



Rialtas na hÉireann
Government of Ireland



Civil Service Renewal Plan 2014

Progress Report
May 2019

Prepared by the Department of Public Expenditure and Reform
gov.ie

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Foreword

We are pleased to present this summary progress report on the first Civil Service Renewal Plan. It should be read in conjunction with the three progress reports that have been published throughout the lifetime of the plan.

The Civil Service Renewal Plan, published in 2014, set out a vision for the Civil Service - achieving the best possible results for Government, a better service for customers and a better place to work for staff. It built on the strengths of the Civil Service to ensure it has the capacity and capability it needs to meet challenges and to deliver an excellent service to the state.

The three year plan was the outcome of two major reform initiatives – the work of the Civil Service Renewal Taskforce and the report of the Independent Panel on Strengthening Civil Service Accountability and Performance. It was informed by an extensive consultation and engagement process involving more than 2,000 staff and stakeholders. In the context of the wider Public Service reform programme, it represented a single strategy aimed at improving the Civil Service.

The plan was structured around four key areas where it could drive change and create a more unified, professional, responsive and open, and accountable Civil Service. The 25 headline actions sought to strengthen capacity, capability, accountability and leadership to support a Civil Service that consistently delivers results for the Government and the public it serves.

This ambitious change management programme has been successful with tangible outputs identified across the full programme. These achievements have been outlined in detail across each of the 25 headline actions included in this progress report.

The Renewal Plan has been implemented on a phased basis. The three-year implementation timeframe ran to the end of December 2017. However, it was agreed to continue to embed and consolidate the progress made across the Civil Service during 2018. The report shows the high level progress achieved in all of the actions in the plan since implementation began.

Civil Service Management Board
May 2019

The Civil Service Management Board



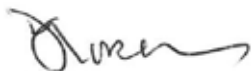
Martin Fraser
Secretary General to the Government
Secretary General
Department of the Taoiseach



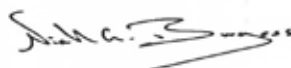
Robert Watt
Secretary General
Department of Public Expenditure and Reform



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



Dr Orlaigh Quinn
Secretary General
Department of Business, Enterprise and Innovation



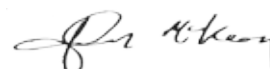
Pádraig Dalton
Director General
Central Statistics Office



Damien Moloney
Director General
Office of the Attorney General



Niall CODY
Chairman
Office of the Revenue Commissioners



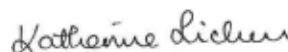
John McKeon
Secretary General
Department of Employment Affairs and Social Protection



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

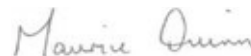
The Civil Service Management Board (contd.)



Graham Doyle
Secretary General
Department of Transport, Tourism and Sport



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



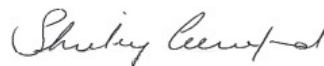
Maurice Quinn
Secretary General
Department of Defence



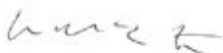
Maurice Buckley
Chairman
Office of Public Works



Aidan O'Driscoll
Secretary General
Department of Justice and Equality



Shirley Comerford
Chief Executive Officer
Public Appointments Service



Kevin McCarthy
Secretary General
Department of Rural and Community
Development

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Executive Summary

The Civil Service Renewal Plan has been in place since 2014 and has delivered a range of significant transformations. The plan set four key outcomes as its ambition, aiming to drive practical change and action.

1

A Unified Civil Service - Managing the Civil Service as a single, unified organisation

2

A Professional Civil Service - Maximising the performance and potential of all Civil Service employees and organisations

3

A Responsive Civil Service - Changing our culture, structure and processes so that we become more agile, flexible and responsive

4

An Open and Accountable Civil Service - Continuously learning and improving by being more open to external ideas, challenge and debate

A range of significant transformations have been delivered and some key achievements against each of these outcomes is outlined below:

UNIFIED

The Civil Service comprises approximately 40,000 staff and a range of Government Departments and Offices. Progress has been made to manage the Civil Service as a single, unified organisation. Collective oversight of Secretaries General and Heads of Offices on the management of the Civil Service is now provided through the Civil Service Management Board (CSMB). The CSMB has collective responsibility for Civil Service Renewal. A common governance code has been adopted by every Government Department, thereby strengthening corporate governance across the system. The Civil Service now collectively contributes to the annual National Risk Assessment which is published each year. The Civil Service Renewal Plan serves as an overall strategy statement for the Civil Service. Steps have been taken to learn from different approaches to delivering whole-of-government projects. Progress has also been made on the shared services programme, which is delivering HR, payroll and pensions for the Civil Service. With regard to Government communications, the CSMB contributed to the roll out of the Government of Ireland identity and transitioning of all Departments to Gov. ie, the online portal for Government services and information.

