

# Our Public Service 2020



**Development  
and Innovation  
December 2017**



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# Foreword

We are delighted to publish *Our Public Service 2020*, which establishes the overall strategy for development and innovation in the Public Service to 2020 and beyond. We now live in a world that is uncertain and Ireland faces many risks. We need a public service that is resilient and responsive to these challenges while effectively delivering quality services to the public. The public is, and must be, at the centre of public service. We are confident that this framework will support sustainable, continuous progress across the diverse range of public services.

*Our Public Service 2020* is designed to support the development of our public servants and our public service organisations. The framework will build on progress made under previous reform plans to improve how we deliver services while supporting and promoting innovation and collaborative working, which is so important in delivering on complex and shared goals.

A key element of this strategy is to build on the good practice that already exists. We are pleased to present a variety of case studies in this publication to showcase how public servants right across the system are already reshaping work practices and how we deliver services. The actions in this framework will support better sharing of experience and good practice.

*Our Public Service 2020* is a whole of Public Service initiative. A Public Service Leadership Board will be established to drive the reform agenda across the public service and to lead on the implementation of the 18 actions in the framework. The framework actions were designed over a year long series of consultations with public servants, the public and public policy experts, both nationally and internationally. This strategy has been designed as a framework to allow it to be more responsive to the particular challenges facing the diverse range of organisations. It will also enable a more responsive approach to ongoing engagement with key stakeholders. The principle of better and more open and transparent engagement underpins the development and roll out of this framework.

Our public servants operate in a complex and changing environment, across a wide range of areas, delivering services and representing the interests of our people at home and abroad. The level of dedication, dynamism and desire to serve our State to the best of their ability is evident across our Public Service and we wish to thank public servants for their continued commitment to the reform programme.

The environment facing our Public Service brings both opportunities and challenges. This framework is intended to support our public servants, to maximise the impact of their work, and ultimately to deliver the highest possible quality of service to our people.



A handwritten signature in black ink, appearing to read 'Paschal Donohoe'.

**Paschal Donohoe TD**

Minister for Finance and Public  
Expenditure and Reform



A handwritten signature in black ink, appearing to read 'Patrick O'Donovan'.

**Patrick O'Donovan TD**

Minister of State at the Department  
of Finance and the Department of  
Public Expenditure and Reform  
with special responsibility for  
Public Procurement, Open  
Government and eGovernment

# 1. Introduction to Our Public Service 2020

The public service is central to economic and social life in Ireland and works across a broad and diverse range of organisations, implementing policy and delivering public services. There are more than 300,000 public servants including teachers, civil servants, nurses, local authority workers, members of the defence forces, and An Garda Síochána. The graphic overleaf illustrates the level of investment in public services and the scale and diversity of these in Ireland.

The work of the public service is critical to the successful economic and social wellbeing of our public and businesses who rely on these services. The public and businesses expect a service that is responsive, flexible, efficient and innovative. Significant reforms have been made in recent years and have made the work of the public service more transparent, decision-making more accountable and service delivery more effective and efficient. The public are at the centre of the work of the public service and today are better positioned than ever before to see what is being done on their behalf and in their interest.

*Our Public Service 2020* is a new policy framework designed to build on these previous reforms while expanding the scope of reform to focus on collaboration, innovation and evaluation. As such, the framework encompasses many ongoing reform initiatives and strategies, including those related to ICT, HR and Civil Service Renewal. This approach will support and enable public servants and their organisations to perform at their best and to work together to deliver high-quality, value-for-money outcomes.

*Our Public Service 2020* is part of a much broader transformation landscape across Ireland's public service. The actions in *Our Public Service 2020* will enable the objectives set out in the Programme for Partnership Government, "to empower frontline service providers to make more decisions, ensure more accessible public services, encourage more collaboration between public sector bodies and reward public service innovation and change". It will support the delivery of overarching national policies, including the forthcoming *National Planning Framework* and the *Capital Plan 2016-2021* that will form the foundation of public policy over the longer term. It will also enable delivery of the reform commitments in the *Public Service Stability Agreement, 2018-2020*.

*Our Public Service 2020* is designed to integrate and strengthen this wider landscape of strategic change programmes. It will ensure that there is a consistent focus on reform across all sectors and that the planning, implementation and communication of all Government strategies are well co-ordinated, integrated and supported.

This new policy framework has been designed to enable the public service to deliver better outcomes for the public. This outcomes-driven focus has also been applied to this new phase of reform. Six high-level outcomes for the public service as a whole will be used to assess the impact of the collective actions in this plan over the medium- and longer-term.

# The Public Service in Numbers

Exchequer investment in public services in 2018

- **Social Protection** 33%
- **Health** 24%
- **Education** 15%
- **Capital** 9%
- **Other Current** 19%



## Civil Service



80.7 million payments made to  
2.1 million million beneficiaries of Social Protection schemes



15 million customer contacts with the Revenue Commissioners, of which 10 million (67%) were online

575,000 driving licences issued



733,100 passports issued



131,500 applications processed under the Basic Payment Scheme (77% online)

## Education

62,000 teachers educating

943,000 young people in 4,000 schools

180,000 students in full-time 3rd level education



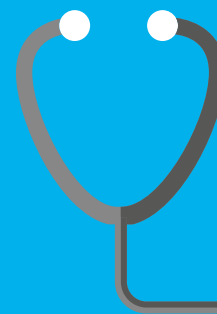
338,000 further education and training places available

118,000 pre-school children in the Early Childhood Care Programme



Over 5,600 inspections in schools and places of education

## Health



64,000 babies born in our hospitals

10.5 million home help hours delivered



142,000 women attended BreastCheck



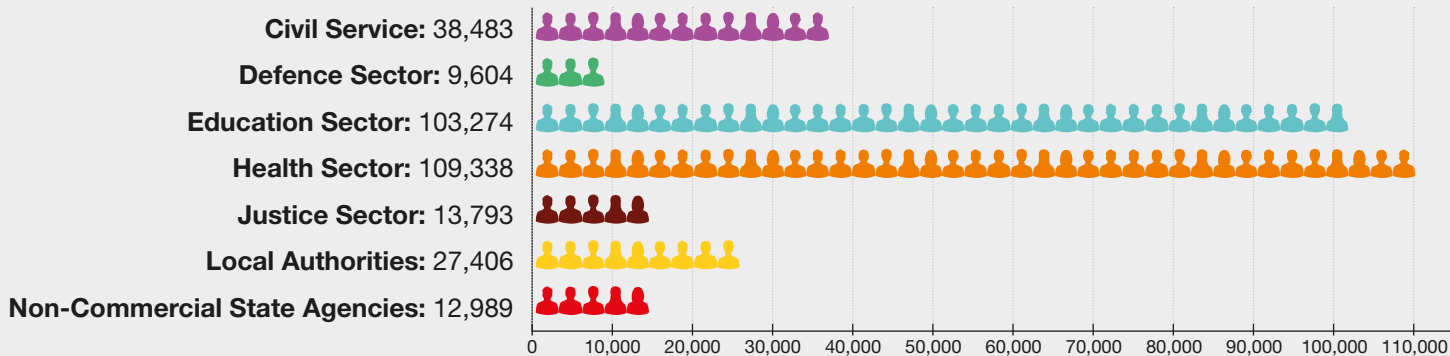
314,000 emergency calls made to the Ambulance Service



Over 3.3 million new and return outpatient attendances



# 315,000 Public Service Employees at end September 2017



## Justice



**3 million**  
crime prevention  
text messages  
under the Garda  
Text Alert Scheme

**12,600**  
offenders dealt with  
through the prison  
system (15,100  
committals)



**10,000**  
conferred with  
citizenship

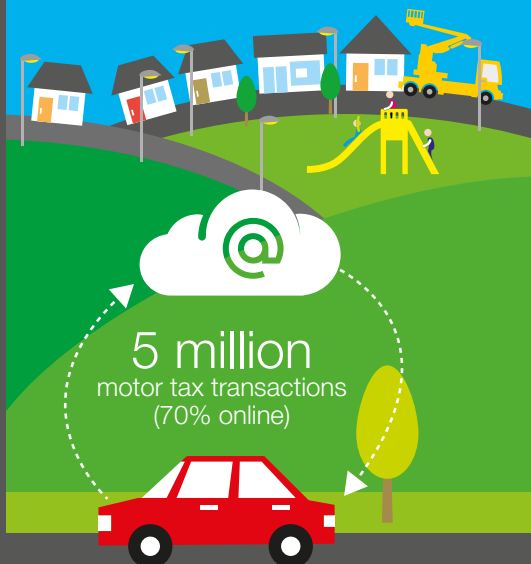
**492,000**  
civil and criminal  
matters resolved  
before the courts



**8.24 million**  
online Land Registry  
transactions and other  
activities

## Local Government

Over **17,000** non-emergency  
issues reported to local councils via  
fixyourstreet.ie

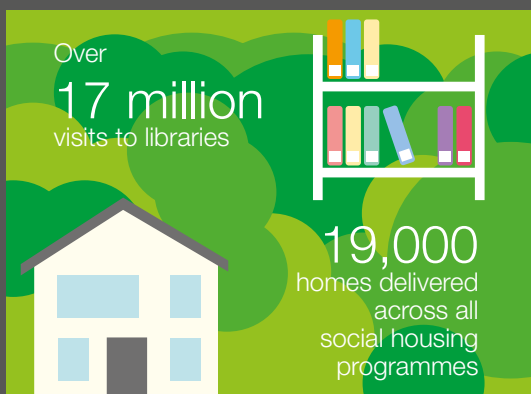


**5 million**  
motor tax transactions  
(70% online)

Fire services  
mobilised to  
over  
**36,000**  
incidents



Over  
**17 million**  
visits to libraries



**19,000**  
homes delivered  
across all  
social housing  
programmes

## Defence

**10**  
deployments  
abroad in 12  
countries and  
1 sea



**10,000**  
Defence public  
servants



**2,400**  
Reserve  
Defence  
Force



**3,400**  
Civil Defence  
Volunteers

## State Agencies

**64,000**  
food businesses  
inspected by agencies  
on behalf of the Food  
Safety Authority of Ireland



**24,100** homes and **385**  
public, commercial  
and community  
buildings upgraded  
through the SEAI  
Better Energy  
Programme



Enterprise Ireland client  
companies support over  
**300,000**  
jobs in every town and  
village in Ireland



## Building on a foundation of achievement

Ireland's public service has delivered on two major programmes of reform since 2011. These programmes were delivered in a difficult economic climate where major savings in public spending were required and realised.

These reform programmes, combined with an ambitious programme of legislation on Government reform and compliance standards, have already provided the public service with a secure foundation on which to build this next phase of improvement.

Over the last six years, public service reform has played a key role in Ireland's economic recovery. The Government's first *Public Service Reform Plan 2011-2013* focused, to a large extent, on cost containment and efficiency improvements across the public service.

The second plan covered the period 2014-2016 and maintained the focus on efficiency but had an overall aim of better outcomes for all stakeholders. At the end of 2016 almost 90% of the 227 actions in that plan had been either achieved or were on target.

The impact of these reform efforts are seen through the performance of Ireland's public service in international comparisons. The Irish public service is ranked:

- » 1st in the EU as the most professional and least politicised public service;
- » 6th for the quality of public administration; and
- » 5th for perceptions that Government decisions are implemented effectively.

(Public Sector Trends 2017, Institute of Public Administration).

The many significant achievements since 2011 have been outlined in five separate progress reports, all of which are available from [www.reformplan.per.gov.ie](http://www.reformplan.per.gov.ie). Some highlights from this phase of reform are shown in the following graphic.

## Recent Reform Achievements



Achievements under the last reform plan were recognised by the OECD in their [Assessment of Ireland's Second Public Service Reform Plan 2014–2016](#) published in July 2017. This report concluded that the plan succeeded in creating a public-service-wide approach to reform. It particularly highlighted the significance of the plan in both creating an impetus for reform and identifying actions within each public service body to support the plan.

This next phase of reform will continue to embed initiatives from the first two plans, while also supporting their evolution to meet new challenges. *Our Public Service 2020* has been designed as a framework of 18 actions across 3 pillars. These actions were chosen following wide consultation across the civil and public service, including the first ever public consultation on public service reform held in the summer of 2017 (see Annex for details of consultation). This framework approach is designed to allow flexibility in implementing the actions to best meet the challenges faced in a manner reflecting the diversity of organisations across Ireland's public service. Many of these actions have a long horizon and will continue to deliver beyond the lifetime of this framework.

The design of this framework will ensure that there is a consistent focus on achieving key outcomes. The framework includes actions to tackle barriers to effective service delivery such as capacity and skills constraints; promoting effective collaborative working across organisations; and greater innovation and flexibility. This framework will also draw on the lessons learned through the implementation of previous plans. The focus on outcomes has also meant that many actions are complementary and supportive of other actions within the same pillar and within the framework as a whole.

## The environment for public service reform

Ireland's recovery from the sharp economic downturn at the end of the previous decade is now well established. The labour market had employment growth between 2012 and 2016 averaging 2.4%, representing an increase of over 200,000 jobs. The economy is growing at a relatively robust pace and all sectors of the economy have shown gains since 2012.

However, as a small country with one of the most open economies in the world, Ireland is particularly exposed to the impact of international trends such as globalisation, accelerating technological change, climate change and migration. These combined with major international developments, in particular the impact of the UK's decision to leave the EU and the change in policy direction by the new US administration, mean that the next phase of public service reform takes place against a backdrop of considerable economic uncertainty. The continued effectiveness, efficiency and flexibility of the public service will be a critical element in enhancing the resilience of the economy to external shocks, and also in taking advantage of the opportunities that will arise over the period of this framework.

In addition to operating within a continually changing and increasingly complex environment, the public service represents and serves a growing and more diverse population with higher expectations of public service delivery. Social, economic and demographic pressures also act as drivers of change.

To meet the multiplicity of demands from such an environment requires the development of a more strategic, agile and integrated approach to public service reform. The actions in this framework will support such a system by:

- » moving to a more outcomes-driven focus to ensure results for the public;
- » increasing collaboration across the public service; and
- » developing a more evidence-driven and responsive approach.



## The OECD Assessment of the *Public Service Reform Plan 2014-2016*

Before moving to the next phase of reform, the OECD were commissioned to assess the *Public Service Reform Plan 2014-2016*. As part of this review the OECD also set out its considerations for the next phase of public service reform, taking into account the changed environment. It identified the following key areas of focus for the future:

1. focus on the outcomes of reform;
2. embed an evidence and data-driven approach linking expenditure and reform;
3. strengthen governance arrangements to widen ownership of the reform framework and better define the roles of the centre and the sectors in achieving reform; and
4. drive public service innovation.

