



Civil Service Management Board Annual Report 2018



Foreword from the Civil Service Management Board

We are pleased to present the fourth Annual Report of the Civil Service Management Board. Indeed we would like to recognise and acknowledge the continued hard work and commitment by project managers to deliver on Civil Service Renewal. The work undertaken over the last five years has built a strong, skilled, dynamic and unified civil service that has a greater capacity and capability to tackle both the more immediate issues faced by the State as well as the more challenging long-term problems.

The Board met 8 times in 2018. In addition to maintaining a strong focus on progress made on actions under the Plan, the Board considered the approach and responsiveness of the Civil Service to other future challenges it faces.

The achievements in 2018 have focused on enabling success of our people, through the completion of the new Learning and Management System pilot in four Departments, the launch of phase 1A of mobility, the strengthening of professional expertise within corporate functions and the completion of the first Principal Officer Executive Leadership Programme.

The 2018 Civil Service Excellence and Innovation Awards and the holding of four Town Hall meetings in a number of locations across the country provide a forum to the drive to increase innovation and innovative thinking within every Department and agency and to communicate the vision and progress on Civil Service Renewal. The Town Halls are also an invaluable source of feedback from people working throughout the system.

There has also been a drive to listen to our people, to identify issues and to make improvements across the system. This can be illustrated by the completion of two Organisational Capability Reviews in the Department of Business Enterprise and Innovation and the Courts Service and the development of Departmental action plans in response to the findings. The Board were also briefed on the large-scale reform programme underway in the Department of Justice and Equality, which saw the first steps taken in 2018 towards its fundamental restructuring. This ambitious project will provide valuable learnings which will undoubtedly prove useful for the future programme of Organisational Capability Reviews.

It is also important to not only track progress across actions under the Plan but to also get a sense of whether these changes are having a positive impact on our employees and our customers over time. In this regard it was encouraging to see the results of the Civil Service Employee Engagement Survey 2017 (published in 2018) and the 2019 Customer Satisfaction Survey. The results of the Employee Engagement Survey were overall very positive with staff feeling an increased level of support from their organisations and continuing to feel highly engaged. The Customer Satisfaction Survey determines satisfaction levels with services received from civil service departments and major offices. The results showed that the overall satisfaction levels for service delivery and outcome are the highest recorded to date. An overview of the results of these two surveys can be seen on page 9.

A number of synergies have also been identified between the more recent Our Public Service 2020 - the strategy for development and innovation in the public service - and the Civil Service Renewal Plan.

As we look to the future of Civil Service Renewal, it is important that we create an ambitious plan that ensures the Irish Civil Service remains a world-class service that will be able to meet the challenges created by the changing technologies and the international environment, to be

able to take advantage of the opportunities created by advances in technology while also being mindful of the risks, and to continue to improve public trust in public administration.

Civil Service Management Board

November 2019



The Civil Service Management Board



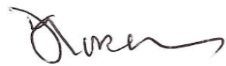
Martin Fraser
Secretary General to the
Government
Secretary General
Department of the Taoiseach



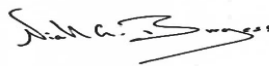
Robert Watt
Secretary General
Department of Public Expenditure and
Reform



Jim Breslin
Secretary General
Department of Health



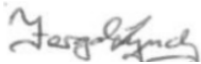
Derek Moran
Secretary General
Department of Finance



Niall Burgess
Secretary General
Department of Foreign Affairs and
Trade



Brendan Gleeson
Secretary General
Department of Agriculture, Food
and the Marine



Fergal Lynch
Secretary General
Department of Children and Youth
Affairs



Orlaigh Quinn
Secretary General
Department of Business, Enterprise and
Innovation



Pádraig Dalton
Director General
Central Statistics Office



Damien Moloney
Director General
Office of the Attorney
General



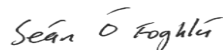
Niall CODY
Chairman
Office of the Revenue
Commissioners



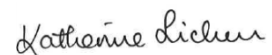
John McKeon
Secretary General
Department of Social Protection and
Employment Affairs



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



Seán Ó Foghlú
Secretary General
Department of Education and Skills



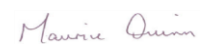
Katherine Licken
Secretary General
Department of Culture, Heritage and the
Gaeltacht