PROFESSIONAL

A series of significant steps have been taken to maximise the performance and potential of Civil Service staff, Departments and Offices to develop a more professional organisation. The Civil Service People Strategy has been developed, setting out the strategic HR agenda for 2017 to 2020 and implementation is underway. The strategy focuses on key strategic HR priorities: Being an Employer of Choice; Build the Workforce of the Future; and Build, Support and Value Managers as People Developers. An enabling priority relates to positioning HR as a strategic driver. Open recruitment campaigns have been held across a wide range of general service, professional and technical grades. A Graduate Development Programme has been rolled out. A wide range of initiatives to improve gender balance have been developed and are being implemented in Departments and Offices.

A shared learning and development service, OneLearning has been established, which is delivering training across the Civil Service. Executive leadership programmes at Assistant Secretary and Principal Officer levels, introduced as part of a new talent management initiative, have been developed. A more effective and simplified performance management system (PMDS) has been delivered, including training for almost 10,000 line managers to support and improve the management of performance. A new Disciplinary Code has been put in place. A new performance review process for Secretaries General has been introduced. The Civil Service Excellence and Innovation Awards have been established to recognise the achievements of Civil Servants and to showcase innovations in policy and service delivery across the Civil Service.

RESPONSIVE

A number of actions in the Civil Service Renewal Plan are aimed at ensuring that structures and processes are agile and more responsive to business needs. The CSMB agreed an approach to the strengthening of professional expertise in the areas of HR, ICT and Finance with Heads of Profession for the Civil Service appointed in the areas of HR and ICT. A new Civil Service-wide mobility scheme has been introduced for Clerical Officers and Executive Officers which will be extended to other grades up to Assistant Principal level in due course. A standardised project management approach has been introduced and supported with the establishment of a Project Managers' Network and training from OneLearning. The aim of becoming more responsive also extended to organisations. Increased authority and accountability for managing staff resources has been introduced through delegated sanction arrangements. New workforce planning guidelines and templates have been developed along with the provision of training in this area for HR Managers. Implementation of the Public Service ICT Strategy continued over the period including the publication of the eGovernment Strategy; the launch of MyGovID.ie and the implementation of a common set of applications across a number of Departments to drive efficiencies and savings.

OPEN AND ACCOUNTABLE

Progress has also been made in a number of areas to help make the Civil Service more open and accountable. A series of Open Policy Debates to involve networks of practitioners, academics and experts at the early stages of policy development ran over the course of the Civil Service Renewal Plan. Work is advancing on the development of guidance for policy-making to support Departments on the fundamental stages of policy-making and ensure a consistent approach is embedded throughout the Civil Service. A new system of Organisational Capability Reviews to assess and strengthen performance and capacity across Departments is being implemented. Reviews have been completed of the Department of Transport, Tourism and Sport;