These considerations have been reflected in the development of this framework, with innovation reflected as one of three pillars of the framework. The other OECD recommendations relate to the design, planning and governance of the framework and are discussed over the remainder of this chapter.

### Focus on the outcomes of reform

*Our Public Service 2020* is designed to move the focus of reform to outcomes. Identifying outcome indicators is challenging and measuring outcomes is not straightforward, as many other contextual factors may affect the quality/provision of goods and services. However, the benefits from greater accountability and better targeting of policy outcomes can be significant.

In *Our Public Service 2020*, six high-level outcomes are identified to measure success for the whole public service over the longer term (see diagram opposite) and to which this framework can significantly contribute. These outcome indicators will be used to assess the performance of this phase of reform.

These outcomes reflect the longer-term impact of the framework in delivering improvements across the 18 actions and will be measured using a range of methodologies, including national and international surveys and quantitative metrics from sources including the Central Statistics Office, EUROSTAT and the Institute of Public Administration, as well information developed by public service organisations from customer and employee surveys. As well as looking at outcomes, it is also important to develop appropriate measures of outputs. Each action in this framework has a set of possible output indicators associated with it. The newly established Public Service Reform Evaluation Unit in the Department of Public Expenditure and Reform will work collaboratively with stakeholders and experts to identify appropriate indicators to measure the successful implementation of actions in an effective and proportionate manner for each sector. The emphasis will be on identifying outputs and outcomes that result in better public services for our people and our businesses.

In this regard, the publication in April 2017 of the [Public Service Performance Report 2016](#) is an important step in demonstrating the performance of public services, presenting the spending in each sector along with key outputs and outcomes for that area. The performance-budgeting initiative has sought to strengthen the focus on what the public service delivers with public funds and to build this into the policy-making process. This initiative will continue to be developed and refined with support from the Public Service Reform Evaluation Unit.

## Six high-level outcomes for the public service



### Ensure an evidence and data-driven approach linking expenditure and reform

Evidence-informed policy-making contributes to better design and targeting of Government policy. This in turn leads to better outcomes for people, businesses and the public service itself. This approach will underpin development and innovation across the public service. International experience has shown that programmes where implementation was monitored had significantly better outcomes than those without monitoring. Furthermore, the experience from previous reform plans has shown that an approach with many prescriptive actions may limit flexibility in addressing new evidence or policy changes. For this reason, while the framework lays out a three-year programme of reform, the approach will be more responsive to data and information regarding the implementation of reform projects and emerging new initiatives. This is reflected in the governance and reporting arrangements, which will also support ongoing decision-making

allowing for a framework that can evolve as implementation progresses.

The link between expenditure and reform initiatives can be further strengthened by aligning reform initiatives with relevant processes and functions developed on the expenditure side of the Department of Public Expenditure and Reform. These include the Irish Government Economic and Evaluation Service (IGEES), the Public Spending Code and the Spending Review process.

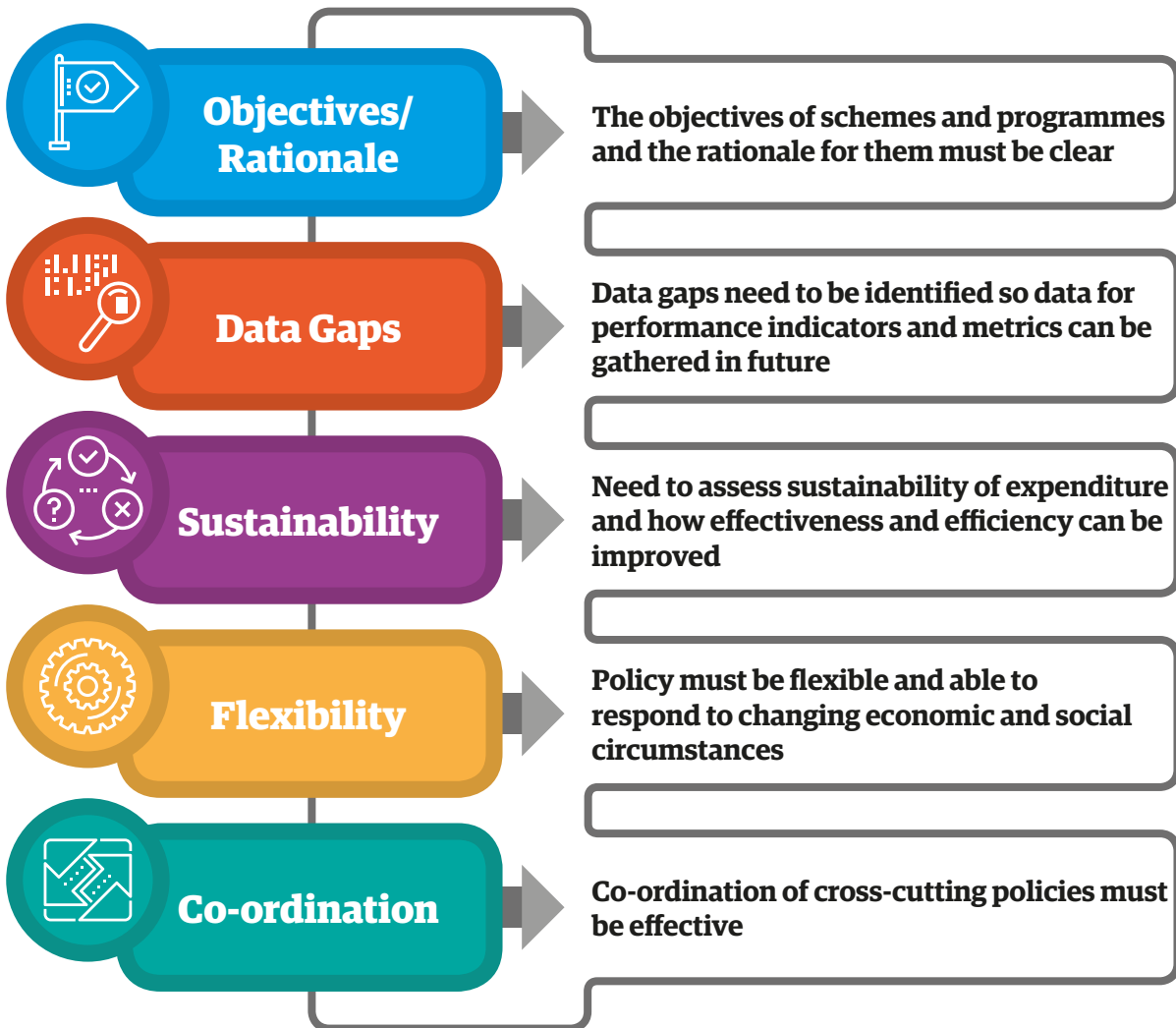
The IGEES is an integrated cross-Government service to enhance the role of economics and value for money analysis in public policy making. Established in 2012, the aim of IGEES is to contribute to better design and targeting of Government policy and better outcomes for the public. In addition to its role in developing a culture of evaluation and evidence (see Action 11), it played, and will continue to play, a key role in supporting the reformed Spending Review initiative.

The Spending Review 2017 aimed to develop an evidence base to inform the prioritisation of current expenditure in a way that delivers efficient and effective policies in the most sustainable manner possible within fiscal constraints. The 2017 Spending Review identified a number of common themes across the almost 20 spending areas examined. The themes from this first spending review highlight a number of common issues across sectors that will be addressed through the actions set out in *Our Public Service 2020*. The sector-specific findings from the Spending Review analysis will also allow for better identification of key sectors for piloting of cross-cutting reform initiatives.

There is also a need for evaluation of results from previous reform cycles in order to learn the lessons from past initiatives; to enable the development of evidence-informed policy; continually review progress; learn from failure; manage risk more effectively; and build on success in order to achieve strong policy outcomes for the public.

In relation to the framework, each of the actions has a defined objective, rationale and clear ownership. Resourcing for each action will be identified across organisations as part of the implementation process. The formulation of the actions is designed to allow for a strengthened approach to reporting. This approach will support phased implementation through the

### Common themes emerging from the 2017 Spending Review



Source: Based on Mid-Year Expenditure Report 2017, Department of Public Expenditure and Reform

identification and overcoming of obstacles. It will also allow for changes to the strategic direction through adjustment of actions over the life of the framework, where appropriate, in order to optimise outputs and outcomes. This strategic leadership will be enabled by the establishment of a new Public Service Leadership Board (PSLB).

## Strengthen governance arrangements to widen ownership of the framework

The approach taken for this next phase of reform is in line with broader international trends in setting a public-service-wide participative vision for the reform initiative and agreeing a select number of cross-cutting priority areas and objectives. Lessons from the implementation of the [Civil Service Renewal Plan](#) have guided the model of governance for *Our Public Service 2020*. However, the public service is significantly larger and more diverse than the civil service. This is reflected in the approach to integrating this framework into the wider landscape of national and sectoral reform programmes to facilitate better co-ordination and collaboration between and across sectors. In preparing this new phase of reform, a significantly wider engagement process was undertaken with the public, public service employees and with academics and international experts. The results of these consultation exercises have been reflected throughout this framework and are summarised in the Annex. Senior management buy-in and support is also critical to delivering on this framework.

The framework will be governed by the PSLB, comprising senior staff from across the public and civil service (see chapter 7 Governance and Implementation for more details on the PSLB). The PSLB will report to the Cabinet Committee on Social Policy and Public Services and will drive the 18 actions set out in the framework. It will help the wider public service to work together to implement cross-cutting reforms, to overcome barriers to collaboration, address common challenges, share best practice and identify better ways of working. Networks from across the public service will report to the PSLB on implementation of the framework actions. These networks will provide peer review and shared learning on overcoming common challenges in key areas such as customer service, innovation, project management and strategic human resource management.

This structure will provide robust management and co-ordination at both senior management and project implementation levels to steer the process and ensure wide ownership, which is in line with the OECD's emphasis on stronger governance arrangements and a better-defined relationship between the centre and sectors as part of their considerations of the second phase of reform.

# 2. The Framework for Our Public Service 2020

*Our Public Service 2020* will build on the significant achievements of the previous phases of reform while, in parallel, pursuing new initiatives to further develop the culture of continuous improvement across the public service. The overarching goals of *Our Public Service 2020* are to deliver better outcomes for the public and to build public service organisations that are both resilient and agile. Innovation is critical to ensure success now and into the future. The framework is built on three key pillars.

- » Delivering for Our Public
- » Innovating for Our Future
- » Developing Our People and Organisations

The diagram opposite illustrates how implementation of the actions will be supported by a strong underlying focus on evaluation in line with the recommendations of the OECD's *Assessment of Ireland's Second Public Service Reform Plan 2014-16*.

The objectives of the framework will be achieved through the implementation of 18 specific actions underpinning the 3 pillars. These actions are cross-cutting strategic reforms that will be implemented across the public service. These reforms, alongside the sectoral strategies being led by departments and agencies, comprise the package of reforms being pursued across the public service.

The 18 actions are summarised below and detailed in chapters 3-5, with each chapter addressing a specific pillar of the framework. For each action, a short case study or case studies are included to showcase initiatives where these aims are already being put into practice by individual public service organisations.

## Delivering for our public

The pillar *Delivering for Our Public* is focused on delivering better and more cost-effective services to the public. This will be achieved by using new technology and better data to reduce costs while maintaining quality; by involving the public in the design and delivery of services; improving communication and engagement with the public; and also improving service quality and accessibility.

There are five actions under this pillar which will build on advances already made in service delivery in areas such as shared services and procurement. The development of digital services and eGovernment is key to improving service delivery as is making better use of data and sharing data more effectively between organisations.

## Innovating for our future

The context within which public servants operate is increasingly complex and challenging. Technological innovations, the challenge of environmental changes, geopolitical shifts, changing demographic patterns and other external factors are all shaping our economy and society. The public service needs to be strategically placed to respond to challenges in the short, medium and longer term.

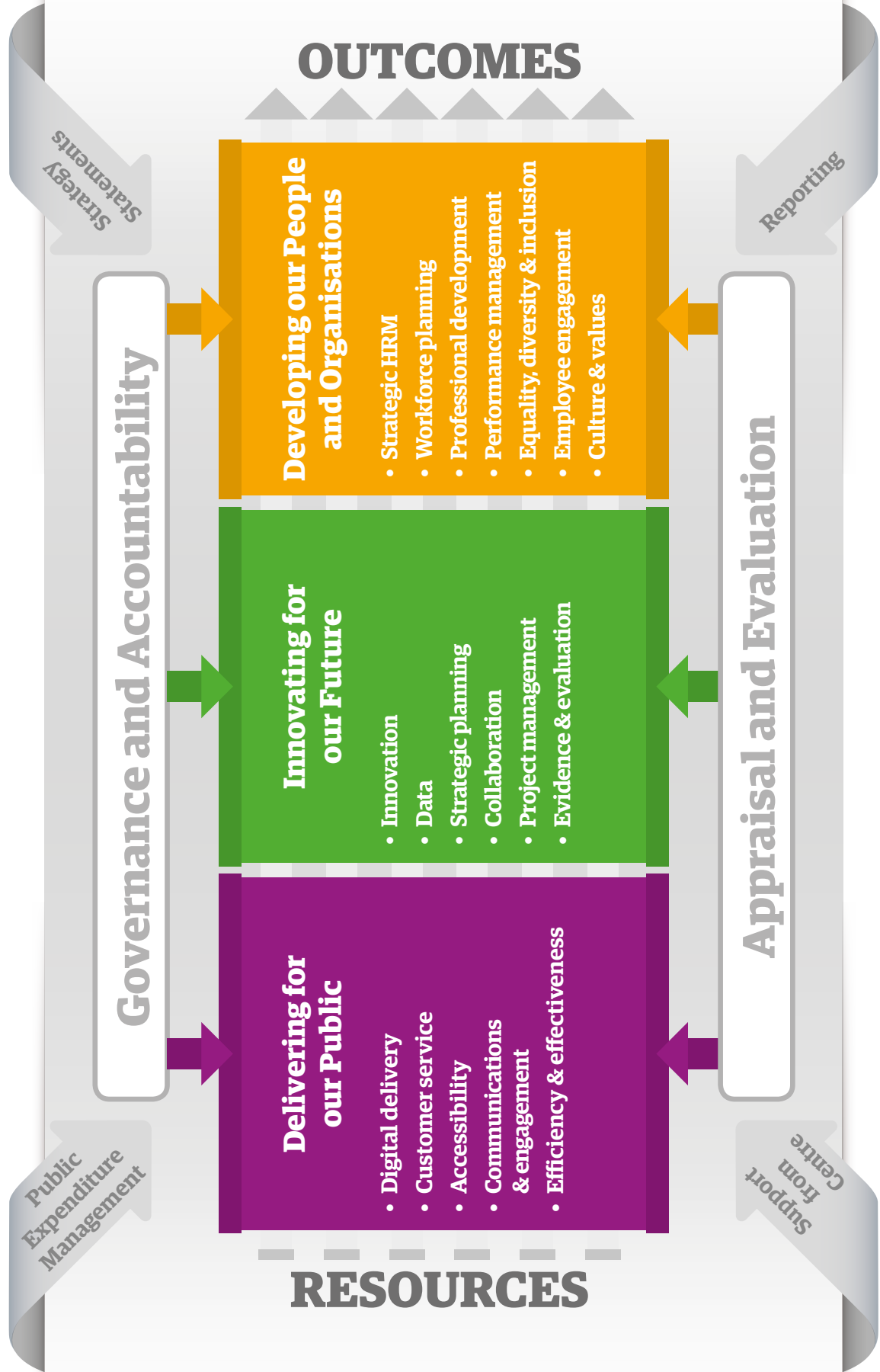
The pillar *Innovating for Our Future* has six actions that seek to ensure that the strategies and policies that direct the delivery of public services are innovative and focused on the real impact of policies and programmes on the Irish public. This pillar aims to support innovation and collaboration in how the public service operates and to make the most of the skills and expertise that exist across the service.