Graham Doyle
Secretary General
Department of Transport, Tourism
and Sport



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



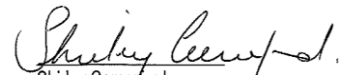
Maurice Quinn
Secretary General
Department of Defence



Maurice Buckley
Chairman
Office of Public Works



Aidan O'Driscoll
Secretary General
Department of Justice and Equality



Shirley Campbell
Chief Executive Officer
Public Appointments Service



Kevin McCarthy
Secretary General
Department of Community and Rural
Development

Civil Service Renewal – the Vision, Mission, Values and Commitments

Vision

Provide a world-class service to the State and to the people

Mission

Offer objective and evidence-informed advice to Government, respond to developments and deliver government objectives while striving to achieve optimal outcomes in the long-term national interest



Mission

Serve citizens and stakeholders efficiently, equally and with respect, in a system that is open, transparent and accountable

Values

A deep-rooted public service ethos of independence, integrity, impartiality, equality, fairness and respect

Values

The highest standards of professionalism, leadership and rigour

Values

A culture of accountability, efficiency and value for money

Commitments

We will encourage creative and innovative thinking, constructive problem-solving, openness to change and flexible working methods

Commitments

We will maximise the contribution of all staff, by nurturing and rewarding talent and by encouraging civil servants to develop their potential in a workplace committed to equality, diversity and mutual respect.

Commitments

We will ensure through appropriate merit based recruitment, training and life-long learning and development, that the civil service has the necessary expertise to advise on and to implement public policy in a complex and changing world

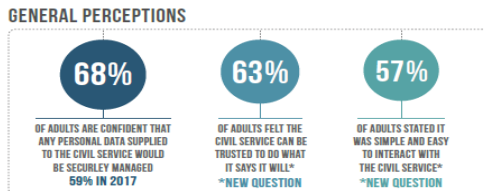
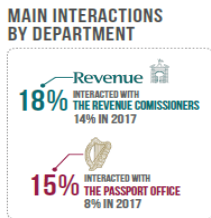
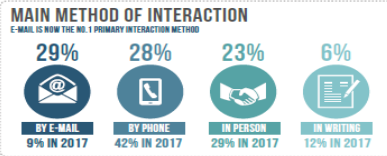
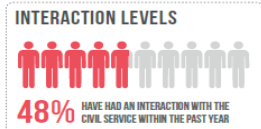
Civil Service Renewal Achievements in 2018



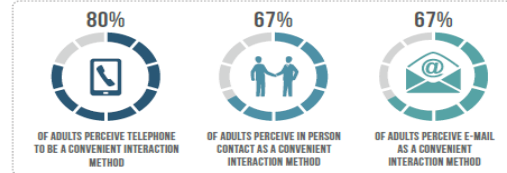
What our Customers Say

Irish Civil Service Customer Satisfaction Survey 2019 Summary of Findings

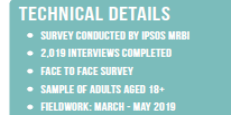
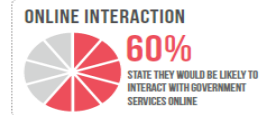
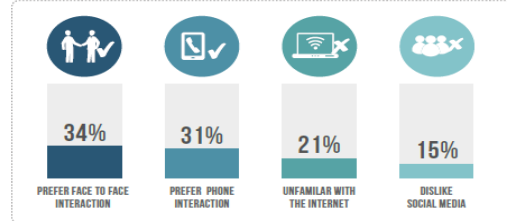
CUSTOMER SATISFACTION



CONTACT CONVENIENCE



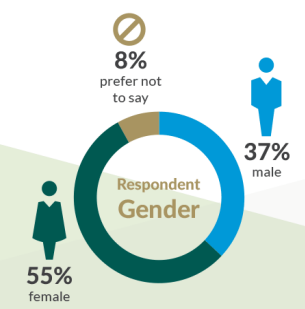
MAIN REASONS FOR NOT INTERACTING ONLINE



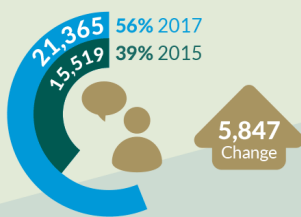
Ipsos MRBI, an independent research agency, conducted a face-to-face customer satisfaction survey amongst the general public on behalf of the R.E.U, Department of Public Expenditure and Reform. A nationally representative sample of adults aged 18+ were interviewed. Quotas were set by age, gender, region and social class. Fieldwork took place in March, April and May of 2019.