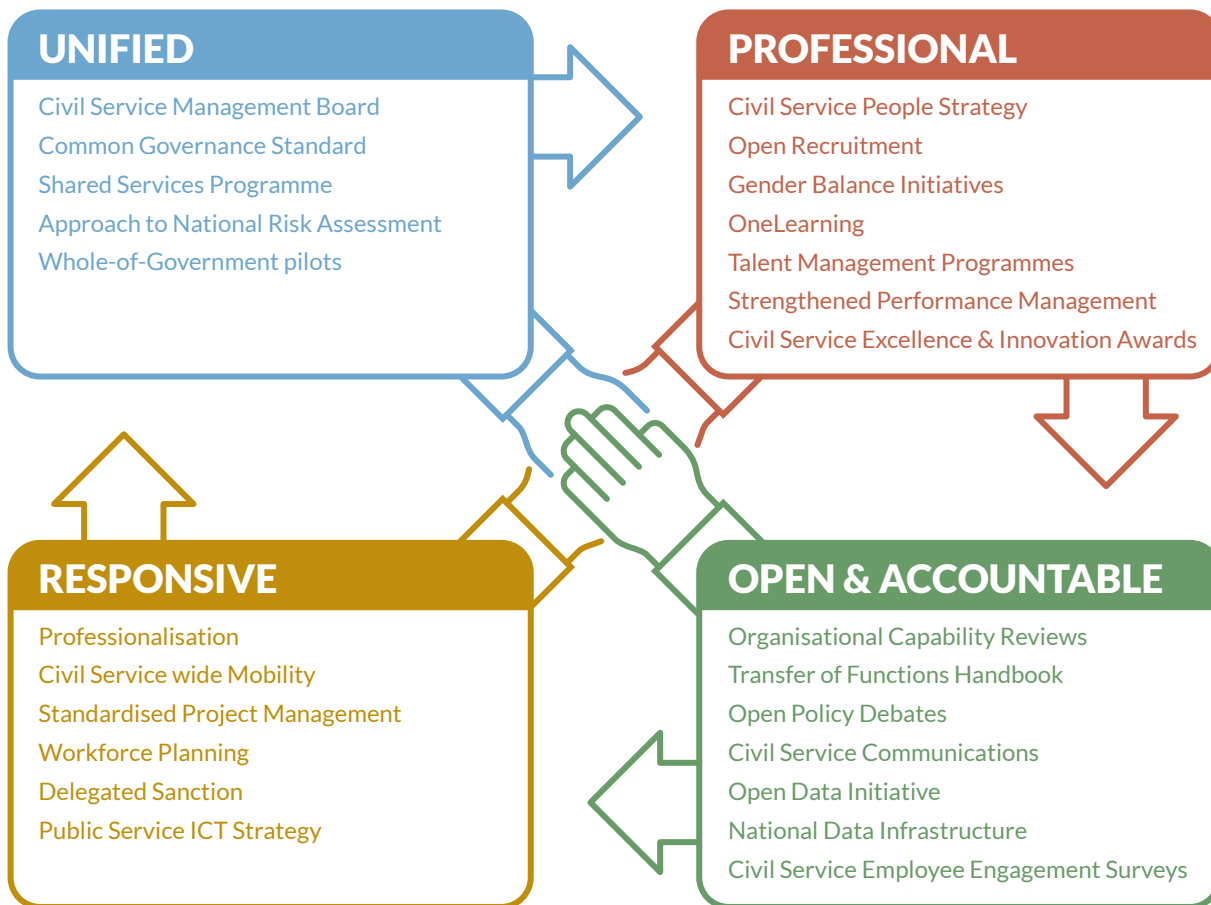
the Courts Service; the Department of Business, Enterprise and Innovation. A review of the Department of Culture, Heritage and the Gaeltacht is currently being completed. A new website, whodoeswhat.gov.ie, has been developed to publish the framework for assignment of responsibilities in line with the Public Service Management Act, 1997. Guidelines and a handbook in relation to the transfer of functions has been published to assist in implementing Government Decisions to establish new Departments or restructuring of existing Departments. A Code of Standards and Behaviours for Special Advisers, developed in consultation with Standards in Public Office Commission, has been drafted.

Actions relating to Civil Service and external communications have also progressed. Progress has been made in relation to the roll out of the Government of Ireland identity and the transitioning of all Departments to Gov.ie, the portal for Government services and information. The Secretary General of the Department of Public Expenditure and Reform, as a member of the CSMB, has been designated to act publicly as a spokesperson and ambassador for the Civil Service. An ambitious approach to communications is being progressed centrally by a Government Information Service (GIS). Steps were taken to increase the effectiveness of Government communications. A comprehensive audit of all government communications was completed, highlighting the need for increased efficiencies through better cross-government collaboration. Progress in this area has also focused on internal strategic communications including responding to the results of the Civil Service Employee Engagement Surveys. Since the Civil Service Renewal Plan was launched there have been 37 Town Hall events with over 3,000 attendees. Significant progress has been made in improving how data is collected, managed and stored. Through the Open Data initiative, 9,000 datasets are now linked to a central portal, <https://data.gov.ie/data>. The framework for a National Data Infrastructure is under development. Ordnance Survey Ireland is currently piloting a validation application (API) projected to go live in Q1 2019, which will increase the efficiency of public bodies when collecting Eircodes.

The first ever Civil Service Employee Engagement Survey was held in 2015. In response to the results, initiatives in areas such as internal communication, employee engagement, career development and training have been implemented within Departments. The second Civil Service Employee Engagement Survey was undertaken in September 2017 and completed by 21,365 civil servants, amounting to a 56% response rate (a 15% point increase from the 2015 CSEES). The overall results were published in March 2018, with staff continuing to feel highly engaged and recognise an increased level of support from their organisations. However, challenges remain, particularly in relation to promoting a culture of innovation and involvement for all staff. Individual organisation level reports were also developed for Departments and Offices in 2018. These results are informing action plans to address the issues noted.