## Developing our people and organisations

The development of agile and robust public service organisations, and of public servants' skills, capacity and effectiveness are key goals of this framework. Achieving this across a public service that includes a diverse number of organisations with different strategic goals and individual policies and practices is difficult. The framework identifies a number of areas where there is potential to learn from one another and to share best practice and experiences.

The pillar *Developing Our People and Organisations* has been formulated with these areas in mind. Its seven actions which will support public servants, and the organisations in which they work, in achieving effective management, and equip them with the right mix of skills and tools to deliver quality services.

# Overview of the framework for Our Public Service 2020



# Our Public Service 2020: Headline Actions

<b>Delivering for Our Public</b> 	<b>1</b>	Accelerate digital delivery of services
	<b>2</b>	Improve services for our customers
	<b>3</b>	Make services more accessible to all
	<b>4</b>	Significantly improve communications and engagement with the public
	<b>5</b>	Drive efficiency and effectiveness

<b>Innovating for our Future</b> 	<b>6</b>	Promote a culture of innovation in the public service
	<b>7</b>	Optimise the use of data
	<b>8</b>	Build strategic planning capability
	<b>9</b>	Strengthen whole-of-government collaboration
	<b>10</b>	Embed programme and project management
	<b>11</b>	Embed a culture of evidence and evaluation

<b>Developing Our People and Organisations</b> 	<b>12</b>	Embed strategic human resource management in the public service
	<b>13</b>	Mainstream strategic workforce planning in the public service
	<b>14</b>	Continuous and responsive professional development
	<b>15</b>	Strengthen performance management
	<b>16</b>	Promote equality, diversity and inclusion
	<b>17</b>	Increase employee engagement
	<b>18</b>	Review public service culture and values

# Chapter 03

## Delivering for Our Public

### Introduction

Central to the high-level goal of delivering better outcomes for the public is service delivery. The framework outlines two key aspects to improving service delivery: responding to customers and ensuring value for money in delivering services. The tools and opportunities created by technological advances enable improvements in how business is conducted; the optimisation of engagement with the public in the design and delivery of services and policy solutions; and ultimately in ensuring that public services meet the needs of the Irish public.

The actions of this pillar are focused on continually improving the quality of customer service, making services more accessible, increasingly through digital delivery, engaging more with the public and listening to their views while ensuring value for money. Central to effective engagement with the public is clear communication. The aim is for clarity on what the public service delivers, understanding on policy and resource decisions, ensuring the public are aware of their entitlements, of the services offered and how to avail of them.

Expectations for technology-enabled government services have risen significantly in recent years with the shift to digital technology such as the escalating use of mobile devices, widespread information-sharing and examples of innovation in services such as banking, retail and travel. The Office of the Government Chief Information Officer (OGCIO) is leading the implementation of the Public Service ICT Strategy, published in 2015. This strategy will drive a more integrated, shared and digital environment, which will generate more efficiency and effectiveness in service delivery.

The National Shared Services Office (NSSO) and the Office of Government Procurement (OGP) are significant achievements in supporting the more effective delivery of public services from previous reform plans. They will be further embedded and expanded as part of this pillar.

Five actions have been identified as key priorities under the pillar **Delivering for Our Public**. While the actions under all pillars will contribute to the achievement of the six high-level outcomes for the framework, this pillar will particularly enable improved customer satisfaction, public trust, government effectiveness and greater use of digital services.

### Action 1: Accelerate digital delivery of services

New and existing services will be moved to digital service provision in line with the eGovernment and Public Service ICT Strategies. These strategies will drive a more integrated, shared and digital environment that will generate more efficiency and effectiveness in service delivery. The OGCIO will drive Digital First across the public service through the Public Service ICT Strategy and will:

- » develop a Digital Service Gateway ('one-stop-shop' for digital services), using appropriate consultation across government and with other stakeholders, including the public and/or their representatives;
- » report information on existing digital services and planned services;
- » we will explore the potential for assisted digital services to be carried out by trusted third parties, for example libraries and post offices, where requested and authorised by the citizen;
- » work with the Civil Service Management Board and the Minister of State for eGovernment to continually improve awareness of Government digital services;
- » continue to work with the Department of Employment Affairs and Social Protection to enhance identity verification across the public service and to increase the uptake of MyGovID to bring safe and secure online government services to our people and to expand the range of public services available online;



- » work with the Department of Business, Enterprise and Innovation and other public service bodies on a unique identifier for business to enable improved interaction with Government; and
- » progress legislation to promote and encourage data sharing between public bodies through the Data Sharing and Governance Bill. This will ensure that data sharing is for legitimate, clearly specified purposes and is compliant with data protection law. It will also improve the protection of individual privacy rights by setting new governance standards for data sharing and management by public bodies.

This approach recognises that not all services are appropriate for digital delivery and not all customers can or will engage digitally with Government. Digital First does not mean digital only and *Action 3: Make services more accessible to all* recognises this.

EU Digital Economy and Society Indicators and eGovernment indicators will be used to measure success. The set of indicators will include as appropriate:

- » people’s (all age groups) use of eGovernment Services in the last 12 months;
- » level of hits on the Digital Service Gateway;
- » number of individuals interacting online with public authorities in the last 12 months;
- » number of individuals submitting completed forms to public authorities over the internet in the last 12 months; and
- » customer satisfaction with digital services.

**CASE STUDY:**

**Passport Online - Department of Foreign Affairs and Trade**



The Adult Passport Renewal Online Service was launched in March 2017. The service allows applicants to submit full applications, including digital photographs online, wherever they are in the world. The service is user-friendly and innovative. It facilitates the uploading of digital photographs from home, via a pharmacy or a ‘Photo-Me’ digital photo booth.

The process can typically be completed in fifteen minutes and has resulted in very significant improvements to the speed and processing of applications. To date over 86,000 passports and 28,000 passport cards have been issued following online applications and the Passport Service is very likely to reach a target of 120,000 applications (or 30% of renewals) online within one year of launch.

**CASE STUDY:**

**Garda eVetting Service - An Garda Síochána**



It is a legal requirement for any person working with children or vulnerable adults to be vetted by An Garda Síochána before commencing their role. With demand for vetting growing exponentially in recent years, An Garda Síochána launched its eVetting service in 2016.

This new 24/7 online service enables people who need Garda vetting to complete the required documentation from anywhere across the globe. The new service has streamlined the previous 34-step process to a 14-step process with an electronic form, user friendly validations and real-time tracking of applications. Turnaround times, which were approximately 19 weeks, have improved significantly and 80% of applications are now vetted within 5 working days. This new online service also won two awards at the 2017 eGovernment Awards.

## ⚙️ Action 2: Improve services for our customers

This action will support the delivery of a quality service to the public and ensure effective feedback tools are in place to survey customer experience, identify areas needing improvement and follow-up to check if those improvements have been delivered. The Reform and Delivery Office (RDO) in the Department of Public Expenditure and Reform will be responsible for oversight of implementation, in conjunction with all customer-facing public service organisations. To implement this action:

- » public service organisations will provide training to improve the quality and consistency of customer engagement across the public service with a particular focus on staff and managers in frontline services, using, for example, the *OneLearning* programme that covers the civil service;
- » public service organisations will consider putting in place Quality Assurance Programmes in public service organisations where they do not already exist, to quality assure services;
- » the Quality Customer Service Network (QCSN) will review its role and responsibilities with a view to improving consistency in customer service and customer engagement, including identifying best practice in customer services and sharing learnings across the public service;
- » public service organisations will review their customer charters and ensure that they are ambitious and reflect their commitment to continual improvement in service delivery;
- » public service organisations will continue to use the customer satisfaction surveys, and tools such as focus groups, to get direct feedback from customers. This action will also contribute to delivering *Action 4: Significantly improve communications and engagement with the public*;
- » public service organisations, supported by the RDO, will assess the results of this feedback from customers both to gain insights on the quality of customer service being provided and as the basis for more cross-sector exchanges on how to improve satisfaction levels, and

develop innovative collaborative approaches to meeting user needs; and

- » the RDO will continue to organise an annual Quality Customer Service Conference to share best practice and provide networking opportunities for customer service officers across the public service.

To measure success in this action suitable indicators will be identified or developed, and may include the following as appropriate:

- » the percentage of frontline staff and managers who receive customer service and communications training;
- » the number of customer charters published; and
- » customer satisfaction based on appropriate surveys and other tools.

### CASE STUDY:

#### HSE National Ambulance Service



The HSE National Ambulance Service (NAS) operates a fleet of 500 vehicles from over 100 locations across the country. A significant reform programme has been underway in the NAS which includes new digital technology infrastructure, advanced priority dispatch systems and new command and control centres.

NAS introduced 91 new vehicles into its services in 2017. It recently won an ESAI sustainable energy award for the energy efficiency of the new vehicles, which include solar panels and other energy saving features. This initiative is part of ongoing work to deliver a safe and responsive service which strives for high performance and efficiency while coping with increasing demand for services with the patient at the centre.

## ⚙️ Action 3: Make services more accessible to all

All public services should be easily accessible by all members of the public, including those with diverse needs regardless of language, culture, literacy or ability and also migrants and people in vulnerable situations. Whole-of-government strategies such as the *Migrant Integration Strategy, 2017-2020* and the *National Disability Inclusion Strategy, 2017-2021* contain actions designed to ensure that public services are available to all, especially to groups who have particular needs.

Public service organisations will continue to report to the Department of Justice and Equality on how they implement whole-of-government strategies in this area and furthermore will:

- » design services that are accessible to all, taking account of the diverse needs of customers. Service design is an emerging and innovative approach to improving public services that allows the public to be involved in the design of public services from the outset (see Action 4);
- » use plain language as set out in *Plain English Style Guide for the Public Service* prepared by the RDO in the Department of Public Expenditure and Reform to improve customer experience and reduce the need for repeated contact. The Breacadh publication, *Cuir Tú Féin in Iúl/Get Your Message Across*, provides plain language tips for writing in Irish;
- » ensure that public services in the Irish language are available, in line with the *20 Year Strategy for the Irish Language, 2010-2030*;
- » improve face-to-face, telephone, written and web-based interaction with customers. The *Customer Communications Toolkit for the Public Service* gives advice on how to improve accessibility across all our means of communication with the public; and

- » support customers to access digital government services. The *Getting Citizens Online Programme*, for example, is focused on encouraging and empowering people to participate fully in Ireland's digital economy and society. The Digital Exclusion Unit in the Department of Communications, Climate Action and Environment works with OGCIO in delivering the Getting Citizens Online Programme.

To measure success in this action suitable indicators will be identified or developed and may include the following as appropriate:

- » the accessibility of service as measured by the results from customer satisfactions surveys and other related tools such as focus groups;
- » the number of organisations that avail of Plain Language training; and
- » feedback from the public on the use of Plain Language in both Irish and English as measured by the results from customer satisfaction surveys.

### CASE STUDY:

#### National Access Plan for 2015-2019 - Higher Education Authority

National Plan for Equity of Access to Higher Education 2015-2019



The aim of the *National Plan for Equity of Access to Higher Education 2015-2019* is to support increased access and participation in higher education by

six main target groups, including sub-groups such as lone parents or vulnerable migrants. The Plan's five priority goals have performance indicators, so that progress can be accurately measured.

Actions include addressing non-progression; developing a system for the recognition of prior learning; reviewing the Fund for Students with Disabilities; and developing measures to engage directly with communities with low participation rates. A mid-term review is expected to commence by the end of 2017 and will provide up-to-date data on progress and help to ensure that students entering and staying in higher education accurately reflect the national population.

## ⚙️ Action 4: Significantly improve communications and engagement with the public

The public and businesses should have greater input into the planning, design, implementation and review of public services. This action will enhance engagement and accountability around the delivery of public services. All public service organisations will be involved in implementing this action in collaboration with the newly established Strategic Communications Unit in the Department of the Taoiseach and the Press Officers' Network. To implement this action there are two sub-actions.

### 4a: Engagement

- » Public service organisations will continue to improve engagement with the public and businesses through mechanisms such as open policy debates, focus groups, seminars, social media and crowd-sourcing solutions from the public, academics, practitioners and experts. The learnings from these platforms will allow the development and application of new approaches to policy design, evaluation, consultation and implementation.
- » Public Participation Networks, which are now established in all Local Authority areas, will continue to be developed and strengthened to provide a mechanism for citizen engagement, ensuring that local voices are heard in decision making at local level.
- » Public service organisations will continue to improve engagement with individuals on those services where better outcomes can be achieved by designing the service around the specific needs of the individual, building on work already undertaken in the health sector.
- » Public servants will follow the *2016 Public Consultation Principles and Guidance*. At central level a consultation website in line with Ireland's *Open Government Partnership National Action Plan 2016-2018* will be developed to make consultations easier to access.

- » Public service organisations will conduct regular customer surveys to identify areas where services could be improved and feed the results back to central government.
- » The RDO in the Department of Public Expenditure and Reform will develop case studies showcasing good practice from across the public service on the theme of public engagement for publication in 2018.

### 4b: Communications

- » Public service organisations will provide a clear map of the services they provide on the home page of their website so customers can access the right services in a timely manner.
- » Customer-facing public service organisations will have effective communications strategies in place and use both new and traditional methods to communicate effectively.
- » The Strategic Communications Unit will focus on simplifying Government communications and increasing efficiencies across the public sector when dealing with the Irish public. It will streamline communications for citizens, develop and deliver major cross-Government communication campaigns and improve communications capacity across Government.

