireland is now underway (Action 20)
- The Code of Standards and Behaviours for Senior Advisors will be published shortly (Action 21)
- A programme of communications and engagement with civil servants has continued through a number of channels including the network of Single Points of Contact (SPOC) in Department/Offices and Town Hall events. Civil Service Renewal publications, minutes of the Accountability Board and CSMB meetings are published on Department of Public Expenditure and Reform website at www.per.gov.ie. (Action 23)
- Work has commenced on establishing a framework for a National Data Infrastructure to improve how data is collected, managed and shared. (Action 24)
- Various initiatives are being implemented within Departments/Offices in response to the 2015 Civil Service Employee Engagement Survey. These initiatives address areas that need improvement such as increasing internal communications; further training and career development opportunities; and increasing staff engagement. The next Employee Engagement Survey is scheduled to launch in September 2017. (Action 25)

Overview of Progress on Civil Service Renewal Actions

1

➔ Phase 1 Priority Action

Establish an Accountability Board for the Civil Service

CSMB Sponsors:

Martin Fraser, Department of the Taoiseach

Robert Watt, Department of Public Expenditure and Reform

- The Civil Service Accountability Board, chaired by An Taoiseach, includes Civil Service, Ministerial and external perspectives on performance and accountability with a particular emphasis on governance and the capacity and capability of the Civil Service.
- The Board has met four times to date in Q2 and Q3 2015 and Q2 and Q4 2016.
- Following the formation of the new Government in May 2016 the membership of the Board was reconstituted.
- The 2016 Annual Report of the Civil Service Accountability Board is available at www.per.gov.ie.

2

➔ Phase 1 Priority Action

Establish a Civil Service Management Board (CSMB)

CSMB Sponsors:

Martin Fraser, Department of the Taoiseach

Robert Watt, Department of Public Expenditure and Reform

- The CSMB met for the first time in Q4 2014 and continues to meet on a monthly basis.
- The CSMB includes all Heads of Government Departments and major Offices, and is chaired by the Secretary General to the Government.
- The CSMB has collective responsibility for implementing the Civil Service Renewal Plan and each member of the CSMB has been assigned responsibility to lead and act as sponsor for one or more actions in the Civil Service Renewal Plan.
- The 2016 Annual Report of the Civil Service Management Board is available at www.per.gov.ie

Overview of Progress on Civil Service Renewal Actions

3

→ Phase 2 Priority Action

Set a common governance standard

CSMB Sponsors:

Derek Moran, Department of Finance

Mark Griffin, Department of Communications, Climate Action and Environment

- A Common Governance Standard for the Civil Service was published in 2015.
- Departments have now developed and published their own governance frameworks and are operating in accordance with them.

4

Strengthen strategic planning and business planning processes

CSMB Sponsors:

Martin Fraser, Department of the Taoiseach

Derek Moran, Department of Finance

- The CSMB has agreed to continue with the three-year planning cycle as set out in the Public Service Management Act 1997. The current three-year Renewal Plan represents the current strategy for the Civil Service.
- The CSMB agreed a new approach of contributing collectively to the annual National Risk Assessment and Strategic Planning processes.

5

→ Phase 3 Priority Action

Improve the delivery of shared Whole-of-Government projects

CSMB Sponsors:

Mark Griffin, Department of Communications, Climate Action and Environment

Fergal Lynch, Department of Children and Youth Affairs

Seán Ó Foghlú, Department of Education and Skills

- Three pathfinder projects are piloting new ways for delivering Whole-of-Government work: (i) The Public Services Card, (ii) The National Cyber Security Strategy, and (iii) Youth Mental Health.
- Two review points have been undertaken to-date and a final review point is scheduled for October 2017, which will capture the learning outcomes of the implementation process.
- A cross-agency project team has worked intensively to explore innovative ways to achieve effective Whole-of-Government action in the area of youth mental health. This includes examining the practicalities of using Section 12 of the Public Service Management Act 1997 for the first time.

Overview of Progress on Civil Service Renewal Actions

6

Expand the model of sharing services and expertise across organisations

CSMB Sponsors:

Robert Watt, Department of Public Expenditure and Reform

- The National Shared Services Office (NSSO) continues to implement the programme of shared services, delivering Payroll Shared Services to 111,900 public servants of which 60,000 are retirees and HR/Pension Shared Services to 34,500 Civil Servants.
- The Civil Service Financial Management Shared Services Project obtained Government approval to progress to the design phase and it is on target to begin operating on a phased basis in 2018.
- Legislation is progressing through the Houses of the Oireachtas to establish the NSSO as a separate Civil Service office under the aegis of Department of Public Expenditure and Reform.