What our Staff Say

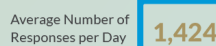
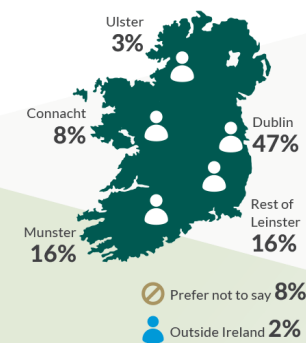
Civil Service Employee Engagement Survey 2017



Overall Response Rate



Responses by Region



Top 5 Positive Results from the Survey



Progress on Renewal Actions in 2018

The following outlines progress made on the 17 live actions.

Action 6 – Expand the model of sharing services and expertise across organisations

- At the end of 2018, the NSSO had 36,400 customers across 42 public service bodies and in Payroll Shared Services, 127,700 payees across 54 pay groups from public service bodies including over 60,000 pensioners.
- Work continued throughout 2018 on the preparations for the roll-out of the Financial Management Shared Services (FMSS) Programme. A key deliverable of this project is one Finance Shared Service located in Galway, Tullamore and Killarney. Progress on the establishment of these sites was made in 2018.

Action 7 - Significantly develop strategic HR capability

The People Strategy is the overarching strategic HR agenda for the Civil Service up to 2020. It builds on the strength of the Civil Service and on the significant progress made under the Civil Service Renewal Plan.

- Under the Strategy a review of the current HR operating model in the Civil Service was initiated. This was supported by the Structural Reform Support Service of the EU. The review will make recommendations for the future optimal model and structure as well as the transition plan. An interim report documenting the “as is” state was finalised in 2018.
- The annual Civil Service Human Resources Division Review of all HR activities across all Civil Service Renewal Plans was carried out.
- Change management training was made available to all staff in Civil Service HR Divisions, with a role in delivering the actions under the People Strategy.

Action 8 - Open up recruitment and promotion processes at all levels

- Open recruitment is in place across all grades by the Public Appointments Service. In 2018 the Public Appointments Service interviewed 13,921 people and assigned 7,116 to a range of roles across the Civil Service.
- Open Recruitment at Secretary General and Assistant Secretary General level continues to be filled by open competition via the Top Level Appointments Committee.
- Of the 25 positions filled in 2018 through the Top Level Appointments Committee, 64% were female appointments.

- Of those assigned to positions through open and interdepartmental/confined competitions in 2018 - 59% of Clerical Officers and Executive Officers were female, 59% of Higher Executive Officers were female, 50% of Administrative Officers and Assistant Principals were female, and 50% of Principal Officers were female.
- 185 people took part in the 2018/2019 graduate development programme.
- The CSMB approved the development of an information pack for those who had applied for maternity leave for use by Departments and oversaw progress on this action.
- All current arrangements in relation to flexible working practices at Principal Officer level was documented.
- Work also began on the development of a document on flexible working and job sharing.

Action 9 - Establish a new shared model for delivering learning and development

The Learning Management System (LMS) is a single gateway enabling Civil Service staff to access all learning and development opportunities.

- A pilot of the LMS was conducted across 4 Departments in 2018 – the Department of Transport, Tourism and Sport, the Department of the Taoiseach, the Department of Public Expenditure and Reform and the Central Statistics Office. This was supported by a helpdesk service provided by the National Shared Services Office and a communications strategy rolled out to the four participating Departments.
- 65 training modules were available for enrolment by end 2018 and two new courses – ‘Change Management – Materialise the Vision’ and ‘Crisis Response Management’ were piloted in 2018.
- Since OneLearning commenced operations in September 2017, 13,000 learners from 40 Departments/Offices have completed courses up to the end of 2018.

Action 10 - Introduce structures and transparent talent management programmes to develop future leaders

Two talent management programmes– the Senior Public Service (SPS) Executive Leadership Programme and the Principal Officer (PO) Programme – were developed under this Action, to support the development of a pipeline of future leaders. The programmes included formal modules and coaching supports focused on challenging participants and developing leadership skills required to succeed at the next level. The SPS programme launched in December 2016 and the PO programme launched in May 2017.