To measure success in this action suitable indicators will be identified and developed and may include the following as appropriate:

- » the number of responses to public consultations. Departments will report on how public service consultations are being implemented and level of engagement from the public, both individuals and civil society organisations; and
- » the results of surveys of business customers, the public and focus groups on issues related to communications and engagement.

**CASE STUDY:**

South Dublin County Council 'Where your money goes'



It's important for local authorities to communicate how they make a practical impact on people's lives in their community. While newsletters, social media and consultation portals play a part, they can often have a limited reach. In 2015, in an effort to

communicate more directly with the public, South Dublin County Council decided to publish and circulate to every household a simple infographic of where money is expended to the benefit of local communities. This initiative took account of the introduction of Local Property Tax and the heightened interest in how public money is used at local level. The brochure *Where Your Money Goes* had a very positive response as it demonstrated the County Council's commitment to transparency and accountability.

**CASE STUDY:**

Launch of HSELive



Navigating the health system can be tricky so the HSE has created HSELive to offer guidance and support to people accessing health services. HSELive is a new multi-platform public information and signposting service which lets people know where to go and what to do in order to get the services they need for themselves and for their families.

Launched in September 2017, HSELive is designed with the end user in mind, to provide information and signposting on health services for the public in a way that works for them. It includes a LiveChat function on HSE.ie and also responds to questions from the public on Twitter, by email or by phone. The HSELive team is available six days a week.

**Action 5:**  
Drive efficiency and effectiveness

All public organisations in Ireland are obliged to treat public funds with care, and to ensure that the best possible value for money is obtained whenever public money is being spent or invested. Sub-action 5a will ensure a continued emphasis on ensuring value for money principles are adhered to across the public service. As part of this broader approach to ensuring value for money, which is also supported by other actions in this framework, notably *Action 11: Embed a culture of evidence and evaluation*, the introduction of shared services and centralised procurement in earlier phases of reform will be further integrated in public service operations and expanded into new areas. The National Shared Services Office (NSSO) and the Office of Government Procurement (OGP) will continue to create a more efficient and effective public service through the following two sub-actions; (b) to enhance the value from shared services and (c) to embed the centralised procurement model across the public service.

**5a: Value for Money**

To ensure a consistent and robust approach is in place for ensuring the efficient and effective use of public funds, all public organisations will:

- » ensure value for money is obtained by complying with the requirements of the Public Spending Code, which brings together in one place all of the elements of the value-for-money framework that has been in force up to now, updated and reformed in some respects; and
- » identify appropriate indicators and metrics to assess and evaluate the efficiency and effectiveness of their spending in line with international best practice.

To measure success in this area suitable indicators will be identified or developed and may include the following as appropriate:

- » adherence to the Public Spending Code will be monitored through:
  - reports from the Comptroller and Auditor General;
  - analysis conducted as part of the Spending Review process;
  - performance budgeting data and information; and
  - evaluations and other analyses such as Focused Policy Assessments.

## 5b: Enhance the value from shared services

Shared services transform daily operational functions common to all Departments and, through a programme of process standardisation, system consolidation and higher levels of automation and self-service, help Government Departments and public service bodies to focus on effective frontline service delivery. In this way shared services help the public service to deliver more and better services to people and businesses. The NSSO will:

- » establish the new Finance Shared Service Centres with all initial phase Departments and organisations on board;
- » increase the value from existing and emerging Shared Service Centres;
- » develop data analysis for better management insights;
- » digitise and standardise back-office processes where possible; and
- » further reduce duplication of functions and streamline processes.

Specifically, the success of the shared service model will be measured in the following ways:

- » improved customer service, through specific reporting metrics, evidence of enhanced client engagement and increased use of self-service functionality;
- » reduced cost per interaction once Shared Service Centres are fully operational;
- » reduced response time to individual queries; and
- » reduced number of interactions per query.

### CASE STUDY:

#### Payroll Shared Services Centre - National Shared Services Office



The payroll of the Office of the Revenue Commissioners migrated into the Payroll Shared Service Centre. One of the benefits of the transfer into Shared Services was that staff from Revenue were released from the administration of transactional payroll functions. This enabled the Office of the Revenue Commissioners to focus its resources on the delivery of its key objectives and increase its provision of frontline services, providing a direct benefit for the public. Revenue re-assigned the staff formerly administering payroll into supporting the commencement of the administration for the collection of the Local Property Tax.

## 5c: Embed the centralised procurement model across the Public Service

The centralised procurement model for goods and services leads to greater professionalisation in public procurement, reduces risk for the State, promotes and enhances compliance with procurement rules, strengthens data-gathering and analysis thus leading to better informed procurement processes, and enables better value for money for the taxpayer. The OGP will lead on this action, working with its sectoral partners in Health, Education, Defence and Local Government as well as with Offices and Departments across the public service and will continue to:

- » develop new centralised arrangements for procurement of goods and services and work with public bodies to promote their use across the public service; work with bodies such as Enterprise Ireland and InterTrade Ireland to help educate suppliers on tendering for Government contracts in order to promote their engagement with public procurement opportunities;
- » work with industry representatives through the Small to Medium Enterprise (SME) Working Group to address concerns about access to public procurement opportunities and the impact of centralised procurement on SMEs, as well as promoting SME awareness of an engagement with public procurement;
- » strengthen common policies, processes and procedures to comply with national and EU rules;
- » strengthen the professionalisation of public procurement across the public service;
- » develop a medium-term strategy for the procurement of public works projects;
- » work with stakeholders to enhance data analytics on expenditure on goods and services;
- » support key Government initiatives where commercial and procurement skills are required; and
- » support broader public policy imperatives.

The success of the centralised procurement model will be measured through:

- » the availability of framework agreements and contracts for goods and services that meet the needs of public service bodies;
- » achieving a balanced approach to public procurement which takes into account both value for money for public service bodies and access to public procurement opportunities by small, medium and large-scale enterprises;
- » the increased professionalisation of public procurement across the public service and the availability of procurement expertise as well as user-friendly templates and guidance on public procurement for use by public service bodies; and
- » greater insight into expenditure on goods and services across the public service so that the OGP and its partners can put in place targeted and appropriate procurement arrangements.

### CASE STUDY:

#### Automatic Border Control (ABC) Gates - OGP on behalf of the Department of Justice and Equality



The procurement of ABC Gates at Dublin airport, with options for gates at other Irish ports of entry and related services, was conducted by a multi-agency team, led by the OGP.

The e-Gate project will add capacity and security to the State's immigration service, providing an improved passenger experience through self-service and speedier passage through the immigration process.

An innovative, high-quality solution was delivered to schedule at a very competitive cost. The collaborative approach adopted by the project team was key to ensuring that the objectives of the project were met.

# Chapter 04

## Innovating for Our Future

### Introduction

The environment in which the public service operates is increasingly complex and interconnected. The actions in this pillar will strengthen the strategies, structures and tools used by the public service in responding to these challenges in the medium and long term. These actions will support collaboration, encourage innovation and problem solving, and ensure data and new technologies are used to achieve the best possible outcomes. Improved collaboration and co-operation across the public service will foster innovation and is central to the success of national level policy frameworks and many sectoral strategies. The approach involves developing a shared perspective on the policy issues to be tackled and an integrated, co-ordinated and collaborative response across public service organisations, working together to solve shared problems and achieve successful sectoral and cross sectoral outcomes.

These actions promote an evidence-informed approach to public service design and delivery with an emphasis on collating and analysing data and information, identifying gaps in data or in data analysis and focusing on building systems and capacity to rectify gaps.

Innovation and collaboration are often most evident and impactful closest to the point of service delivery. To move to a broader culture of innovation means capturing the lessons and experience of those working through innovative means to improve service delivery. To sustain and expand an innovation culture across the public service means enabling the sharing of lessons and harnessing the momentum created through individual initiatives in a systematic manner. Innovation also means taking managed risks which needs support from leadership and management levels.

Six actions have been identified as key priorities under the pillar **Innovating for Our Future**. While the actions under all pillars will contribute to the achievement of the six high-level outcomes for the framework, this pillar in particular will enable increased customer satisfaction and government effectiveness and also improved quality of key public services.

### Action 6: Promote a culture of innovation in the public service

An important goal of this framework is to encourage innovation across the public service and to promote different service-delivery options. To stay relevant within a changing world, public service organisations must continue to invent and change. Existing innovations across the public service have been recognised by national and international innovation and excellence awards. Innovation and collaboration are often most impactful when they occur closest to service delivery and this must be enabled centrally to build a strong and sustainable innovation culture across the whole of the public service. In addition innovation often requires managed risk-taking to pilot new approaches and employ different delivery models. This requires support from leadership and management levels.

The Reform and Delivery Office (RDO) in the Department of Public Expenditure and Reform will be responsible for co-ordinating this action and will:

- » establish a network of experts on innovation from across the public sector, academia and the private sector to facilitate the sharing of ideas and strategies and cultivate innovation;
- » conduct further research on international innovation labs and understand how these experiences could be used to promote an innovative culture in the Irish context;
- » engage with relevant stakeholders across the public and private sectors and international organisations, such as the OECD's new Observatory for Public Service Innovation, to assess the breadth of innovation supports and to identify actions to leverage appropriate approaches;
- » seek innovative ideas as part of ongoing staff engagement including schemes to 'crowd-source' ideas on key policy areas and initiatives;



- » continue to hold and compete in national and international excellence and innovation awards to recognise successful innovations and allow for lesson-sharing across the wider public service;
- » work with international and domestic experts, including within the public sector, to develop and implement a mechanism to evaluate the impact of innovation measures in our public service;
- » develop the Reform Office Portal in the Department of Public Expenditure and Reform to share best practice on innovation and service delivery models;
- » promote external and alternative service delivery models for new services and provide relevant training to public service managers. Help to maximise the use of contracting arrangements such as innovation clauses, gain-sharing pacts and the proper use of penalty sanctions to get the best value for the public;
- » support the use of Business Process Automation, an emerging form of clerical process automation, to help public service organisations to deliver leaner, faster and cheaper back-office functions. Organisations will be encouraged and assisted in reviewing their processes, engaging in piloting and conducting evaluations of services using this solution.

To measure success in this action suitable indicators will be identified or developed and may include the following as appropriate:

- » building capacity through upskilling, (for example, participant numbers, number of training days etc.);
- » the number of submissions to national and international innovation awards and the spread across and within sectors;
- » the levels of external contracting and the uptake of procurement frameworks relating to alternative service delivery mechanisms; and
- » effectiveness of externally delivered services through feedback from the public in customer surveys, focus groups and other tools.

#### CASE STUDY:

##### Service rePublic - Cork County Council



In May 2017, Cork County Council, in collaboration with Cork Institute of Technology, established Ireland's first public service design centre, Service rePublic. Service rePublic engages with the public, making them a part of the design, and creation of, better services. In doing so it is transforming customer services. It is streamlining services for the public by improving access to information and incorporating services into the online portal, [yourcouncil.ie](http://yourcouncil.ie). Service rePublic is:

- » creating better services for the public by designing them using a collaborative approach;
- » developing opportunities for the public, communities and businesses (by leading on elements of the Cork County Local Economic and Community Plan); and
- » co-designing new futures (tackling societal challenges).

#### CASE STUDY:

##### Electronic Tax Clearance, Business Process Improvement - Revenue



Tax Clearance previously was a paper-based process which was slow, resource intensive and costly. In January 2016, Revenue implemented a fully online service replacing the paper based process.

The electronic tax clearance system greatly improved customer service. It is accessible 24/7 and provides instant tax-clearance confirmation to 95% of applicants and identifies the issues that need to be remedied if tax clearance is not confirmed.

A Tax Clearance Access Number is provided to the taxpayer. Relevant third parties can use this to verify tax clearance. It caters for around 250,000 applications annually and has freed up resources for other work.

## Action 7: Optimise the use of data

Sharing data across Government will facilitate better service delivery, support better decision-making, increase the ease of access to services and drive efficiencies. By adopting the principle of 'collect once, use often', public service delivery will become more efficient and consistent, public engagement with government will be enhanced and digital service delivery will be improved. A more structured and rigorous approach to data management is being adopted across the public service. Protecting people's data is at the core of developing the necessary infrastructure to allow effective and safe data sharing. We will put governance in place to ensure we only use the data we are entitled to use and seek to do so in an appropriate, transparent and legal way.

The Central Statistics Office (CSO) will lead the action on the development of the National Data Infrastructure (NDI) supported by the OGCIO and the RDO in the Department of Public Expenditure and Reform; the Department of Employment Affairs and Social Protection; the Department of Business, Enterprise and Innovation; and the wider public service and will:

- » build on the progress made under the Civil Service Renewal Plan in developing a NDI, which is a set of data-management practices for key data assets, data specifications and supporting organisational and technical systems.

The OGCIO, through the implementation of the Public Service ICT Strategy, will increase and improve data sharing across organisations while ensuring data is protected by:

- » promoting the use of common identifiers, including the Personal Public Services Number, Eircode, and the development of the Unique Business Identifier;
- » setting common standards on data collection and coding; and
- » providing a statutory framework for data governance and data sharing through the Data Sharing and Governance Bill. This will ensure an integrated and cohesive approach in terms of information flows between and within public bodies, while ensuring best practice in regard to privacy, security and data protection.

The Open Data Governance Board will drive implementation of the Open Data strategy through:

- » increasing the number of high value datasets on the national open data portal by encouraging public service organisations to make their high-value data publicly available, easily accessible and freely reusable;
- » continuing to expand engagement with public bodies and stakeholders to promote usage of datasets and realisation of potential economic and social benefits; and
- » implementing standards and methods in line with best practice in open data.

Measuring the impact of the NDI will initially focus on the three unique identifiers on Public Sector Body datasets and will be assessed through a 'maturity dashboard'. The impact of the Open Data Strategy will be assessed by:

- » identifying and monitoring national and international trends to guide and ensure Ireland is at the forefront in its implementation of open data including participation in international benchmarking surveys such as those by the OECD and European Commission open data maturity.

### CASE STUDY:

SOLAS, Programme and Learner Support System (PLSS) - Department of Education and Skills



**SOLAS**  
learning works

The PLSS is a successful joint initiative between SOLAS and the Education and Training Boards (ETBs) providing a centralised platform for the collection and exposure of data on Further Education and Training (FET) courses, learners and outcomes. The data will support evidence-based planning, co-ordination and funding of FET provision.

The public-facing element of the PLSS, the further education and training course hub, launched last year, is available at [www.fetchcourses.ie](http://www.fetchcourses.ie). It provides learners with information on over 5,000 further education and training courses, provided through the ETBs, that are available nationwide. So far, in 2017, there have been 3,850,098 course searches and 2,109,985 course views with 8,625 learner account registrations and 6,532 online applications.