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Achievements



4

Progress on all Actions under the Plan

The following progress has been made to date over the plan's lifetime under each of the 25 headline actions.

UNIFIED



Action 1	Establish an Accountability Board for the Civil Service
CSMB Sponsors	
<p>Martin Fraser, Department of the Taoiseach</p> <p>Robert Watt, Department of Public Expenditure and Reform</p>	
Progress	
<ul style="list-style-type: none"> • The Civil Service Accountability Board, established in 2015, met four times over the course of the plan to carry out its terms of reference. • Minutes of the Board are published and an Annual Report for the Board was published for 2016. 	

Action 2	Establish a Civil Service Management Board (CSMB)
CSMB Sponsors	
<p>Martin Fraser, Department of the Taoiseach</p> <p>Robert Watt, Department of Public Expenditure and Reform</p>	
Progress	
<ul style="list-style-type: none"> • The CSMB, established in 2014, has met 36 times to date and has collective responsibility for implementing the actions in the Civil Service Renewal Plan with members of the CSMB assigned responsibility to lead and act as sponsor for one or more actions in the plan. • Annual reports for the Civil Service Management Board for 2015, 2016 and 2017 have been published, as well as three overall Progress Reports in addition to this progress report. 	

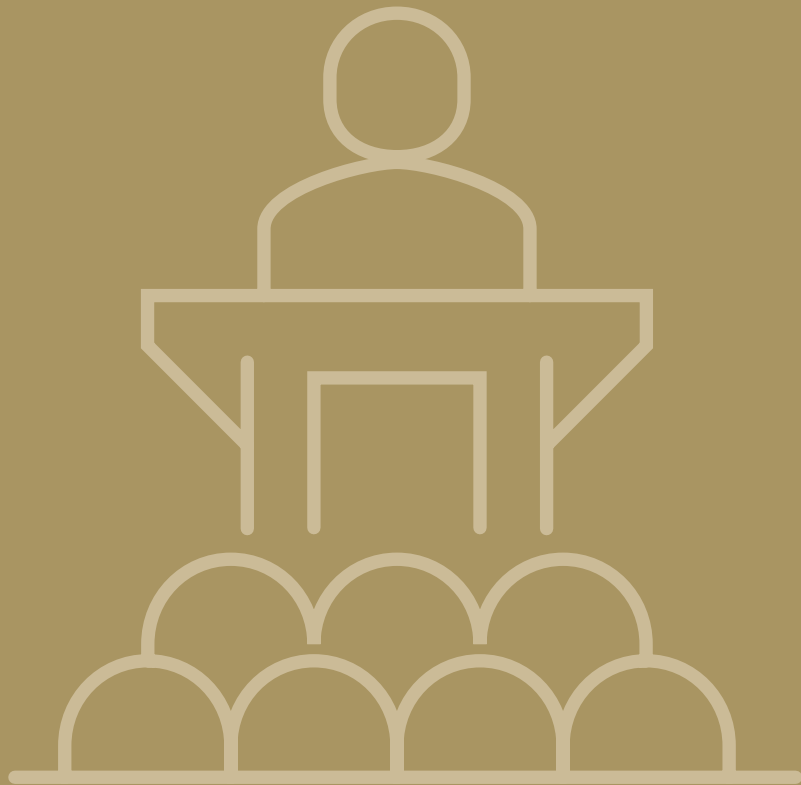
Action 3	Set a common governance standard
CSMB Sponsors	
Derek Moran, Department of Finance Mark Griffin, Department of Communications, Climate Action and Environment	
Progress	
<ul style="list-style-type: none"> A Common Governance Standard for the Civil Service, published in 2015, put in place a uniform framework of structures, policies and processes to ensure Departments effectively discharge their statutory and policy obligations. All Departments subsequently developed and published their own governance frameworks in line with the Standard and are operating in accordance with them. 	

Action 4	Strengthen strategic planning and business planning processes
CSMB Sponsors	
Martin Fraser, Department of the Taoiseach Derek Moran, Department of Finance	
Progress	
<ul style="list-style-type: none"> The CSMB agreed to continue with the three-year planning cycle as set out in the Public Service Management Act 1997. The Renewal Plan represents the strategy for Civil Service reform. All CSMB members appear before relevant Oireachtas committees in their roles as Accounting Officers and heads of Departments and Offices. The CSMB also agreed a new approach contributing collectively to the annual National Risk Assessment and Strategic Planning processes. 	