- An evaluation of the first SPS and PO programmes was carried out in 2018 and the highlights of the report were considered by the CSMB. The review offered a solid foundation from which to set a course of direction for the future of the programme.

- In 2018 the pilot Executive Leadership Programme concluded. In total 19 senior public servants were involved with 47% female representation and 41 Principal Officers with 51% female representation. The second tranche of the Executive leadership Programme commenced in 2018 with 21 senior public servants taking part in the Senior Public Service Executive Leadership Programme with 48% female representation. 40 Principal Officers took part in the second tranche of the PO Programme with a 55% female representation.
- In addition, executive coaching for all participants was launched and 360 reviews were initiated.

Action 11 - Strengthen the performance management process

Work progressed in 2018 on addressing the issue of absence in the Civil Service including the drive to change the culture within each organisation so that people are managed effectively from the top down.

- An Action Plan for the Management of Attendance was developed to bring about change in the Civil Service which consists of key goals and actions. The Action Plan issued to all Departments in May 2018.
- Work continued on building up the confidence and capacity of managers to embed strong, consistent and effective performance management across the system. 3,292 managers availed of training in managing underperformance in 2018.
- The compliance rate for LEADS and PMDS in 2018 was 88.77% with 99.79% rated satisfactory.
- Work is also ongoing on how the Civil Service Disciplinary Code would be amended in light of changes to the Civil Service Regulation Act 1956-2005 and the Public Service Management Act 1997.
- A Centre of Expertise pilot commenced delivery of a HR Advisory Service to [7] Departments in 2018.

Action 13 - Publicly recognise staff excellence and innovation



The Civil Service Excellence and Innovation Awards recognise the achievements of civil servants and showcase examples of best practice and innovation in Government Departments and Offices.

- The awards were held for the third time in 2018. 70 applications were received from 26 organisations across ten award categories. This was whittled down to a shortlist of 30 nominations. A nominee day was held in Collins' Barracks on 9 November and the 10 winners were announced at a ceremony in St. Patrick's Hall, Dublin Castle on 22 November 2018 (Appendix 3).

Action 14 - Strengthen professional expertise within corporate functions

An ICT HR Professionalisation Strategy was developed in 2017 to address the need to attract and retain the right people in the right roles in order to enable the Civil Service deliver innovative digital services to its customers.

- A strategic implementation plan, to take forward the actions outlined in the ICT HR Professionalisation Strategy, was developed. It sets out the first steps of a programme for the management of our ICT resource and covers all aspects of the challenge, from recruitment to development, mobility, reward and management.
- The final preparations for the launch of the ICT Apprenticeship pilot scheme were progressed in 2018. The purpose of the pilot is to determine their value as a long-term supply of talent to the Civil and wider Public Service.
- Revised workforce planning guidelines were circulated to all Departments in 2018.

More generally, work is ongoing to strengthen professional expertise in HR, ICT, Financial Management and Communications functions.

Action 15 - Expand career and mobility opportunities for staff across geographic, organisational and sectoral boundaries

The Civil Service Mobility Scheme aims to facilitate the effective mobility of staff across the Civil Service through an open, fair, transparent and practical system. It allows staff to pursue development opportunities and relocation while also supporting the needs of Departments. Phase 1A of mobility was launched in 2017. It facilitates the Clerical Officers (CO) and Executive Officers (EO) for Mobility into and out of Dublin.

- The offer stage of Phase 1A went live in September 2018 as a manual process and work continued on the development of an on-line self-service system.
- 220 pre-offers were made with 53 moves completed in 2018.



Project Managers' Network

Action 17 - Improve project management capacity

The Civil Service Project Management Leaders and Advisory Service was established in 2016 to help support the good principles of project management across the Civil Service.

- By June 2019 the Project Managers' Network comprised approximately 450 members drawn from across the civil and public service
- 4 presentations / events were held in 2018 on '*Collaboration in Action*', '*Project Management – Delivering Business Results*', '*Managing Innovation and Change*', and '*Strategy and Implementation – Aligning and Creating the Conditions for Success*'.
- The Annual Project Managers Network Conference was held in November 2018.
- Work continued on the on the development of an approach to continuous professional development of project managers within the civil and public service.
- Support was provided to the development of similar work under OPS2020 Action 10 on Project and Programme Management that builds on the success of CSR Action 17.

Action 19 – Expand the ICT capacity of Departments and increase efficiencies by creating common systems and infrastructure

Implementation of the Public Service ICT Strategy continued throughout 2018.