**CASE STUDY:**Sustainable Development Goals - Central  
Statistics Office and Ordnance Survey Ireland

The Sustainable Development Goals (SDGs) are a set of 17 Global Goals which address the many causes of poverty, injustice and damage to our planet. The CSO, in partnership with Ordnance Survey Ireland (OSi), launched a new reporting platform for the SDGs in November 2017 (<http://irelandsdg.geohive.ie>). The collaboration reuses OSi's existing public service open data platform (Geohive).

Ireland and five other countries formed part of a research project on SDGs led by the United Nations Statistics Division. The project began in May 2017 and its goal is to develop and deploy a new approach for monitoring the SDGs using geographic information systems. To date, CSO has identified data for over 50 SDG indicators with a mixture of regional, county and local area geography.

## **Action 8:** Build strategic planning capability

Strategic planning requires structures and resources to be aligned with strategic goals so that the public service is positioned to respond to external challenges. This form of planning produces 'living' plans, capable of adjusting and changing to meet changing needs and circumstances. Effective strategic planning in the public service will allow the public service to identify challenges and the actions needed to address them. It will also enable the identification and tackling of barriers to successful implementation. Existing sectoral strategic plans such as the annual National Risk Assessment, Innovation 2020 and Enterprise 2025, as well as more long-term strategies such as the White Paper on Defence, the National Planning Framework (Ireland 2040) and The Global Island: Ireland's Foreign Policy for a Changing World, already identify a number of key areas.

The Department of the Taoiseach, the RDO and expenditure divisions in the Department of Public Expenditure and Reform, Civil Service Learning and Development Centre, and sectoral Programme Management Offices (PMOs) will be responsible for implementing this action and will:

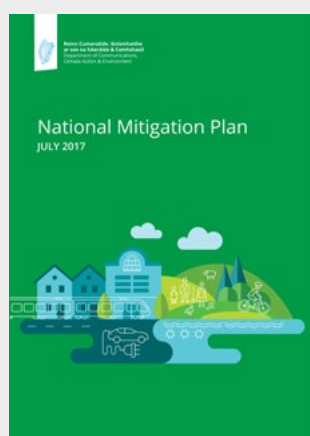
- » review existing sectoral strategies and identify any gaps which would require a more general horizon-scanning exercise;
- » identify best practice and shared challenges, and pool insights around strategic planning through a network of practitioners;
- » assess barriers to effective implementation of whole-of-government strategies and action plans, and recommend targeted actions to overcome these by reference to the examination of barriers to collaboration proposed in Action 9; and
- » ensure strategies prepared by public service organisations link actions to resources; identify metrics for inputs, outputs and outcomes, setting SMART (specific, measurable, achievable, realistic and time-bound) targets, indicators, and responsible owners which are carried through to business plans and risk-management registers; and identify, track and report on benefits.

To measure success in this action suitable indicators will be identified or developed and may include the following, as appropriate:

- » the level of best practice and insights on strategic planning disseminated by the network of practitioners;
- » the production of targeted actions to overcome barriers to implementation; and
- » review of strategies by the network to monitor adherence to the guidelines outlined above.

#### CASE STUDY:

#### Climate Action - Department of Communications, Climate Action and Environment



challenges, opportunities and uncertainties.

The *National Mitigation Plan* published by Government in 2017 as a 'living' document represents an important and innovative first step on this journey, capable of bringing forward incremental cost-effective mitigation measures over time. These will be based on sound analysis, technological developments and societal engagement through the National Dialogue on Climate Action. The approach has been identified by the IMF as an example of best practice.

*Our National Policy Position (2014) to become a low-carbon country represents a commitment to arriving at a fundamentally altered economy and society by 2050. It is a journey that Government and wider society must make together, and it will involve*

## ⚙️ Action 9: Strengthen whole-of-government collaboration

Whole-of-government collaboration requires public servants to work together across their organisations to develop better co-ordinated public services and policy which enables delivery of the Programme for Partnership Government. This is a key element not just of national policies, such as the National Planning Framework, but also in the achievement of sectoral strategies, for example the Healthy Ireland strategy. The RDO in the Department of Public Expenditure and Reform, the Department of the Taoiseach, the Department of Housing, Planning and Local Government, the Department of Rural and Community Development, the Local Government Management Agency, and other relevant government departments and public service organisations will be responsible for implementing the action and will:

- » build on the lessons arising from the Civil Service Renewal Pathfinder Projects to improve the delivery of shared whole-of-government projects;
- » undertake a pilot exercise to review and assess a whole-of-government collaboration initiative and identify what works well; what institutional mechanisms are effective; what are the barriers to co-operation; and what are key enabling support structures/technological tools (such as interactive portals) that can create effective collaboration;
- » identify the approaches to whole-of-government collaboration in use and compare to international best practice;
- » continue to support the new Local Community Development Committee (LCDC) structures as the primary vehicle for collaboration between all national public service providers at local level. For example, LCDCs and the Local Economic and Community Plans (LECP) provide a governance, planning and evidence-based framework for the co-ordination and management of local funding including EU-supported community-led local development funding from 2020-2027;

- » gain better insights into how a range of public services are delivered at local level including better and more consistent data for baselining and benefits realisation; and
- » work with the Local Government sector, a range of government departments and state agencies to document the full extent of services delivered locally, with a view to evaluating the impact of public services in defined geographic areas.

To measure success in this action suitable indicators will be identified or developed and may include the following as appropriate:

- » effectiveness of collaboration on cross cutting projects, as measured by surveys, and other appropriate tools, of senior public servants and other stakeholders;
- » better government effectiveness across sectors as identified by national and international organisations such as the Central Statistics Office (CSO), Eurostat etc; and
- » improved quality of public services across sectors as measured by national and international organisations such as CSO, Eurostat etc.

**CASE STUDY:**

**The Farm Hazardous Waste Collection Scheme**



The Farm Hazardous Waste collection scheme was initiated in 2015 to provide bring centres where farmers can safely dispose of hazardous waste. The scheme was led by the Environmental Protection Agency and was a multi-agency collaborative project involving the Department of Agriculture, Food and the Marine, Teagasc, the Department of Communications, Climate Action and Environment,

local authorities and many other agencies and organisations.

The successful operation of the bring centres required significant collaboration between all the participating Departments, agencies and organisations. Farmers also contributed to the efficient operation of the sites by ensuring that waste was segregated, packaged and transported to allow for easy off-load. The pooling of resources and expertise in this inter-agency collaboration and active voluntary participation by farmers across the country were key to the success of the scheme.

**CASE STUDY:****Local Community and Development Committees (LCDCs)**

Local Community Development Committees have been established in all local authority areas to bring about a more integrated approach to local and community development. They provide a local forum where strategic, multi-agency approaches are implemented. LCDCs bring together representatives from the community, local government, State agencies and local development bodies to develop and agree coordinated responses to locally agreed priorities. Local Economic and Community Plans are used by LCDCs to facilitate a more joined-up approach. These plans are being implemented across the country with local authorities and LCDCs now positioned as the key drivers of local economic and community development

## **Action 10:** Embed programme and project management

Strengthening programme and project management is critical to the successful achievement of Government priorities, the management of public finances and the delivery of public services. Project management facilitates the identification of priorities and the effective allocation of resources, monitoring of progress and delivery of results.

The RDO in the Department of Public Expenditure and Reform, working with the civil service Project Management Leaders and Advisory Service, will be responsible for implementing this action and will:

- » extend the Civil Service Project Managers' Network to connect existing project management practitioners across the whole public service. This network will provide a forum to share common project management approaches and learning based on proven models currently in use across the public service;
- » support project management training and work with training bodies across the public service to explore opportunities to share learning between project management practitioners and to support professionalisation;
- » build on the programme management experience developed since the establishment of PMOs in the Department of Public Expenditure and Reform and the major sectors. The experience to date will be reviewed to determine how programme management practice should be developed and improved;
- » ensure programme management approaches result in better sequencing, integration and greater coherence across reform projects in the public service; and
- » review the RDO's *Practical Handbook on Programme Management* and consider ways of embedding its use across the public service.

To measure success in this action suitable indicators will be identified or developed and may include the following as appropriate:

- » assessing the effectiveness of the Project Managers' Network through attendance at events and surveying participants;
- » tracking the number of downloads from the RDO portal of the Programme Management and Project Management Handbooks;
- » recording the level of demand and take-up of project management training courses; and
- » developing appropriate feedback mechanisms from senior public service managers to assess changes in the quality of project management.

**CASE STUDY:**

**Implementation of the 2015 White Paper on Defence using a Project Management Framework**



A new and innovative implementation approach has been developed for the 2015 *White Paper on Defence*, the overarching policy on the development of Defence up to 2025. In January 2016, a new Joint Civil/Military White Paper Implementation Facilitation Team was established reporting directly to the Department's Civil Military Strategic Management Committee. This team was tasked with the design, initiation and oversight of a project management framework to implement the 88 White Paper projects. With the assistance of the Institute of Public Administration, a new comprehensive approach was developed for civil/military project management work.

Some 150 civil/military personnel have participated in project management training. This approach has been an important innovation in fostering and enhancing co-operation and in contributing to key business management requirements across the Defence organisation. The Joint Team has also made itself available to assist other departments with similar needs.

## **Action 11:** Embed a culture of evidence and evaluation

Evidence-informed policy-making contributes to the design and targeting of Government policy. This leads to better outcomes for people, businesses and the public service itself. The public service will continue to develop its capacity to produce analytical evidence, reduce reliance on external bodies and ensure that the results of evaluation and evidence-based analysis is better integrated into policy decision-making, planning and design processes.

The Irish Government Economic and Evaluation Service (IGEES), the Public Service Reform Evaluation Unit, Government Departments, the Department of Public Expenditure and Reform, and evaluation units/practitioners across the public service will work to enhance the culture of evidence-informed decision making and evaluation across the public service and will:

- » support IGEES's implementation of its Medium Term Strategy to drive the use of evidence-informed policy-making across civil/public service;
- » increase public service capacity in data analysis, evaluation and evidence-informed policy making through targeted recruitment and up-skilling of existing staff;
- » support the delivery of *Our Public Service 2020* and the wider reform agenda by working with public service organisations to identify and develop outcome and output indicators;
- » support the improved integration of evaluation and public expenditure management processes into the broader whole-of-year budgetary process. This includes the performance budgeting initiative, the Public Spending Code, the spending review process, the Social Impact Assessment Framework and equality budgeting analysis;
- » support the development of a cross-cutting approach to evaluating the implementation and delivery of public policy and services;
- » assess the impact of relevant reform initiatives to develop lessons for new reform initiatives; and

- » support the development of the NDI and ensure analytical capacity is in place to optimise its use.

To measure success in this action suitable indicators will be identified or developed and may include the following as appropriate:

- » monitor the number of staff in roles supporting evidence-based policy making (for example, IGEEES staff, evaluators, policy analysts etc.);
- » monitor the number of relevant publications/ analytical output (for example, value-for-money and policy reviews, focused policy assessments, working papers, policy notes, staff papers, statistical reports etc.);
- » assess the relevance of published analysis in guiding policy (for example, case studies illustrating link between analytical work and policy/process changes);
- » monitor the capacity building through upskilling (for example, participants, training days, training days per participant etc.); and
- » survey senior officials to assess the relevance of analysis in policy formulation and implementation.

**CASE STUDY:**

**Sugar sweetened drinks tax proposal - Department of Health**



*A Healthy Weight for Ireland: Obesity Policy and Action Plan 2016-2025 sets out an ambition to reduce the number of overweight adults and children in*

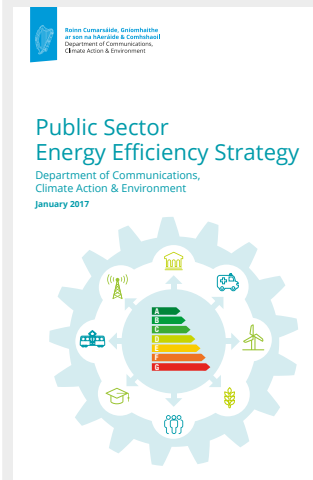
Ireland, in part, through modifying food consumption patterns.

With this in mind, the Department of Health undertook an evidence review to consider the health rationale for Sugar Sweetened Drinks (SSD) taxes. This included looking at their potential economic impact on jobs and inequality, as well as how SSD taxes could be designed in a way that would ensure a reduction in consumption as well as legal consistency with EU State Aid rules.

This evidence review supported the decision to implement the tax in April 2018.

**CASE STUDY:**

**Energy Performance Monitoring and Reporting - Department of Communications, Climate Action and Environment (DCCAE) and Sustainable Energy Authority of Ireland (SEAI)**



Since 2009 SEAI's Energy Performance Monitoring and Reporting System has tracked progress by the public sector towards its target to improve energy efficiency by 33% by 2020. With a 20% improvement at end 2016, €730m and 2.6m tonnes of carbon have been saved.

This data is now driving the implementation of the Public Sector Energy Efficiency Strategy which is being led by DCCAE. The Strategy is activating senior leadership on energy management and establishing a project pipeline to ensure cost-effective, energy-efficient investment in public buildings and transport fleets. Meeting the target would see further savings of €750m and 2.8m tonnes of carbon.



# Chapter 05

## Developing Our People and Organisations

### Introduction

The foundations for the success of the public service are effective people working within agile and robust organisations. The development of public servants' skills, capacity and effectiveness, within the context of a progressive, enabling and dynamic organisational culture, is a key goal of this framework.

As the public service includes a diverse number of organisations, with different strategic goals and individual policies and practices, a common approach to developing people and organisations does not always exist. However, there is potential for better co-operation in improving people and organisational development measures more generally. The actions in this pillar focus on areas where there is potential for mutual learning and sharing best practice. The diverse nature of the public service and the people-focused nature of this pillar make the identification and development of indicators a particular but vital challenge to be progressed as part of this framework.

Mainstreaming workforce planning will allow for more effective forward planning and identification of what future skills are required, as well as where and when. There are a number of key challenges ahead, including the significant projected retirements within the public service over the next five years and the associated potential loss of knowledge and essential skills. This will require balanced recruitment and retention of staff and the identification of opportunities to support the development of new skills for existing staff.

Seven actions have been identified as key priorities under the pillar **Developing Our People and Organisations**. The actions under all three pillars will contribute to the achievement of the six high-level outcomes for the framework. This pillar will directly support greater employee engagement and better government effectiveness. Furthermore, the continuous development of public service people and organisations underpins delivery of the framework as a whole.

### Action 12: Embed strategic human resource management in the public service

The purpose of Strategic Human Resource Management (SHRM) is to align the management of people, namely human resources, with the strategic business needs of the organisation. SHRM in the public service is at differing stages of maturity. SHRM policies common to organisations across the public service have been identified where there is potential for sharing best practice and collaboration. This action sets the framework for delivering on all of the actions in this pillar and is in turn supported by the further development and expansion of HR IT systems.