Action 5	Improve the delivery of shared whole-of-Government projects
CSMB Sponsors	
Mark Griffin, Department of Communications, Climate Action and Environment Fergal Lynch, Department of Children and Youth Affairs Seán Ó Foghlú, Department of Education and Skills	
Progress	
<ul style="list-style-type: none"> Learning outcomes informing whole-of-government working were captured following completion of the initial phases of three selected pathfinder projects: the Public Services Card, National Cyber Security Strategy and Youth Mental Health. These include the value of applying project management methodology, shared secretariat and resources, appropriate Governance arrangements and online collaboration tools. The CSMB has agreed that the Youth Mental Health pathfinder project should be continued to implementation phase, to specifically test the practicalities of using Section 12 of the Public Service Management Act 1997 in a cross-Departmental context. An audit of all Government communications work was completed, highlighting the need for increased efficiencies through better cross-Government collaboration. Recognition for cross-cutting work has been incorporated in the Assistant Secretary performance review process. 	

Action 6	Expand the model of sharing services and expertise across organisations
CSMB Sponsors	
Robert Watt, Department of Public Expenditure and Reform	
Progress	
<ul style="list-style-type: none">• Progress has been made in relation to the implementation of the shared services programme and the National Shared Services Office is now delivering HR and pensions shared services to all Civil Servants and payroll shared services to 127,000 Public Servants, of which 60,000 are retirees.	

PROFESSIONAL



Action 7	Significantly develop Strategic HR capability
CSMB Sponsors	
Robert Watt, Department of Public Expenditure and Reform	
Progress	
<ul style="list-style-type: none"> • The Civil Service People Strategy was launched in October 2017, setting the strategic direction for Human Resource Management across the Civil Service while also recognising that each organisation is unique and has its own challenges. • Three key cross-cutting strategic HR priorities have been identified: being an employer of choice; building the workforce of the future; and building, supporting and valuing managers as people developers. • A Strategic HR Advisory Group has been established to advise on implementation of the strategy. • A report on a review of the Civil Service Operating Model has been completed and will inform the future model. • Professionalisation of HR in the Civil Service has been strengthened by establishing a new HR professional stream (see Action 14 below). 	

Action 8	Open up recruitment and promotion processes at all levels
CSMB Sponsors	
Maurice Quinn, Department of Defence	
Niall Burgess, Department of Foreign Affairs and Trade	
Dr Orlaigh Quinn, Department of Business, Enterprise and Innovation	
Aidan O’Driscoll, Department of Justice and Equality	
Shirley Comerford, Public Appointments Service	
Progress	
<ul style="list-style-type: none"> • Open recruitment competitions have been held for a wide range of general service, professional and technical grades. • Recruitment at Secretary General and Assistant Secretary General level continues to be filled by open competition via the Top Level Appointments Committee. • A Civil Service Graduate Development Programme has been established. • A wide range of initiatives to improve gender balance across the Civil Service have been developed and are being implemented within Departments and Offices. These include an action plan to improve gender balance at senior levels. • <i>A Study of gender in senior civil service positions in Ireland</i> was published in December 2017. • Guidance for Departments and information pack on Maternity and Adoptive Leave have been developed. 	

Action 9	Establish a new shared model for delivering learning and development
CSMB Sponsors	
<p>Niall Cody, Office of the Revenue Commissioners</p> <p>John McCarthy, Department of Housing, Planning and Local Government</p>	
Progress	
<ul style="list-style-type: none"> • OneLearning has been established to centrally operate and maintain the new L&D model and to manage the delivery of the new common suite of L&D programmes. • Since September 2017, there have been over 15,000 attendances at a OneLearning Training Course, across 23 counties and 41 Civil Service bodies. • There are now over 55 courses available for enrolment. • A new Learning Management System (LMS) for the Civil Service was piloted in Q4 2018, and a rollout across the Civil Service is planned for 2019. • A new Civil Service Skills Register and Continued Personal and Professional Development (CPPD) log will be available when the LMS is fully implemented. 	

Action 10	Introduce structured and transparent talent management programmes to develop future leaders
CSMB Sponsors	
<p>Seán Ó Foghlú, Department of Education and Skills</p> <p>Kevin McCarthy, Department of Rural and Community Development</p>	
Progress	
<ul style="list-style-type: none"> • A new Senior Public Service Executive Leadership Programme was launched in late 2016 with 19 participants, to enhance leadership capability at senior levels of the Civil Service. Further information is available on www.sps.gov.ie. • The Principal Officer programme launched in May 2017 with 40 participants and concluded in March 2018. • Both programmes include a Development Centre, formal modules, and coaching/mentoring supports focused on setting challenges for participants and developing leadership skills/competencies required to succeed at the next level. • A Working Group is examining the range of supports that could be put in place for emerging leaders at levels up to and including Assistant Principal and how the Civil Service can further support staff to develop their careers. 	

