



Second Progress Report on Implementation of Civil Service Renewal Plan

Key Messages

WHAT IS THE RENEWAL PLAN?

The [Civil Service Renewal Plan](#) is a vision and action plan for the Civil Service published in October 2014. It aims to drive practical change in 4 main areas:

1. Managing the Civil Service as a single, unified organisation;
2. Maximising the performance and potential of all Civil Service employees and organisations;
3. Changing Civil Service culture, structures and processes to become more agile, flexible and responsive; and
4. Continuously learning and improving by being more open to external ideas, challenge and debate.

To achieve this, the Plan committed to implementing 25 actions which include 104 sub-actions in an ambitious 3 year period. The actions build on what the Civil Service does well and clearly signals areas where it can do better.

WHAT'S HAPPENED SINCE THE FIRST PROGRESS REPORT?

We are now midway through implementation of the Renewal Plan. Significant progress has been made to date. Phase 1 of implementation focused on establishing governance structures, creating momentum and initiating a number of actions in the Plan. The challenge for Phase 2 was to translate this progress into tangible impact. The 7 actions prioritised for the second phase of implementation are on track for successful delivery as follows:

"Implement a common governance standard for the Civil Service" (Action 3)	<input checked="" type="checkbox"/>
"Strengthen performance management for all civil servants" (Action 11)	<input checked="" type="checkbox"/>
"New performance review process for Secretaries General and an enhanced review process for Assistant Secretaries" (Action 12)	<input checked="" type="checkbox"/>
"Recognise staff excellence and innovation" (Action 13)	<input checked="" type="checkbox"/>
"Expand career and mobility opportunities for staff" (Action 15)	<input checked="" type="checkbox"/>
"Implement a programme of organisational capability reviews" (Action 20)	<input checked="" type="checkbox"/>
"Improve internal Civil Service communications" (Action 23)	<input checked="" type="checkbox"/>

In addition to driving the priority actions, the Civil Service Management Board (CSMB) has also made significant progress on other actions. All 25 actions in the Renewal Plan have been initiated. A summary progress report on all of the actions in the Renewal Plan is available [here](#).

SO, WHAT'S REALLY CHANGED IN PHASE 2?

New structures are in place to lead and manage the Civil Service as a unified organisation:

- The Government agreed a **common governance standard** for the Civil Service. Departments have published their governance frameworks in accordance with the Standard. This strengthens the accountability of the Civil Service as a unified organisation (Action 3).

- A **new performance management policy** is being developed with the introduction, in 2016, of a new 2-point rating format for the Performance Management and Development System (PMDS) which identifies satisfactory and unsatisfactory performance. It provides an opportunity to review and develop high performance and to address underperformance where it occurs (Action 11).
- A **new performance review process** for Secretaries General is being developed and will be introduced. An enhanced performance review process for Assistant Secretaries, including 360 degree feedback, is being implemented this year following a successful pilot in 2015 (Action 12).
- The first ever **Civil Service excellence and innovation awards** ceremony was held in December 2015 recognising the achievements and innovations in policy and service delivery (Action 13).
- An interdepartmental Principal Officer Mobility Policy was implemented in July 2015. Guiding principles for the development of a **Civil Service wide staff mobility scheme** has been approved by the CSMB. Plans to pilot this scheme for Clerical Officers and Executive Officers are well advanced (Action 15).
- A new programme of **organisational capability reviews** has commenced with a pilot review of the Department of Transport, Tourism and Sport (Action 20).
- A programme of **engagement and communications** with staff has been framed around the results of the first ever Civil Service Employee Engagement Survey along with Town Hall meetings at various locations across the country, other Renewal related events and regular updates on our website (Action 23).

Other significant progress made to date includes:

- Open recruitment campaigns have been held for most general service grades as well as specialised posts in the Civil Service (Action 8).
- An Interdepartmental Principal Officer Mobility Policy was implemented in July 2015 (Action 15).
- The first ever Chief Human Resources Officer for the Civil Service has been appointed (Action 7).
- 24 open policy debates have been held to date involving policy networks of practitioners, academics and experts in a range of policy issues (Action 22).
- Over 15,500 civil servants from nearly 60 organisations responded to the Civil Service Employee Engagement Survey. Individual Departments/Offices are developing and implementing initiatives that build on the strengths of the Civil Service and address what needs to improve for the future (Action 25).
- A shared learning and development model was agreed in Q2 2015. A new core common suite of learning and development programmes is nearing completion and a design of a new skills matrix has commenced (Action 9).

The new model for implementing change in the Civil Service collectively is effective and driving rapid progress:

- All Heads of Departments and major Offices on the CSMB are actively leading the implementation of one or more actions.
- A Civil Service Renewal Programme Management Office (PMO) in the Department of Public Expenditure and Reform is in place with a multi-disciplinary team from a range of Government Departments.
- A network of 'Single Points of Contact' from across the Civil Service is working with the Civil Service Renewal PMO to actively communicate with staff in their Department/Office on the implementation of the Plan.

HOW CAN I FIND OUT MORE?

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