SHRM policies include the development of organisational workforce planning, employee engagement, learning and development systems, open recruitment, mobility arrangements, performance management development and capacity building. The framework will draw on experience gained from existing strategies, such as the *Civil Service People Strategy* and the *Health Services People Strategy*, to explore opportunities for development from across the sectors. HR leaders across the major civil and public service organisations, supported by a Secretariat in the RDO, with input from the Public Appointments Service (PAS), will be responsible for this action and will:

- » establish a SHRM leadership (SHRML) group of HR leaders in the main civil and public sector organisations to lead implementation of the actions under the People and Organisation pillar; and
- » this group will develop mechanisms on how to link HR policy and practice to strategic organisational priorities and report to a Public Service Leadership Board (PSLB).

This action supports delivery for all actions in this pillar and, as such, there is a broad set of potential indicators. To measure success in this action a suitable subset of indicators will be identified or developed and may include the following as appropriate:

- » ratios between strategic and transactional costs; and
- » data on hiring, retention rates, ratio of positions filled by external candidates versus internal candidates, mobility rates (%) for measuring success around open recruitment and mobility.

#### CASE STUDY:

##### Civil Service People Strategy



The *People Strategy for the Civil Service 2017-2020*, published in October 2017, is designed to build strategic human resource capability in the civil service. The strategy details the steps necessary to ensure that the civil service has the organisational capacity and capability to meet future challenges and to deliver an excellent service for the public. The People Strategy recognises that civil servants themselves are the most important drivers of success of the civil service and that the organisation must provide the right tools and supports to empower civil servants to excel. Forty actions have been identified across the broad priorities below.

- » Be an Employer of Choice
- » Build the Workplace of the Future
- » Build, Support and Value Managers as People Developers
- » Position HR as a Strategic Driver

## ⚙️ Action 13: Mainstream strategic workforce planning in the public service

Strategic workforce planning across the public service would enable a whole-of-public-service perspective on the demographic challenges facing the public service, the impact on organisational capacity and the associated public expenditure implications. This action is supported by *Action 5: Drive efficiency and effectiveness* and *Action 7: Optimise the use of data*. A newly established SHRML group will lead on this action, supported by Expenditure, Pay and IR Divisions, RDO, and the OGCI, in the Department of Public Expenditure and Reform who will deliver this action by:

- » collating existing high-level data on public service workforce trends and identifying any short or medium-term gaps in capacity;
- » following a baselining of existing workforce size and capacity, conducting an analysis of public service workforce trends and future needs;
- » identifying synergies in approaches to strategic workforce planning, based on this analysis of workforce needs, including in liaison with relevant stakeholders on current and projected future skills needs;
- » identifying risk levels associated with oversupply or undersupply of key roles; and
- » identifying and sharing best practise in relation to workforce planning and provide supports in line with Action 14.

To measure success in this action suitable indicators will be identified or developed and may include the following where appropriate:

- » data on hire (rating), retention rates and positions filled; and
- » survey senior officials to assess the effectiveness of strategic workforce planning implementation.

**CASE STUDY:****Workforce Planning - Property Registration Authority (PRA)**

As part of its workforce planning process, the PRA identified certain knowledge and skills gaps which were filled by incentivising specific third-level degree and Masters' courses and pre-funding them for participants.

These specialist courses were in technical disciplines such as geospatial engineering, data analytics, information technology and property studies. Over 20 staff availed of the opportunity to upskill. This initiative has facilitated talent management and succession planning in the PRA. It has enhanced organisational capability and increased the supply of technically qualified candidates available for future promotion.

**CASE STUDY:****Workforce Planning - Revenue**

Workforce planning is an essential tool for Revenue to get the right number of people with the right skills in the right place at the right time. Revenue's workforce outlook for 2017 to 2021 identifies a demographic challenge and resultant resource and skills gaps. Around 1,500 experienced staff will retire within five years from critical skills areas including audit and information technology. New and emerging skills, including advanced analytics will also have to be acquired.

Revenue will need to continue to recruit over 500 talented people annually, and to build and retain internal capacity. Each year around 200 new staff will undertake a six-month tax training programme for customer service and 150 will commence a two-year accredited audit training programme (Revenue staff graduation 2017, University of Limerick pictured above).

## **Action 14:** Continuous & responsive professional development

In order to build agile and resilient public service organisations, public servants need opportunities for career development including increasing expertise and skills in areas such as leadership and management, HRM, ICT, finance, languages, evaluation, data analysis and data management. The SHRML group, supported by the Public Service Reform Programme Management Office (PMO) in the Department of Public Expenditure and Reform and PAS, with input from the Department of Business, Enterprise and Innovation on skills needs, will lead on this action and will:

- » work with the Senior Public Service (SPS) and consider its work in the context of leadership and talent management programmes offered, and seek to continue to extend SPS measures to the broader public service where feasible;
- » promote greater open recruitment, as well as mobility between public service organisations; look at pilot initiatives to identify barriers to greater mobility and open recruitment in the public service and recommend solutions;
- » work with *OneLearning*, the Learning and Development Centre for the Civil Service and corresponding training bodies across the public service to identify the key skills required, emergent skills gaps, and to develop a skills audit for the public service to facilitate professionalisation; and
- » work with the PAS to identify strategies to address the gaps identified in skills audits following from Action 13.

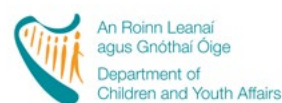
To measure success in this action suitable indicators will be identified or developed and may include the following where appropriate:

- » monitoring indicators on internal promotion, open recruitment, retention and performance;
- » monitoring indicators on mobility by sector and region;
- » assessing results of employee engagement surveys on quality of leadership, opportunities for career development and mobility in public service organisations; and
- » level of investment in learning and development.

**CASE STUDY:****HSE People Strategy**

A key action within the HSE People Strategy is to shape leadership and culture within the Irish health service, by creating a national Leadership Academy. This investment in the leadership of our health service is designed to improve staff engagement and ultimately deliver high-quality patient care. The Leadership Academy will draw on the best thought and practice based leaders from across the system to lead, influence and develop leadership standards, practice and succession management. Two programmes are being offered through the Leadership Academy.

Leading Care I is a 12 month programme, specifically designed to develop and challenge senior leaders. Designed with national and international experts in health and organisational performance, the programme offers support and learning to build personal resilience, confidence and capabilities. The first cohort of Leading Care I will start in October 2017. Leading Care II is a Masters' level programme for those who are looking for development and stimulation to rapidly improve their service and enhance their leadership capability. The first cohort of Leading Care II began in October 2017.

**CASE STUDY:**
**Evaluation Training Programme 2014-2016  
- Department of Children and Youth Affairs  
(DCYA)**


In 2014-2016 the DCYA, in co-operation with the Centre for Effective Services (CES), developed and delivered a dedicated evaluation training programme for DCYA and Tusla (the Child and Family Agency) staff at middle-management grades. The training programme was delivered on three separate occasions, with learnings incorporated across each session. The training introduced participants to key concepts in evaluation and Value-for-Money Reviews. To date, over 30 middle-management staff have availed of the training programme. Re-design of the programme for delivery to the wider civil service is now progressing within the DCYA, in collaboration with CES. Two pilot programmes are scheduled for rollout to staff across the civil service during 2018, with planning underway for ongoing delivery thereafter.

## ⚙️ Action 15: Strengthen performance management

Performance management systems, processes and practices vary across the public service. Organisational performance is dependent on the performance of individuals and teams across the public service. To encourage a strong performance and accountability culture across the public service, performance management should be strengthened and practiced on a day-to-day basis. There is, however, potential to collaborate on good practice and highlight opportunities to replicate good approaches where appropriate.

Public service organisations reporting through sector leads to the PSLB will be responsible for implementing this action by:

- » fully implementing the performance management systems in sectors where they do not currently exist by 1 January 2019, as mandated under Section 2.7 of the *Public Services Stability Agreement 2018-2020*, which is the agreement reached between Government and the public service unions and representative associations.

To measure success in this action suitable indicators will be identified or developed including the following where appropriate:

- » monitor staff retention rates;
- » review and analyse employee engagement survey responses on how public service organisations manage under-performance; and
- » monitor absenteeism and sick leave rates.

### CASE STUDY:

#### Performance management in the civil service



In the civil service the framework for managing performance has been strengthened by the new two-point PMDS rating format which was introduced in 2016. *The Civil Service 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.

## ⚙️ Action 16: Promote equality, diversity and inclusion

It is important that the public service achieves greater equality of opportunity, gender balance, diversity and inclusion across its workforce, and that a consistent approach is taken to ensuring that the public service is generally representative of society and respects and promotes human rights, in line with equality legislation. Public service organisations should be representative of Irish society as a whole. Employees from traditionally under-represented groups should be fully included in the work of their organisations and have equal opportunities for advancement. All public service organisations will be responsible for this action and will:

- » consider best practice and lessons learned on promoting equality, diversity and inclusion in public service organisations from new initiatives in this area such as the planned Diversity and Inclusion Policy in the *Civil Service People Strategy* and the recently launched LGBTI Network of the HSE, which can be shared with other public service organisations;
- » improve gender balance at all levels through the implementation of actions under the *National Strategy for Women and Girls, 2017-2020*. This will include increasing gender balance on state boards and at senior levels across the public service;
- » work to meet the target of 6% for representation of persons with disabilities in the public sector in line with the *Comprehensive Employment Strategy for Persons with Disabilities*;
- » work to achieve the target that at least 1% of the civil service should be of minority or migrant origin by 2020 in line with the Migrant Integration Strategy and consider how the public service can also support this Strategy;
- » have regard to guidance issued by the Irish Human Rights and Equality Commission to assist public sector organisations in ensuring compliance with the Public Sector Duty, which sets out the need to eliminate discrimination, promote equality and protect human rights; and

- » continue to support work-life balance arrangements in line with the *Public Service Stability Agreement, 2018-2020*.

To measure success in this action suitable indicators will be identified or developed and may include the following where appropriate:

- » monitoring gender representation at all levels in public and civil service organisations, in particular female representation at senior management levels;
- » improvements in the diversity of public service employees, especially inclusion of traditionally under-represented groups; and
- » improvements in the performance of the Irish public service in relevant equality and human rights monitoring by international organisations (UN Women, UNDP, OSCE-ODHIR, Council of Europe, OECD and the EU).

### CASE STUDY:

#### Gender equality - Department of Foreign Affairs and Trade



In 2017, the Department of Foreign Affairs and Trade extended its existing work on gender equality by launching a new initiative on Equality and Diversity, including gender, age, race, sexual orientation, socio-economic background, religion, and membership of the Traveller community, disability and civil or family status. The Department aims to create an inclusive and diverse working environment, encouraging a culture of respect and equality for staff and those they serve. Staff were invited to participate in a workshop on what diversity and equality means to them. Seminars were held on LGBTQ history and on the delivery of consular services to LGBTQ citizens abroad.

Work is now underway to prepare an *Action Plan on Equality and Diversity* for the Department. It will draw on best practice in the public and private sector and other foreign ministries. It will complement the Department's ongoing delivery of its *Gender Equality Action Plan*, which has seen the introduction of unconscious bias training, mentoring and executive coaching, and measures to ensure gender equality in assignments and promotions.

**CASE STUDY:**

**Diversity and Inclusion Strategy and Equality Policies - Irish Defence Forces**



The Defence Organisation recognises that the Defence Forces must be representative of the changing society it serves at home and abroad. To support this the Defence Organisation has developed both a *Defence Forces Diversity and Inclusion Strategy Statement and Action Plan*, and a *Defence Forces Equality Policy*. Areas identified for actions include human resource policies, training, communication and ensuring that the Defence Forces are reflective of Irish society.

The actions will help ensure that recruitment advertising for the Defence Forces affirms equality and diversity. They will also help to showcase the Defence Forces as an attractive career option for many and thereby will reinforce other recruitment and retention policies.

**⚙️ Action 17:**  
**Increase employee engagement**

Engaged employees, who understand the importance of their role, and who feel valued, will contribute to improved organisational performance. Regular employee engagement surveys can be a very effective tool for measuring satisfaction levels, benchmarking progress and identifying areas of high or low engagement across organisations, and can be used to measure and evaluate leadership, engagement, performance and operation across the public service. Such surveys can also help identify factors that contribute to high or low levels of engagement and thereby highlight the possible levers to address any engagement issues. The RDO and HR leads from across the Sectors, will be responsible for implementing this action and will:

- » use employee engagement surveys and similar tools to support more data-driven, evidence-informed and individualised HRM strategies; and
- » consider the results of feedback on employee engagement and use them to inform HRM and leadership approaches. This will improve employee engagement over the medium term, thereby working towards improved organisational outcomes.

To measure success in this action suitable indicators will be identified or developed and may include the following where appropriate:

- » results of regular employee engagement surveys or similar feedback tools to measure and benchmark engagement and relevant drivers of engagement;
- » results of comparative reports to allow managers to benchmark their unit's progress against other similar units and their organisation against public service averages; and
- » measuring recognition of achievement and high performance.

**CASE STUDY:****Civil Service Employee Engagement Survey 2017**

The second Civil Service Employee Engagement Survey is designed to let civil servants have their say in relation to their job, manager and the leadership of their organisation. It will also measure and evaluate employee engagement, wellbeing, coping with change and commitment to the organisation. Over 21,300 or 56% of civil servants took part in the survey in September 2017 and results are expected to be published in Spring 2018.

The 2015 survey showed many strengths and also showed areas where the civil service needs to improve and to focus its efforts. Results have, over the past two years, informed management decisions and driven change.

**CASE STUDY:**
**Engagement and Innovation Initiative -  
Department of Employment Affairs and Social  
Protection (DEASP)**


The DEASP's Engagement and Innovation (E&I) initiative makes the best use of HR capital to solve problems and improve services. Based on partnership, but time-bound and results-oriented, E&I fosters a collaborative approach to the recognition of

challenges, the identification of solutions and the management of change. This unified cross-grade approach and related 'buy-in' from all staff ensures the delivery of more effective change. It solves problems in the workplace and it is inclusive. It is contributing to the ongoing process of continuous improvement in service to the public and links in with work to embed organisational culture and values throughout the Department's activities and initiatives. It encourages and promotes innovation.

## **Action 18:** Review public service culture and values

Organisational culture describes the shared values and beliefs that influence members of an organisation in how they undertake their work and interact with each other. It is expressed through the collective display of behaviours and practices throughout an organisation. Many factors, whether external or internal, can influence the development of culture.

It is widely accepted that organisational culture can impact strongly on organisational performance. If the culture is dysfunctional, this can lead to disengaged staff, underperformance and ultimately not meeting organisational objectives and Government priorities.