Action 11	Strengthen the performance management process	Action 12	Design and implement a robust performance review process for Secretaries General and Assistant Secretaries
CSMB Sponsors		CSMB Sponsors	
<p>Robert Watt, Department of Public Expenditure and Reform</p> <p>Graham Doyle, Department of Transport, Tourism and Sport</p> <p>Damien Moloney, Office of the Attorney General</p>		<p>Robert Watt, Department of Public Expenditure and Reform</p> <p>Martin Fraser, Department of the Taoiseach</p> <p>Jim Breslin, Department of Health</p> <p>Niall Burgess, Department of Foreign Affairs and Trade</p>	
Progress		Progress	
<ul style="list-style-type: none"> • The new 2-point Performance Management Development System (PMDS) rating format has been fully implemented, allowing a sharper focus on the developmental objectives of PMDS, supporting managers and addressing underperformance when it occurs. • The new Civil Service Disciplinary Code came into effect in September 2016 and the new under-performance policy was effective from 1 September 2017, with training supports for managers in taking more effective and decisive action to tackle under-performance. Almost 10,000 line managers across the Civil Service have availed of this training. • Training was also provided to approximately 200 individuals across the Civil Service on how to carry out internal appeals as part of the new Internal Appeals Officer role. • A CSMB working group has developed an action plan to strengthen the management of problematic staff attendance where it occurs. A capability policy is being developed with a focus on managing absenteeism, supported by underperformance training being rolled out under OneLearning. 		<ul style="list-style-type: none"> • A new, expanded performance review process for Assistant Secretaries, including 360 degree feedback, was introduced in 2016. • The new performance review process for Secretaries General completed its first full year of operation in 2017. The process is being overseen by the Performance Review Group, to validate the objectives, review progress and provide feedback. 	

Action 13	Publicly recognise staff excellence and innovation
CSMB Sponsors	
Robert Watt, Department of Public Expenditure and Reform	
Progress	
<ul style="list-style-type: none">• A new scheme for recognising innovation and excellence across the Civil Service was introduced in 2015 through the Civil Service Excellence and Innovation Awards. The awards celebrate the significant contributions that civil servants make to the Civil Service and recognise innovations in policy and service delivery across the Civil Service.• The awards are now recognised by staff as a means of showcasing their achievements and sharing innovations across the Civil Service.• In the three years since its launch, the scheme has received over 300 applications from across the Civil Service. Of these, 90 have moved forward for nomination and 31 have gone on to receive awards for their achievements.	

RESPONSIVE



Action 14	Strengthen Professional Expertise within Corporate Functions
CSMB Sponsors	
Robert Watt, Department of Public Expenditure and Reform	
Graham Doyle, Department of Transport, Tourism and Sport	
Jim Breslin, Department of Health	
Maurice Buckley, Office of Public Works	
John McCarthy, Department of Housing, Planning and Local Government	
Progress	
<ul style="list-style-type: none"> ● The CSMB agreed an approach to the strengthening of professional expertise in the areas of HR, ICT and Finance with Heads of Profession for the Civil Service appointed in the areas of HR and ICT. ● Launched in 2017, a key action in the Civil Service People Strategy is to improve corporate expertise through the professionalisation of career streams. ● The ICT HR Professionalisation Strategy has been developed 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. Options for an ICT Apprenticeship programme are being launched. ● Work is ongoing to strengthen professional expertise in the finance function and appoint a Head of Finance. ● To further strengthen communications capacity, a communications and media assistant recruitment panel was established. 	

Action 15	Expand career and mobility opportunities for staff across geographic, organisational and sectoral boundaries
CSMB Sponsors	
Maurice Quinn, Department of Defence	
John McKeon, Department of Employment Affairs and Social Protection	
Progress	
<ul style="list-style-type: none"> ● The Senior Public Service model has been developed which includes a policy of managed mobility at the most senior levels linked to the talent management scheme. <ul style="list-style-type: none"> » Under the Senior Public Service Mobility protocol, all vacancies at Assistant Secretary level in Government Departments and Offices must be considered for filling through Senior Civil Service mobility in the first instance. » A Principal Officer (PO) Mobility Scheme has been in place since September 2015. A 3 year review was recently completed and the scheme has delivered its target of 1 in 6 moves across the PO population being made via mobility. ● The first phase (1A) of the new Civil Service Mobility scheme launched in September 2018, facilitating mobility for Clerical and Executive Officers across 46 mobility zones excluding moves within Dublin. ● Phase 1B of the scheme will focus on mobility moves for Clerical and Executive Officer grades within Dublin and has an anticipated commencement of June 2019. 	