7

➔ Phase 3 Priority Action

Significantly develop Strategic HR capability

CSMB Sponsors:

Robert Watt, Department of Public Expenditure and Reform

- A Civil Service People Strategy has been finalised and approved by the CSMB. This strategy will strengthen strategic HR capability across all Civil Service organisations and sets the strategic HR agenda for 2017 to 2020.
- The strategy focuses on the following three key strategic HR priorities:
 - » Being an Employer of Choice;
 - » Build the Workforce of the Future; and
 - » Build, Support and Value Managers as People Developers.
- An enabling priority which will support these priorities relates to positioning HR as a strategic driver to ensure that HR in the Civil Service is strategically focused and provides valued professional HR expertise.

Overview of Progress on Civil Service Renewal Actions

8

→ Phase 1 Priority Action

Open up recruitment and promotion processes at all levels

CSMB Sponsors:

Niamh O'Donoghue, Department of Social Protection
Maurice Quinn, Department of Defence
Fiona Tierney, Public Appointments Service
Niall Burgess, Department of Foreign Affairs and Trade
Ortaigh Quinn, Department of Jobs, Enterprise and Innovation
Aidan O'Driscoll, Department of Agriculture, Food and the Marine

- In 2016, the Public Appointments Service ran 361 advertised campaigns for open recruitment across a wide range of general service, professional and technical grades. Of the 103,873 applications received 12,852 candidates were interviewed and 7,584 assignments were made.
- Secretary General and Assistant Secretary positions continue to be filled by open competition through the Top Level Appointments Committee (TLAC) process.
- The Civil Service Graduate Development Programme was established in Q2 2015 with 85 recently appointed Administrative Officers and Third Secretaries enrolled on the programme. The number of participants increased to 221 for the 2016/17 programme.
- A wide range of initiatives to improve gender balance across the Civil Service has been developed by CSMB and approved by the Government. A Working Group is now focusing on implementing these initiatives within Departments/Offices.

9

→ Phase 3 Priority Action

Establish a new shared model for delivering Learning and Development

CSMB Sponsors:

Niall Cody, Office of the Revenue Commissioners
John McCarthy, Department of Housing, Planning, Community and Local Gov.

- A shared Learning and Development (L&D) model to improve capability through enhanced procurement and shared delivery of training across the Civil Service was agreed in Q2 2015.
- Independent economic appraisal to assess the risks, costs, implications and benefits of the new shared model has been completed.
- A new core common suite of L&D programmes was agreed with Departmental L&D Business Partners.
- The procurement process for the engagement of external training providers to develop and deliver much of the new L&D programme was completed.
- A new L&D Centre to be branded "One Learning" has been established to centrally operate and maintain the new L&D model and manage the delivery of the new common suite of L&D programmes.
- Development of a new Civil Service Induction Programme for all new entrants has commenced.
- A new Civil Service-wide skills register has been designed and will be an integral part of a new L&D technology solution.
- The approach for the technology solution to support and enable the new shared L&D model was agreed by the CSMB in March 2017 and arrangements are being finalised to procure a Learning Management System for the Civil Service.

Overview of Progress on Civil Service Renewal Actions

10

➔ Phase 3 Priority Action

Introduce structured and transparent talent management programmes to develop future leaders

CSMB Sponsors:

Noel Waters, Department of Justice and Equality
Seán Ó Foghlú, Department of Education and Skills
Katherine Licken, Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs

- The Senior Public Service Executive Leadership programme was launched in December 2016 with 19 participants from across the Civil Service at Assistant Secretary (and equivalent) level.
- The pilot Principal Officer Executive Leadership Programme launched in May 2017 with 42 participants from across the Civil Service.
- A Working Group is developing a framework to drive talent management in Departments and Offices to support the development of emerging leaders at all grades up to and including Assistant Principal level.

11

➔ Phase 2 Priority Action

Strengthen the performance management process

CSMB Sponsors:

Robert Watt, Department of Public Expenditure and Reform
Graham Doyle, Department of Transport, Tourism and Sport
Damien Moloney, Office of the Attorney General

- The framework for managing performance has been strengthened by the new 2-point PMDS rating format introduced in 2016.
- The Disciplinary Code came into effect in September 2016 and was accompanied by a Handbook for Line Managers. The new Management of Underperformance Policy came into effect from January 2017.
- Training has been made available to HR Units and to line managers to support the management of performance. Over 5,000 civil servants have availed of this training to-date.