Organisational culture in the Irish public service is complex. There are a large number of organisations to consider, each with their own individual cultural identity and set of values. The SHRML group, supported by the RDO in the Department of Public Expenditure and Reform, will lead on this action on positive organisational culture and will:

- » encourage organisations to assess their culture using established frameworks and to follow up on areas that need to be improved;
- » set out high-level principles for fostering positive organisational culture across the public service, including how leaders can work to improve culture; formal/informal interventions to improve employee engagement; and the importance of communication; and
- » identify and disseminate good practice in the review of organisational culture and values.

To measure success in this action suitable indicators will be identified or developed and may include the following where appropriate:

- » employee engagement scores in surveys, particularly on indicators on workplace culture and behaviour; and
- » rates of annual absenteeism; grievances; employees satisfied with direct manager; bullying and harassment incidents; discrimination complaints; workforce diversity; and patterns from exit interviews.



**CASE STUDY:**

Culture and values - Department of Employment Affairs and Social Protection

<b>We Value</b>
<b>PUBLIC SERVICE</b>
<b>CUSTOMER FOCUS</b>
<b>TOTAL PROFESSIONALISM</b>
<b>ENGAGED STAFF</b>
<b>INNOVATION</b>

In 2013, the DEASP initiated and led a major review of the organisation's culture and values and stakeholder expectations. The review involved consultation with the Department's 7,000 employees from all sections, grades and regions; an organisation-wide survey which received a 61% response rate; and interviews with external stakeholders. Using the extensive feedback received, a new set of culture and values was agreed with concrete recommendations to embed these throughout the Department put in place. The five core values of the DEASP are focused on public service, customer focused, being professional, having engaged staff and being innovative. These values are outlined in their [2016-2019 strategy statement](#).

# Chapter 06

## Sectoral Strategies

### The role and relationship of the centre and the sectors in enabling public service reform

*Our Public Service 2020* is part of a broader transformation landscape across Ireland's public service and is designed "to empower frontline service providers to make more decisions, ensure more accessible public services, encourage more collaboration between public sector bodies and reward public service innovation and change" (*Programme for Partnership Government 2016*). The actions of *Our Public Service 2020* cut across all areas of the public service and will support continuous improvements in how public servants and public service organisations deliver for the Irish people. The actions are designed to complement and support the many reforms already being delivered at local and national level in the various sectors of the public service.

The three pillars of the framework will support better outcomes and services, and support reform at a sectoral level. Actions such as strengthening whole-of-government collaboration, promoting a culture of innovation and optimising the use of data will support the delivery of those strategies and reforms. Working collaboratively, whether across a number of organisations or across the public service as a whole, is a particular challenge, not just in Ireland but also internationally. This action will have particular relevance in supporting the delivery of sectoral and other strategies given that so many of those strategies involve multiple players and indeed some can be described as whole-of-government.

This chapter presents some of the key reform strategies from the main sectors to illustrate the breadth of reform taking place across the public service independent of this framework. Strategies are presented for Health, Justice and Equality, Education, Local Government, Defence and the Civil Service. As well as whole-of-government strategies such as the *National Planning Framework* and the *National Strategy for Women and Girls* led by these individual sectors, there are many others led by individual Government Departments. Strategies such as the *Action Plan for*

*Jobs*, the *Capital Plan*, and the *Action Plan for Rural Development* will also be supported through the implementation of actions in *Our Public Service 2020*.

The OECD highlighted the importance of the role that central government will play in the delivery of the new framework given its position in overseeing the whole of government. It is important to reflect on the role of both the centre and the sectors (and individual Departments and organisations) in implementing *Our Public Service 2020*.

In terms of this framework **the role of the centre** will be to:

- » improve its own engagement and expertise on public service innovation;
- » continue and deepen engagement and exchange on reform with other jurisdictions;
- » disseminate and promote best practice in reform and innovation across the public service while avoiding a one-size-fits-all approach;
- » support and monitor the implementation of the actions across the three pillars of this framework; and
- » ensure a coherence across the tools and expertise that the Department of Public Expenditure and Reform provide to the wider public service.

**The role of sectors** will be to:

- » embed these broad principles across all public service organisations;
- » use the framework as a guide to promote these principles;
- » identify and share good practice and innovations;
- » identify barriers to implementation which cannot be resolved locally and bring these to the central governance structures set up for *Our Public Service 2020*; and
- » keep up with innovation and good practice in their areas of expertise.

## Sectoral strategies

The following sections set out the key reform strategies on a sector-by-sector basis. This attempts to capture reforms that are already underway in the sectors and this framework will stand alongside sectoral strategies.

### Health

The Department of Health's mission is to improve the health and wellbeing of people in Ireland by keeping people healthy; providing the healthcare people need; delivering high quality services; and getting best value from health system resources. A major programme of reform is underway in the Health sector aligned with this and includes the following key reform strategies:

- » A major programme for patient safety and advocacy is being rolled out. This includes the establishment of the [National Patient Safety Office](#) and a National Advisory Council for Patient Safety. The implementation of the [National Action Plan on Antimicrobial Resistance](#) will also be prioritised.
- » The [Health Identifiers Programme](#) will continue to be progressed by the Health Service Executive in line with the Health Identifier Act 2014.
- » [Healthy Ireland-A Framework for Improved Health and Wellbeing 2013-2025](#), the whole-of-government framework for improving health and wellbeing and the quality of people's lives. This integrated approach underpins the development of national models of care and national policy including:
  - [Tobacco Free Ireland \(2013\)](#);
  - [A Healthy Weight for Ireland-Obesity Policy and Action Plan 2016-2025](#);
  - [Get Active Ireland! the National Physical Activity Plan \(2016\)](#);
  - [National Sexual Health Strategy 2015-2020](#);
  - [National Positive Ageing Strategy \(2013\)](#); and
  - [Reducing Harm, Supporting Recovery - a health-led response to drug and alcohol use in Ireland 2017-2025](#).
- » In relation to effective organisation of hospital services and patient pathways, the Department is developing an overall model of acute care underpinned by the national clinical care programmes, with the objective of supporting primary and social care to achieve stronger co-ordination and integration of care for patients incorporating:

- [National Maternity Strategy 2016](#);
- [National Cancer Strategy 2017-2026](#); and
- a National Trauma policy.
- » The significant [programme of reform of the National Ambulance Service](#) will continue in order to advance a modern, safe, responsive and quality service.
- » [A National Strategic Framework for Health and Social Care Workforce Planning](#) is being developed in association with the HSE and the education sector to guide the planning of the health and social care workforce into the future.
- » [The Taskforce on Staffing and Skill Mix for Nursing](#) has devised a framework to determine optimum nurse staffing and skill mix levels across acute hospital, general and specialist medical and surgical inpatient care settings.
- » Cross-party consensus on the future of healthcare in Ireland has been achieved for the first time ever and is reflected in the [Sláintecare Report](#) by the Committee on the Future of Healthcare.
- » The [Working Better Together Change Programme](#) is a core element in the Department's contribution to Civil Service Renewal.

### Justice and Equality

The Department of Justice and Equality's mission is to work together to advance community and national security, promote justice and equality and safeguard human rights. Working toward their vision for 'a safe, fair and inclusive Ireland', below are the key sectoral strategies in the Justice and Equality sector during the period 2017-2020. The Department is also committed to a Programme of ongoing organisational improvement building on progress to date in strengthening governance structures, developing leadership and management practices as well as embedding its cultural values in line with the Culture and Values Charter 2016.

- » [Modernisation and Renewal Programme 2016-2021](#), the five-year reform and high-level workforce plan for An Garda Síochána. The headline reforms in the plan are further civilianisation of the Garda organisation and the roll-out of a new divisional model of policing.
- » The Irish Prison Service [Strategic Plan 2016-2018](#) sets out the key strategic actions the Service will take, in partnership with

stakeholders. The strategy is supported by additional plans and strategies including:

- [Communications and Engagement Plan 2016-2018](#);
- [Capital Strategy 2016-2021](#);
- [Psychology Service Strategy 2016-2018](#); and
- [Joint IPS/ETBI Education Strategy 2016-2018](#).
- » [A New Way Forward-Social Enterprise Strategy 2017-2019](#), a joint strategy by the Department of Justice and Equality, the Irish Prison Service and the Probation Service emphasising the positive impact of securing employment.
- » [Joint Strategy for the Management of Offenders 2016-2018](#);
- » [Second National Strategy on Domestic, Sexual and Gender-based Violence 2016-2021](#);
- » a new comprehensive [Migrant Integration Strategy](#) covering the period 2017-2020;
- » the new [National Traveller and Roma Inclusion Strategy \(NTRIS\) 2017-2021](#) takes a whole-of-government approach to improving the lives of Travellers and Roma in Ireland;
- » [National Strategy for Women and Girls 2017-2020](#), a whole-of-government statement of priorities in relation to the advancement of women and girls in all areas of Irish society; and
- » [National Disability Inclusion Strategy 2017-2021](#) takes a whole-of-government approach to improving the lives of people with disabilities.

Separately the development of an overall LGBTI Inclusion Strategy has been commenced during 2017.

## Education

The mission of the Department of Education and Skills is to facilitate individuals through learning, to achieve their full potential and contribute to Ireland's social, cultural and economic development. The vision, as set out in the [Action Plan for Education 2016-2019](#), is to have the best education system in Europe by 2026. Derived from the Department's Strategy Statement, the Action Plan includes hundreds of actions to be achieved across the education and training sector in order to deliver the key outcomes: improve the learning experience and the success of learners; improve the progress of learners at risk of educational disadvantage or learners with special educational needs; help those delivering education services to continually improve; build stronger bridges

between education and the wider community; and improve national planning and support services.

The *Action Plan 2016-2019* sets out clear delivery dates for the major reform strategies within the sector, with updated annual plans published. Progress towards the stated outcomes will continue to be measured through a series of national and international indicators and targets, as shown in the publication of quarterly progress reports and annual reviews. The major reform strategies for education and training include the following:

- » [National Strategy to Improve Literacy and Numeracy \(2011-2020\)](#) sets out a clear vision for raising literacy and numeracy standards. It seeks to address significant concerns about how well young people are developing the literacy and numeracy skills that they will need to participate fully in the education system, to live satisfying and rewarding lives, and to participate as active and informed people in society;
- » [DEIS strategy](#) provides a vision of Ireland becoming the best in Europe at harnessing education to break down barriers and stem the cycle of inter-generational disadvantage by equipping learners to participate, succeed and contribute effectively to society in a changing world;
- » [Further Education and Training \(FET\) Strategy 2014-2019](#) aims to develop a world-class integrated system of FET in Ireland, which will promote economic development and meet the needs of the public;
- » [National Skills Strategy 2025](#) aims to ensure that education and training providers place a stronger focus on providing skills development opportunities relevant to the needs of learners, society and the economy. It is focused on increasing participation in STEM (science, technology, engineering and mathematics), improving knowledge and skills transfer between education and industry, and increasing participation in FET;
- » [Action Plan to Expand Apprenticeship and Traineeship in Ireland 2016-2020](#) through which Ireland aims to establish work-based learning as a core contributor to our growth as a society and economy. It will enable learners to develop cutting edge skills and knowledge on-the-job;

- » [National Strategy for Higher Education to 2030](#) provides a vision of the sector that can successfully meet social, economic and cultural challenges through its key roles of teaching and learning, research, scholarship, and engagement with wider society;
- » [Curricular Reform within Schools: The Framework for Junior Cycle \(2015\)](#) frames how teaching, learning and assessment practices should evolve to support the delivery of a quality, inclusive and relevant junior cycle education;
- » [Digital Strategy for Schools 2015-2020](#) aims to realise the potential of digital technologies to enhance teaching, learning and assessment so that Ireland's young people become engaged thinkers, active learners, knowledge constructors and global citizens to participate fully in society and the economy; and
- » [Education and Training Sector Shared Services Plan 2017-2020](#) focuses on progressing a range of key shared service projects and on aligning the various procurement services the Department currently supports across the sector.

## Local Government

The Department of Housing, Planning and Local Government's mission is to support the sustainable and efficient delivery of well-planned homes and effective local government. The Department works with the Local Government sector to ensure that planning and building in our regions and communities contributes to sustainable and balanced development; to provide for a stable, sustainable supply of good quality housing; to provide a framework for the sustainable management of water resources from source to sea; to support and enable democratic, responsive and effective local government, effective electoral management and high-quality fire services and emergency management; and to serve society through the production and communication of reliable weather and climate information.

Local authorities deliver a very broad range of services for a number of different Government Departments. Key functions of city and county councils include: housing, planning and development, transport, environmental management, local economic and community development and social inclusion along with delivery of water services under a Service Level Agreement with Irish Water.

Through the Local Community and Development Committees (LCDCs) the local authorities lead on the sustainable social, economic and cultural development of their areas. *The Framework Policy for Local & Community Development in Ireland* identifies key roles for the Local Authorities and the LCDCs in delivering on national community and local development objectives. Local authorities also deliver a range of Government initiatives such as town and village renewal, supporting the rollout of the *National Broadband Plan*, co-ordinating the implementation of the *Regional Action Plans for Jobs*, the *Tourism Action Plan*, the *Action Plan for Rural Development* and *Age Friendly Ireland*. This is achieved in partnership with a range of stakeholders including community groups, Government Departments and State Agencies.

The key strategies shaping the direction of the Local Government sector include:

- » [Rebuilding Ireland - Ireland's Action Plan for Housing and Homelessness](#) published in July 2016, seeks to address the many interacting structural constraints affecting housing supply in Ireland. The Action Plan aims to more than double current levels of housing output by 2021 to meet current, pent-up and forecast demand. It contains 113 time-bound measures across five key pillars focussed on Addressing Homelessness, Accelerating Social Housing, Building More Homes, Improving the Rental Sector and Utilising Existing Housing.
- » [National Planning Framework \(NPF\) 'Ireland 2040-Our Plan'](#) is a new strategic planning and development context for Ireland and all its regions in the period between now and 2040, setting a strategic, high-level framework for the co-ordination of a range of national, regional and local authority policies and activities, planning and investment. The draft NPF underwent a period of public consultation in late 2017. It will be closely aligned with a 10-year capital plan for Ireland and the documents will be published alongside each other in early 2018.
- » [Putting People First - Action Programme for Effective Local Government](#) (October 2012), which sets out Government policy in relation to the overall local government system, including its structures, functions, funding, governance and operational arrangements.

- » Under the [National Adaptation Framework](#) (2012) local authorities are mandated to prepare local Climate Change Adaptation Strategies. These strategies will assess local vulnerability to climate risks and identify, cost and prioritise adaptation actions for the next five years. Strategies are to be in place by December 2017. It is expected that a shared service to oversee the implementation of these strategies will be established during 2018.