- Adoption by the public of the use of MyGovID, the single log in for government services, continued to increase in 2018.
- The roll out of build to share applications continued in 2018 with the launch of gov.ie, a central portal for government services and information. It combines the websites of Irish government departments and is a trusted source that makes interactions with the government more user-focused.
- The Office of the Government Chief Information Officer also continued the process of on-boarding of Departments to eFOI, eDocs and ePQ.

Action 20 - Implement a programme of Organisational Capability Reviews

A system of Organisational Capability Reviews was initiated in 2017 to assess the capability of each Department and recommend practical actions to develop and improve this on a phased basis.

- Two reviews - that of the Courts Service and the Department of Business, Enterprise and Innovation - were completed in 2018. Both organisations began work on the development of Action Plans to address the findings of the reviews.
- The review of the Department of Culture, Heritage and the Gaeltacht commenced in October 2018.

Action 21 - Publish the framework for assignment of responsibilities for all Departments

- A review of the www.whodoeswhatgov.ie website, which sets out the assignment of responsibility within each Department, was carried out in 2018.
- The review of the Transfer of Functions Handbook was completed and the findings are being considered.
- Work commenced on drafting a chapter on creating new Departments by the Department of Rural and Community Development.

Action 22 - Strengthen policy making skills and develop more open approaches to policy making

- The CSMB continued to guide and oversee the development of a suite of documents, including a Framework, checklist and system wide supports, to support good policy development across the Civil Service.
- A number of Open Policy Debates were held including 'Parenting Supports in Ireland' hosted by the Department of Children and Youth Affairs under the *Better Outcomes, Brighter Futures: The National Policy Framework for Children and Young People 2014-2020*; 'Online Safety' hosted by the Department of Communications, Climate Action and Environment; the Regulation of Online Political Advertising hosted by the Interdepartmental Group on Security of the Electoral Process and Disinformation.
- The Department of Transport, Tourism and Sport also held a Round Table on Public Transport Policy.

Action 23 - Nominate a Civil Service Spokesperson to communicate on behalf of the Civil Service

- Work continued on the roll-out of the single Government identity. All Departments were issued resources to support their adoption of the single identity, including their own mark, artwork, templates and a set of guidelines for application.
- A Government Communications Network was established and met monthly from July 2018. A major workshop was conducted to agree the work programme for standards and training for 2019.
- Work commenced on developing career paths for communications. Heads of Communications at Principal Officer level have been put in place in a number of Departments and a PO Forum for communications has been established and meets monthly.
- The Government Information Service also fully engaged with Action 4 of Our Public Service 2020 – significantly improve communications and engagement with the public – to ensure synergies and avoid duplication of effort.

Action 24 - Improve how data is collected, managed and shared

- The National Data Infrastructure Champions Group, chaired by the Central Statistics Office, met 4 times in 2018. The Group developed a 'dashboard' to measure NDI maturity for Public Service Bodies. A year on year comparison report of the use of the NDI dashboard was produced.
- An Interdepartmental Group conducted research and analysis throughout 2018 on the Unique Business Identifiers.
- In 2018 the Department of Housing, Planning and Local Government introduced an ICT monitoring system which will connect to local authorities and provide data to the

Department on both Major Urban Housing Development Sites (MUHDS) and Local Infrastructure Housing Activation Fund (LIHAF) projects. Pathfinder projects are also being progressed in the Department of Health and the Department of Education and Skills.

- 21 statisticians (including 3 senior statisticians) were seconded into Departments in 2018.



Town Hall meeting, Cork

Action 25 - Introduce and annual employee engagement survey to involve staff at all levels in ongoing organisational improvement.

Results of the 2017 Survey were published in March 2018 and disseminated to all staff. Departments and Offices received their individual results in July 2018.



- Reports were generated by the Central Statistics Office for the Civil Service on involvement climate, innovative climate and performance standards, job demands and public perception of the Civil Service.
- Draft action plans have been developed by Departments and Offices, where it was appropriate actions were incorporated into wider HR strategies.
- A CSMB Working Group has been tasked with highlighting key strategic areas with particularly challenging results being implemented.
- There were 4 town hall meetings for staff in 2018, 3 in Dublin and 1 in Cork. The largest event on the theme of innovation was held in Dublin in December 2018. Details on all of the town hall events can be found on the Civil Service Renewal portal for civil servants on <http://csvision.per.gov.ie/previous-town-halls/>.