Overview of Progress on Civil Service Renewal Actions

12

➔ Phase 2 Priority Action

Design and implement a robust performance review process for Secretaries General and Assistant Secretaries

CSMB Sponsors:

Robert Watt, Department of Public Expenditure and Reform
Martin Fraser, Department of the Taoiseach
Jim Breslin, Department of Health
Niall Burgess, Department of Foreign Affairs and Trade

- The performance review process for Assistant Secretaries was introduced in 2016 and includes 360 degree feedback. It has been supported by the introduction of an e-system (LEADS).
- The new performance review process for Secretaries General is being introduced for 2017.

13

➔ Phase 2 Priority Action

Publicly recognise staff excellence and innovation

CSMB Sponsors:

Robert Watt, Department of Public Expenditure and Reform

- The second annual Civil Service Excellence and Innovation Awards were held in Q4 2016. Awards were presented by An Taoiseach and the Minister for Public Expenditure and Reform to winners in 10 categories. 74 projects were submitted with 30 shortlisted from 21 Departments/Offices across the Civil Service.
- Preparations are underway for the 2017 Civil Service Excellence and Innovation Awards which will launch shortly.

14

➔ Phase 3 Priority Action

Strengthen professional expertise within corporate functions

CSMB Sponsors:

Robert Watt, Department of Public Expenditure and Reform
Graham Doyle, Department of Transport, Tourism & Sport
Jim Breslin, Department of Health
Maurice Buckley, Office of Public Works
John McCarthy, Department of Housing, Planning, Community and Local Government
Fiona Tierney, Public Appointments Service

- An approach to the strengthening of professional expertise in the areas of HR, ICT and Finance was agreed by CSMB.
- The Government Chief Information Officer has been appointed as 'Head of Profession' for ICT.
- The Chief HR Officer for the Civil Service has been appointed as 'Head of Profession' for HR.
- The Irish Government Economic and Evaluation Service (IGEES) is now an essential part of the economic and policy framework.

Overview of Progress on Civil Service Renewal Actions

15

➔ Phase 2 Priority Action

Expand career and mobility opportunities for staff across geographic, organisational and sectoral boundaries

CSMB Sponsors:

Maurice Quinn, Department of Defence
Niamh O'Donoghue, Department of Social Protection
Fiona Tierney, Public Appointments Service

- An Interdepartmental Principal Officer Mobility Policy was implemented in July 2015.
- A Service-Wide Mobility Scheme (SWMS) for Clerical Officers and Executive Officers was piloted in two regional locations and will be launched across the Civil Service in Q3 2017.
- The mobility scheme will be extended to include Higher Executive Officers, Administrative Officers and Assistant Principals in 2018.
- Guidelines for Departmental Internal Mobility issued to all Personnel Officers in January 2017.

16

Re-design organisational and grade structures

CSMB Sponsors:

Robert Watt, Department of Public Expenditure and Reform

- Staff Officer and Executive Officer grades have been amalgamated.

17

➔ Phase 3 Priority Action

Improve project management capacity

CSMB Sponsors:

Aidan O'Driscoll, Department of Agriculture, Food and the Marine
Graham Doyle, Department of Transport, Tourism & Sport
Maurice Buckley, Office of Public Works

- A Project Management Leaders and Advisory Service (PMLAS) has been established.
- A set of standardised Project Management principles were agreed by CSMB.
- A Project Managers' Network of project managers from across the civil service and agencies has been established.
- The inaugural conference of the Civil Service Project Managers' Network was held in December 2016 and included the launch of a new Project Management Handbook for the Civil Service.
- A further two Project Managers' Network conferences were held on 'Project Governance' and 'Benefits Realisation'.
- An online portal has been established to provide access to the handbook and facilitate the organisation/administration of network events.
- PMLAS provided advice and support in developing the specification for the Project Management Foundation Training Course which will be available to staff through the L&D shared model. (Action 9)

Overview of Progress on Civil Service Renewal Actions

18

Increase the authority, flexibility, and accountability for managing staff resources by delegating more responsibility to Departments

CSMB Sponsors:
Robert Watt, Department of Public Expenditure and Reform

- Sanction for staffing has been delegated to Departments and the introduction of these arrangements allow Departments greater flexibility in managing their staffing resources.
- New workforce planning guidelines and templates issued to all Departments and Offices to facilitate preparation of their workforce plans for 2017-2019.
- Workforce planning training was provided to HR Managers.