<p>Action 15 cont'd.</p> <ul style="list-style-type: none"> • A scheme and approach based on the learnings of Phase 1A and 1B will then be developed for Administrative Officers, Higher Executive Officers, and Assistant Principals later in 2019. Current programmes such as expression of interest will remain in place for these grades in the interim. • All organisations were tasked to develop and publish an internal mobility policy in line with the 'Guidelines for Departmental Internal Mobility'. • Further information available on the project website hr.per.gov.ie/civil-service-mobility/.

Action 16	Re-design organisational and grade structures
CSMB Sponsors	
Robert Watt, Department of Public Expenditure and Reform	
Progress	
<ul style="list-style-type: none"> • Staff Officer and Executive Officer grades have been amalgamated. 	

Action 17	Improve Project Management Capacity
CSMB Sponsors	
Aidan O'Driscoll, Department of Justice and Equality	
Graham Doyle, Department of Transport, Tourism and Sport	
Maurice Buckley, Office of Public Works	
Progress	
<ul style="list-style-type: none"> • A Project Management Leaders and Advisory Service has been established and has progressed the development of the Project Management Handbook. • A Project Managers' Network of project managers from across the Civil Service has been established and work is underway to broaden it to the wider Public Service. • An online portal has been established to provide access to dedicated project management materials. • A two day foundation level training course in Project Management has been developed under OneLearning, with approximately 1,300 civil servants attending to date. 	

Action 18	Increase the authority, flexibility, and accountability for managing staff resources by delegating more responsibility to Departments
CSMB Sponsors	
Robert Watt, Department of Public Expenditure and Reform	
Progress	
<ul style="list-style-type: none"> Delegated sanction is in operation and there has been progress on the workforce planning area. The latter is also addressed in the Civil Service People Strategy. 	

Action 19	Expand the ICT capacity of Departments and increase efficiencies by creating common systems and infrastructure
CSMB Sponsors	
Robert Watt, Department of Public Expenditure and Reform	
Progress	
<ul style="list-style-type: none"> The Public Service ICT Strategy is being implemented under five pillars i.e. Digital, Data, Build to Share, Governance, and Capability The eGovernment Strategy, launched in July 2017, focuses on 10 key actions over a range of themes including secure online identification, underlying infrastructure and appropriate skilling and presentation of services. A suite of common corporate applications has been rolled out to drive efficiencies and savings. www.gov.ie has been developed as a central portal for citizens to access online government services and information, facilitated by the rollout of a streamlined and simplified Government identify. The ICT HR Professionalisation Strategy has been developed. 	

OPEN AND ACCOUNTABLE



Action 20	Implement a Programme of Organisational Capability Reviews
CSMB Sponsors	
<p>Maurice Quinn, Department of Defence</p> <p>Seán Ó Foghlú, Department of Education and Skills</p> <p>Mark Griffin, Department of Communications, Climate Action and Environment</p>	
Progress	
<ul style="list-style-type: none"> • Reviews of the Department of Transport, Tourism and Sport, the Courts Service and the Department of Business, Enterprise and Innovation have been completed. • Work on the review of the Department of Culture, Heritage and the Gaeltacht is currently being completed and a timeline for future reviews of Departments/Offices has been agreed. 	

Action 21	Publish the framework for assignment of responsibilities for all Departments
CSMB Sponsors	
<p>Jim Breslin, Department of Health</p> <p>Maurice Quinn, Department of Defence</p>	
Progress	
<ul style="list-style-type: none"> • The Transfer of Functions Guidelines and Best Practice Handbook was published in 2016. • whodoeswhat.gov.ie setting out clear assignments of responsibilities at Principal Officer level and above has been developed. • An induction programme for Special Advisors has been developed and implemented. • A Code of Standards and Behaviours for Special Advisors, developed in consultation with Standards in Public Office Commission, has been drafted. 	