## Defence

In the Defence sector the [White Paper on Defence](#), published in August 2015, sets out the defence policy framework over a 10-year planning horizon out to 2025. The White Paper comprises a comprehensive suite of policies and measures to provide the necessary capabilities to meet Government requirements taking account of the ongoing assessment of the security environment.

The White Paper encompasses the contribution of other departments and agencies to the defence domain along with that of the Department of Defence and the Defence Forces. In this overall context, 88 separate projects arising from the White Paper have been identified to be completed over the 10-year period.

## Civil Service Renewal

The three-year Civil Service Renewal Plan is being implemented in four phases and the final phase will be completed by end 2017. The plan outlines 25 practical actions that will create a more unified, professional, responsive and open and accountable civil service. The overall vision is to provide a world-class service to the State and to the people of Ireland. Significant progress has been made on implementing this ambitious agenda and priorities for the immediate period include:

- » implementing the remaining actions in the plan;
- » analysing and reporting on the results of the Civil Service Employee Engagement Survey which was conducted in September 2017;
- » introducing *OneLearning*, the new learning and development shared model for civil service staff; and
- » supporting the implementation of the Civil Service Wide Mobility Scheme at Executive Officer and Clerical Officer level following the successful implementation of a pilot scheme.

Looking ahead to the period following the implementation of the Civil Service Renewal Plan, the Civil Service Management Board, which oversees the delivery of actions in the plan, is considering the renewal priorities from 2018 onwards. This will be informed by an assessment of the progress made over the course of the plan's lifetime; the extent to which the changes achieved under the plan are embedded and benefits realised; a process to transition actions to a normal business state; a recognition of the actions in this public service framework; and identification of areas that will consolidate and build on the progress already made.

## Government and legislative reform

Measures to promote and support open, accountable and transparent government and public administration, as well as good governance in the public service, will continue.

Under previous reform plans, actions were taken to further strengthen open, accountable and ethical governance arrangements in Ireland for both the operation of Government and the public service, with a view to building public trust in Government and in the institutions of the State. Initiatives were undertaken in areas such as lobbying and protected disclosures, and implementation will be reviewed over the coming years.

Actions around developments in the area of data usage and sharing also took place and further actions are outlined under Action 7. These include further implementation of the Open Data Strategy as well as progress on the Data Sharing and Governance Bill 2015. The Freedom of Information framework was modernised and work continued under the statute law revision programme to remove obsolete legislation.

In addition, the Public Sector Standards Bill 2015 was published in December 2015 and it is intended that the legislation will be enacted in 2018. This Bill aims to significantly enhance the existing framework for identifying, disclosing and managing conflicts of interest and minimising corruption risks. It will achieve a shift towards a more dynamic and risk-based system of compliance and ensure that the institutional framework for oversight, investigation and enforcement is robust and effective.

# Chapter 07

## Governance and Implementation

### Introduction

Effective governance is critical to achieving successful outcomes in the implementation of the actions in this framework. As the OECD's *Assessment of Ireland's 2014-16 Public Service Reform Plan* finds, public service development and innovation requires a flexible model of governance, given the size of the public service and the number and diversity of organisations involved. There is also a need for committed senior leadership to ensure that there is a strategic prioritisation of actions across sectors and that momentum is sustained throughout the lifetime of the framework.

### Leadership and governance

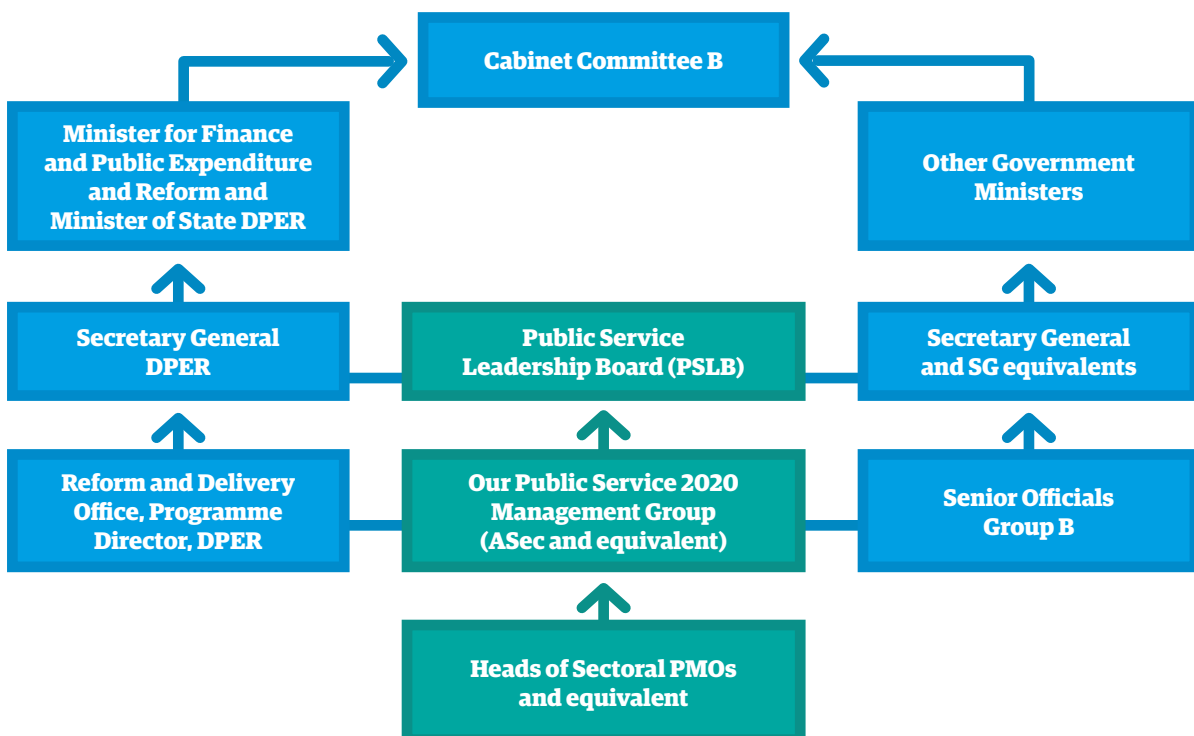
The governance structure for *Our Public Service 2020* draws key principles from the model used for Civil Service Renewal, in particular its emphasis on shared ownership of public service development. In an important innovation, for the first time, both civil service and public service leaders and managers are directly included in public service reform governance structures. The relationship between the

new governance structures and the existing Cabinet Committee system is set out in the figure below.

A Public Service Leadership Board (PSLB) will be established to provide overall leadership for public service development and innovation. This will include Secretary General/CEO level participation drawn from the Civil Service Management Board and from the largest public service organisations with the possibility of some rotating positions available for medium-sized organisations in order to ensure balanced representation across sectors. The PSLB will meet quarterly and be responsible for steering public service development and innovation at strategic level and will receive regular reports on implementation of the 18 individual actions in the framework.

The PSLB will be supported by the *Our Public Service 2020* Management Group which will comprise Assistant Secretaries and equivalents from across the civil and public service as nominated by the PSLB. This Management Group will also meet quarterly in the month prior to the PSLB meeting.

### Governance structure for *Our Public Service 2020*



## Framework implementation and reporting

A number of structures will be established to support implementation of the actions in *Our Public Service 2020*.

- » The PSLB will be established in quarter 1 2018.
- » The *Our Public Service 2020* Management Group will be established in quarter 2 2018.
- » A project manager will be assigned to each action on a phased basis as actions are prioritised for implementation and start dates are determined.
- » In implementing specific actions, networks will be established and developed, including:
  - the establishment of a Strategic Human Resources Management Leadership group to lead implementation of the *Developing Our People and Organisations* pillar of this framework;
  - the establishment of a Public Service Innovation Network, an informal network of experts on innovation across the public service to support and deliver innovative practices;
  - the extension of the Civil Service Project Managers' Network to connect existing project management practitioners across the public service; and
  - the review and development of the Quality Customer Service Network (QCSN).

To support the implementation and delivery of *Our Public Service 2020* and the wider reform programme, outcome and output indicators will be identified and developed. The *Linking Actions to Outcomes* diagram below illustrates the approach to ensure that actions in the different pillars will flow through to outputs and finally to the delivery of key outcomes. The approach will ensure that a strong focus on outputs and outcomes is integrated into the implementation and evaluation of individual actions and of the overall plan.

## Linking Actions to Outcomes





The establishment of networks will provide an important link both across the public service to share learning but also between the sectors and the centre. This will be particularly important in developing a strong and sustainable innovation culture and harnessing the momentum created through individual initiatives in a systematic manner.

Single points of contact for *Our Public Service 2020* will be identified in each Government Department and the major offices. This structure will be used to ensure comprehensive reporting across the public service on the implementation of relevant actions. The Public Service Reform Programme Management Office (PMO) in the Department of Public Expenditure and Reform will liaise with single points of contact and action managers to ensure relevant and timely reporting to the PSLB and the Management Group.

An implementation plan for *Our Public Service 2020* will be completed by each Government Department and the major offices. Given the numerous public service organisations and their diverse nature, the implementation plan will be tailored appropriately for, and in collaboration with, organisations in each sector. These plans will cover the lifetime of the framework and will be submitted to the PSLB in 2018. Recognising the complexity and challenges public service organisations may face in implementing the actions, it is important that the implementation plans can evolve as needed during the lifetime of the framework and so, flexibility will be built into them.

The PMO in the Department of Public Expenditure and Reform will work collaboratively with colleagues in sectoral PMOs and their equivalents in other departments and offices to agree, prioritise and schedule relevant actions, establish reporting requirements and agree an appropriate format.

In order to promote shared ownership of the actions across the public service, each member of the PSLB will be a project sponsor for at least one framework action; each action will have at least two project sponsors, one from the civil service and one from the wider public service.

Each action will be further supported by a project manager who has expertise in the action in question, chosen from across the civil and public service (similar to the model used to implement Civil Service Renewal). The project managers will liaise and provide expertise to departments and offices as they draw up their implementation plans and will be supported by the Public Service Reform PMO in this task. Once the implementation of an action commences, reporting will be required to the PSLB on a regular basis.

The Public Service Reform PMO in the Department of Public Expenditure and Reform will be responsible for co-ordinating and enabling oversight of the implementation of *Our Public Service 2020*. It will also provide the Secretariat to the PSLB and the Management Group.

Implementation will also be supported by networks of experts such as the Public Service Innovation Network as well as the QCSN and the Project Management Network.

This governance structure will ensure that up to, and beyond, the lifetime of this framework the public will remain at the centre of public service reform initiatives even as the public service itself continues to evolve to meet new demands and challenges.

# Annex

## Engagement and Development Process

### Monitoring and governance of the project

A project board was established in March 2017 to oversee the development and publication of *Our Public Service 2020*. Members were senior management from the largest Government Departments and sectoral organisations. It also included external academic representation. The board met regularly during the development process to contribute and provide feedback on draft versions of the framework. This process was also informed by the results of an *OECD Assessment of the Public Service Reform Plan 2014-16*. Key learnings from this assessment were applied in the development of the framework. The final draft of *Our Public Service 2020* was approved by Government by way of a Memorandum for Decision in advance of publication.

### Stakeholder engagement

The development process involved an extensive programme of engagement with staff from across the civil and public service. This process included:

- » brainstorming workshops with civil and public servants;
- » a workshop for Reform and Innovation Network members (Assistant Secretary reform leads across the civil service);
- » meetings with Civil Service Management Board members;
- » input from the Programme Management Offices of the four main sectors (Education, Health, Justice and Local Government);
- » engagement with academics and other external experts in public policy;
- » meetings with management in the Department of Public Expenditure and Reform;
- » workshops with the Quality Customer Service Network; and
- » presentations made by the Reform and Delivery Office to a range of public servants.

### Public consultation

The first ever public consultation on public service reform was launched on 13 July 2017 by Minister of State Patrick O'Donovan. The consultation period lasted seven weeks to 4 September 2017. A total of 22 submissions were received via the public consultation, 15 of which came from organisations. On the whole, submissions agreed with the aims of *Our Public Service 2020*. Common themes which emerged from submissions included:

- » the primary role of the public service is to serve the public rather than a particular government, minister or senior management;
- » the move towards more modern and efficient methods of service delivery must not be allowed to leave certain members of society behind; and
- » a professional, skilled and well managed workforce is essential for an effective public service.

Public servants were invited to undertake a questionnaire on the framework. A total of 1,029 responses were received. Common themes which emerged included:

- » our focus must be on serving the public; we need to engage more with the public in order to tailor policies/projects to their needs and achieve buy-in;
- » reform must not focus on cost-saving to the detriment of quality;
- » the public service should be independent of electoral politics;
- » services and information must be accessible to all; digital delivery must not exclude sections of the public and must ensure security of personal data;
- » the public service should be more open to change and public service organisations should collaborate more; and
- » the public service needs to address underperformance and reward high performance and staff must receive adequate training opportunities.

# List of Acronyms

ABC	Automatic Border Control	OSCE-ODHIR	Organisation for Security and Co-operation in Europe - Office for Democratic Institutions and Human Rights
CEO	Chief Executive Officer	PAS	Public Appointments Service
CES	Centre for Effective Services	PLSS	Programme and Learner Support System
CSO	Central Statistics Office	PMDS	Performance Management Development System
DCYA	Department of Children and Youth Affairs	PMO	Programme Management Office
DEASP	Department of Employment Affairs and Social Protection	PRA	Property Registration Authority
E&I	Engagement and Innovation	PSLB	Public Service Leadership Board
ETB	Education and Training Boards	QCSN	Quality Customer Service Network
EU	European Union	RDO	Reform and Delivery Office
FET	Further Education and Training	SEAI	Sustainable Energy Authority of Ireland
HR	Human Resources	SHRML	Strategic Human Resources Management Leadership
HRM	Human Resources Management	SMART	specific, measurable, achievable, realistic and time-bound
HSE	Health Service Executive	SME	Small to Medium Enterprise
ICT	Information Communications Technology	SPS	Senior Public Service
IGEES	Irish Government Economic and Evaluation Service	SSD	Sugar Sweetened Drinks
IMF	International Monetary Fund	UK	United Kingdom
IR	Industrial Relations	UN	United Nations
IT	Information Technology	UNDP	United Nations Development Programme
LCDC	Local Community Development Committee	US	United States
LECP	Local Economic and Community Plan		
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersex		
LGBTQ	Lesbian, Gay, Bisexual, Transgender and Queer		
NDI	National Data Infrastructure		
NPF	National Planning Framework		
OECD	Organisation for Economic Co-operation and Development		
OGCIO	Office of the Government Chief Information Officer		
OGP	Office of Government Procurement		

# Notes

Handwriting practice lines consisting of horizontal dotted lines.

# Notes

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