19

Expand the ICT capacity of Departments and increase efficiencies by creating common systems and infrastructure

CSMB Sponsors:
Robert Watt, Department of Public Expenditure and Reform

- Implementation of the Public Service ICT strategy continues under five pillars: Digital, Data, Build to Share, Governance and Capability.
- MyGovID.ie was launched in March 2017 to facilitate online access to public services.
- The Government Digital Services Gateway for interacting with the public is being developed and is scheduled to launch shortly.
- A suite of common corporate applications are being rolled out across a number of Departments to drive efficiencies and savings.
- The ICT Advisory Board are meeting regularly to review progress and agree next steps.
- eGovernment Strategy to be published shortly.
- Substantial progress and momentum has been gained on roll out of the Public Service Card.

Overview of Progress on Civil Service Renewal Actions

20

➔ Phase 2 Priority Action

Implement a programme of organisational capability reviews

CSMB Sponsors:

Maurice Quinn, Department of Defence

Seán Ó Foghlú, Department of Education and Skills

Mark Griffin, Department of Communications, Climate Action and Environment

- The pilot Organisational Capability Review in the Department of Transport, Tourism and Sport has been completed. The report will be published following submission to Government.
- A review of the Courts Service of Ireland is now underway.

21

Publish the framework for assignment of responsibilities for all Departments

CSMB Sponsors:

Jim Breslin, Department of Health

Maurice Quinn, Department of Defence

- www.whodoeswhat.gov.ie was launched in 2016.
- A Transfer of Functions Handbook was published in 2016.
- An Induction Programme for Special Advisors was developed and implemented in 2016.
- A new Code of Standards and Behaviours for Special Advisers was developed in consultation with the Standards in Public Office Commission and is expected to be published shortly.

22

➔ Phase 3 Priority Action

Strengthen policy-making skills and develop more open approaches to policy-making

CSMB Sponsors:

Martin Fraser, Department of the Taoiseach

Robert Watt, Department of Public Expenditure and Reform

Fergal Lynch, Department of Children and Youth Affairs

Graham Doyle, Department of Transport, Tourism and Sport

Derek Moran, Department of Finance

- Open Policy Debates (OPDs) to involve policy networks of practitioners, academics and experts on key issues were introduced in Q1 2015. 44 OPDs were held by mid-2017 on a range of policy issues.
- Work is advancing on the development of guidance for policy-making to support Departments on the fundamental stages of policy-making and ensure a consistent approach to policy-making is embedded throughout the Civil Service.

Overview of Progress on Civil Service Renewal Actions

23

→ Phase 2 Priority Action

Nominate a Civil Service Spokesperson to communicate on behalf of the Civil Service

CSMB Sponsors:

Robert Watt, Department of Public Expenditure and Reform
Niall Burgess, Department of Foreign Affairs and Trade

- The Secretary General of the Department of Public Expenditure and Reform was appointed as the Civil Service Spokesperson.
- A programme of communications and engagement with civil servants has continued through a number of channels including the network of Single Points of Contact (SPOC) in Department/Offices and Town Hall events. Civil Service Renewal publications, minutes of the Accountability Board and CSMB meetings are published on Department of Public Expenditure and Reform website at www.per.gov.ie.

24

→ Phase 2 Priority Action

Improving how data is collected, managed and stored

CSMB Sponsors:

Robert Watt, Department of Public Expenditure and Reform
Niall Cody, Office of the Revenue Commissioners
Niamh O'Donoghue, Department of Social Protection
Mark Griffin, Department of Communications, Climate Action and Environment
Orlaigh Quinn, Department of Jobs, Enterprise and Innovation
Pádraig Dalton, Central Statistics Office

- Significant progress has been made on the Open Data initiative with 4,888 high quality datasets now linked to the portal <https://data.gov.ie/data>
- Work has commenced to establish a framework for a National Data Infrastructure to improve how data is collected, managed and shared.