Action 22	Strengthen policy-making skills and develop more open approaches to policy making	Action 23	Nominate a Civil Service Spokesperson to communicate on behalf of the Civil Service
CSMB Sponsors		CSMB Sponsors	
<p>Martin Fraser, Department of the Taoiseach</p> <p>Robert Watt, Department of Public Expenditure and Reform</p> <p>Fergal Lynch, Department of Children and Youth Affairs</p> <p>Graham Doyle, Department of Transport, Tourism and Sport</p> <p>Derek Moran, Department of Finance</p>		<p>Robert Watt, Department of Public Expenditure and Reform</p> <p>Niall Burgess, Department of Foreign Affairs and Trade</p>	
Progress		Progress	
<ul style="list-style-type: none"> • A new system of Open Policy Debates to involve networks of practitioners, academics and experts at the early stages of policy development was introduced in 2015. • Since 2015, 46 open policy debates have been held on a range of policy issues including Childcare, Housing, Foodwise 2025, River Basin Management Plan, the National Risk Assessment and Public Investment in R&D. • Information on each of the policy debates is available on http://csvision.per.gov.ie/ the Civil Service renewal portal for Civil Servants. • Public consultations held by Government Departments are now hosted on Gov.ie. • Work is continuing on the development of guidance for policy-making to support Departments on the fundamental stages of policy-making and ensure a consistent approach to policy-making is embedded throughout the Civil Service. 		<ul style="list-style-type: none"> • An ambitious approach to communications is being progressed centrally by a Government Information Service and progress has been made in relation to the roll out of the Government of Ireland identity and the transitioning of all Departments to Gov.ie, the portal for Government services and information. • Progress in this area has also focused on internal strategic communications including in relation to the results of the Civil Service Employee Engagement Surveys. • Since the Renewal Plan was launched there have been 37 town hall events with over 3,000 attendees. • A quarterly newsletter providing updates on Renewal is circulated to all staff in the Civil Service. Since the launch of the plan in 2014, three formal progress reports have been published along with annual reports of the Civil Service Management Board. 	

Action 24	Improving how data is collected, managed and stored (the National Data Infrastructure)	Progress
CSMB Sponsors		<ul style="list-style-type: none"> • A National Data Infrastructure champions group has been established, chaired by the Central Statistics Office including representatives from all relevant Departments. • Work to create a Unique Business Identifier is nearing completion. • Various initiatives to support collection of Eircodes by public service bodies are progressing. • Pathfinder projects on housing completions and third level outcomes were published in 2018 to demonstrate the value of data linking for public policy. • The number of seconded statisticians in the Irish Government Statistical Service has trebled since the end of 2016. They work on a range of business-critical activities in public service bodies, such as fraud analytics, policy evaluation and resource allocation, working closely with Irish Government Economic and Evaluation Service colleagues. • Significant progress has been made on the Open Data Initiative, with 9,000 high quality datasets now linked to a central portal https://data.gov.ie/data. • The new Data Sharing and Governance Act will allow for the sharing of and reuse of personal data so that individuals and businesses only have to provide their details once to a Government body.
<p>Robert Watt, Department of Public Expenditure and Reform</p> <p>Pádraig Dalton, Central Statistics Office</p> <p>Niall Cody, Office of the Revenue Commissioners</p> <p>John McKeon, Department of Employment Affairs and Social Protection</p> <p>Mark Griffin, Department of Communications, Climate Action and Environment</p> <p>Dr Orlaigh Quinn, Department of Business, Enterprise and Innovation</p>		

Action 25	Introduce an annual Employee Engagement Survey to involve staff at all level in ongoing organisational improvement
CSMB Sponsors	
Pádraig Dalton, Central Statistics Office	
Progress	
<ul style="list-style-type: none">• The first ever Civil Service Employee Engagement Survey was held in 2015. In response to the results, initiatives in areas such as internal communication, employee engagement, career development and training are being implemented within Departments. The survey was completed by 39% of all Civil Servants.• The second Civil Service Employee Engagement Survey was undertaken in September 2017 and completed by 21,365 civil servants, amounting to a 56% response rate.• The overall results were published in March 2018, with staff continuing to feel highly engaged and recognise an increased level of support from their organisations. Challenges remain, particularly in relation to promoting a culture of innovation and involvement for all staff.• Organisation level individual reports were also developed for Departments and Offices in 2018. These results are informing action plans to address the issues noted.	

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Where to find out more?

Press releases on Civil Service Renewal, minutes of CSMB meetings, reports and other relevant information are made available to the public on gov.ie and Civil Servants on <http://csvision.per.gov.ie/>

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