Town Hall meeting

Progress on Remaining renewal Actions

Eight of the 25 actions contained in the Renewal Plan have either been closed out or are being progressed as business as usual within the system and are no longer considered by the CSMB in the normal course of business. As such these eight actions will not be reported on in this Report. These actions are listed at Appendix 2.

Next Phase of Renewal

Significant progress has been made across the programme of actions since the plan was published in late 2014. As outlined above, many of the actions are now closed out or are being progressed as business as usual across the system.

While the next phase of renewal will build on the 2014 Plan, it will also be important to look at the role and operation of the Civil Service in the medium to long term and incorporate this analysis into the next phase. It will also be vital to reflect on the issues that have proven most challenging and hardest to progress over the lifetime of the existing programme.

Work is continuing on the development of the future programme of work for the Civil Service Management Board, including consultation with Secretaries General across the Civil Service.

Appendix 1: Civil Service Management Board Membership 2018

Martin Fraser (Chair)	Department of the Taoiseach
Robert Watt	Department of Public Expenditure and Reform
Jim Breslin	Department of Health
Maurice Buckley	Office of Public Works
Niall Burgess	Department of Foreign Affairs and Trade
Kevin McCarthy	Department of Rural and Community Development
Niall Cody	Office of the Revenue Commissioners
Pádraig Dalton	Central Statistics Office
Graham Doyle	Department of Transport, Tourism and Sport
Mark Griffin	Department of Communications, Climate Action and Environment
Katherine Licken	Department of Culture, Heritage and the Gaeltacht
Fergal Lynch	Department of Children and Youth Affairs
John McCarthy	Department of Housing, Planning and Local Government
John McKeon	Department of Employment Affairs and Social Protection
Oonagh McPhillips	Department of Justice and Equality
Aidan O'Driscoll*	Department of Justice and Equality
Damien Moloney	Office of the Attorney General
Derek Moran	Department of Finance
Aidan O'Driscoll	Department of Agriculture, Food and the Marine
Brendan Gleeson**	Department of Agriculture, Food and the Marine
Seán Ó Foghlú	Department of Education and Skills
Maurice Quinn	Department of Defence
Orlaigh Quinn	Department of Business, Enterprise and Innovation
Fiona Tierney	Public Appointments Service
Shirley Comerford***	Public Appointments Service

* Succeeded Oonagh McPhillips September 2018

** Succeeded Aidan O'Driscoll October 2018

***Succeeded Fiona Tierney July 2018

Appendix 2: Actions that have been closed off or are well established

- Action 1** Establish an Accountability Board for the Civil Service
- Action 2** Create a Civil Service Management Board
- Action 3** Set a common governance standard
- Action 4** Strengthen strategic planning and business planning processes
- Action 5** Improve the delivery of shared whole-of-government projects
- Action 12** Design and implement a robust performance review process for Secretaries
General and Assistant Secretaries
- Action 16** Re-design organisational and grade structures
- Action 18** Increase the authority, flexibility and accountability for managing staff resources
by delegating more responsibility to Departments

Appendix 3: Civil Service Excellence and Innovation Awards 2018

Leading Civil Service Renewal	• Employee Engagement Programme - Department of Communications, Climate Action and Environment
Digital Excellence	• Redesign of the Revenue Website - Office of the Revenue Commissioners
Research, Analysis and Insight	• The Great Irish Famine Online - Department of Culture, Heritage and the Gaeltacht
Excellence in Policy	• The National Planning Framework - Department of Housing, Planning and Local Government
Excellence in Customer Service	• My Open Library - Department of Rural and Community Development
Excellence in Innovation	• Leading Europe in the Interpretation of Complex DNA Evidence - Forensic Science Ireland
Excellence in People, Skills and Organisational Development	• Joint Agency Response to Crime - Department of Justice and Equality
Excellence through Collaboration	• Access to Chinese Market for Beef - Department of Agriculture, Food and the Marine • First Direct Air Routes Ireland - Beijing and Hong Kong - Department of Foreign Affairs and Trade
World Class Civil Service	• Citizens' Assembly - Department of the Taoiseach
Citizen Impact	• AIM for Preschool Children - Department of Children and Youth Affairs