Overview of Progress on Civil Service Renewal Actions

25

➔ Phase 1 Priority Action

Introduce an annual Employee Engagement Survey to involve staff at all levels in ongoing organisational improvement

CSMB Sponsors:
Pádraig Dalton, Central Statistics Office

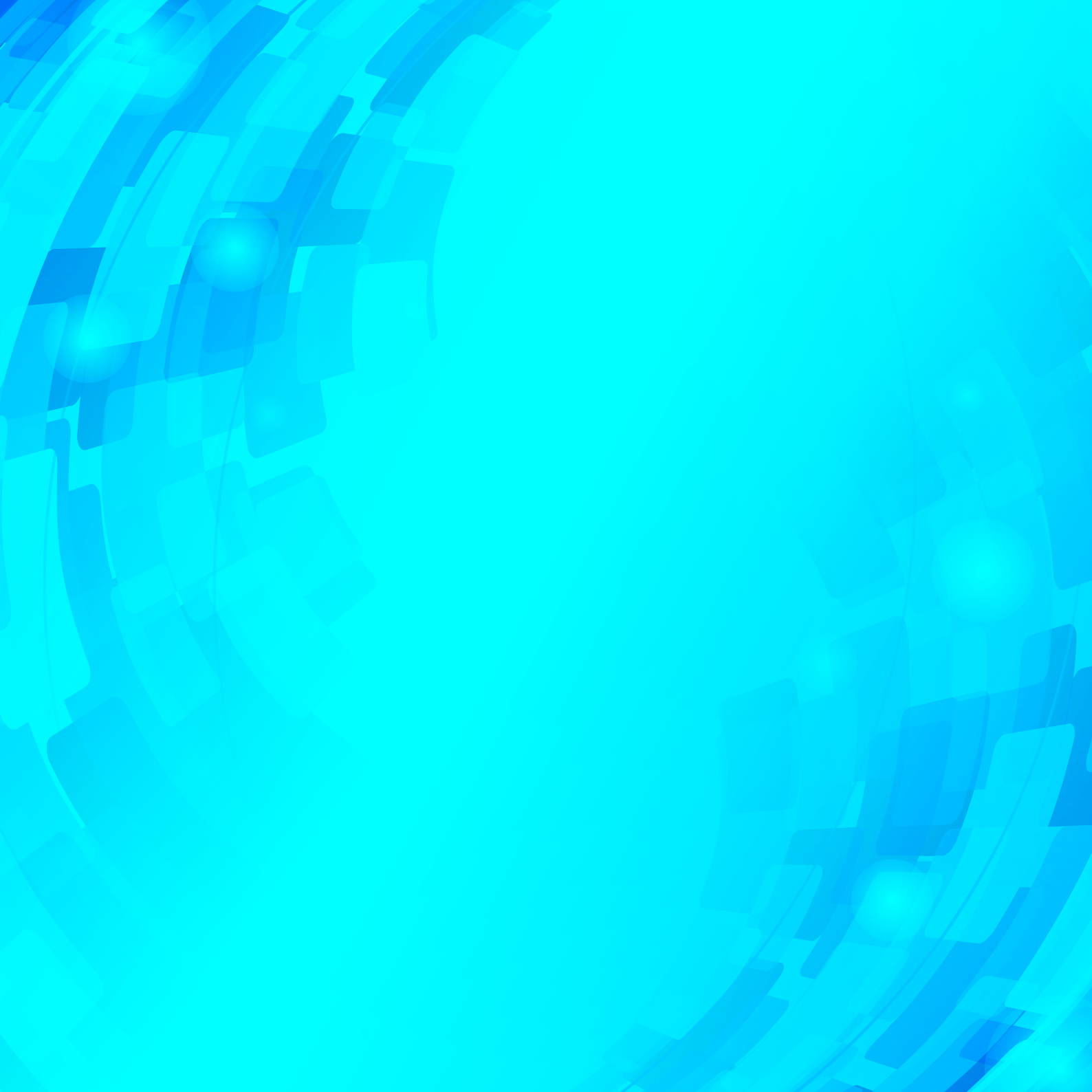
- The first ever Civil Service Employee Engagement Survey (CSEES) was conducted in September 2015. Nearly 60 Civil Service organisations took part and over 15,500 civil servants responded (39%). Results were published in January 2016.
- Various initiatives are being implemented within Departments/Offices in response to the 2015 Civil Service Employee Engagement Survey. These initiatives address areas that need improvement such as increasing internal communications; further training and career development opportunities; and increasing staff engagement.
- Two research projects are currently underway by the Economic and Social Research Institute (ESRI) and Dublin City University (DCU) using the 2015 CSEES data.
- The next Employee Engagement Survey is scheduled to launch in September 2017.

Progress Expected in Phase 4

The next Phase of implementation of the Civil Service Renewal Plan will focus on implementing the remaining actions in the plan in the period to December 2017.

Where to find out more

Visit www.per.gov.ie/civil-service-renewal (for members of the public) or <http://cvision.per.gov.ie/> (for staff).



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