



Rialtas na hÉireann
Government of Ireland



Our Public Service 2020

Selected Indicators & Trends



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

August 2020

Our Public Service 2020: Selected Indicators & Trends was produced by the Reform Evaluation Unit (REU), Department of Public Expenditure and Reform.

The report is available at <https://www.gov.ie> as well as <http://igees.gov.ie/>, the website of the Irish Government Economic and Evaluation Service (IGEES).

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Irish Government Economic and Evaluation Service

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The data underlying this report was collated by the REU between May 2019 and June 2020. While all data was reviewed to ensure that the data cited in the final report represented the most up-to-date published data available, users of the document should check as to whether more up-to-date data has since become available. Due to the variety of sources, data in differing indicators may relate to different years i.e. the most recent data for indicators may vary.

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Abbreviations

BERD - Business Expenditure on R&D
CSO - Central Statistics Office
DEASP - Department of Employment Affairs and Social Protection
DES - Department of Education and Skills
DFAT - Department of Foreign Affairs and Trade
DFIN - Department of Finance
DPER - Department of Public Expenditure and Reform
DTTS - Department of Transport, Tourism and Sport
EIGE - European Institute for Gender Equality
ESRI - The Economic and Social Research Institute
EU - European Union
FTE - Full-time Equivalent
GERD - Gross Expenditure on R&D
GNI* - Modified Gross National Income
GOVERD - Government Expenditure on R&D
HERD - Higher Education Expenditure on R&D
HIQA - Health Information and Quality Authority
IGEES - Irish Government Economic Evaluation Service
IGSS - Irish Government Statistical Service
IWG - Indicators Working Group
NDA - National Disability Authority
NDLS - National Driver Licence Service
NDI - National Data Infrastructure
NPHET - National Public Health Emergency Team (for COVID-19).
ODI - Open Data Initiative
OECD - Organisation for Economic Co-operation and Development
OGCIO - Office of the Government Chief Information Officer
OPS2020 - Our Public Service 2020
p.p. - Percentage Point
PAS - Public Appointments Service
PPSN - Personal Public Service Number
PSB - Public Sector Bodies
REV - Revised Estimates Volume for the Public Service
SUSI - Student Universal Support Ireland
UN - United Nations

CONTEXT: Role of Indicators

WHY is it important to identify indicators?

Indicators help track progress towards the achievement of stated strategies/goals/action plans - whether at unit, organisational, sectoral, or national level.

The focus of this report is on the current Public Service reform plan [Our Public Service 2020](#) (OPS2020) and, in this context, it presents examples of the types of indicators that may assist in monitoring progress towards the plan's associated six high-level outcomes.

It is the responsibility of individual organisations however to determine how they measure their progress towards the six high-level outcomes of OPS2020.

WHO needs to be involved?

Every organisation - and units within every organisation - should identify, develop and utilise appropriate indicators to (i) underpin own policies, goals, action plans, (ii) review progress towards the desired outcomes of such policies, goals, action plans and (iii) map their contribution towards relevant national strategies.

WHEN to identify indicators?

Ideally, indicators should be identified at the development stage of any new action plan, framework, or programme. This facilitates ex-ante evaluation - i.e. evaluation before a decision is made/resources are committed. However, if an ex-ante evaluation is not possible, appropriate indicators facilitate the monitoring and review of the relevant goal/programme while on going and/or upon completion (i.e. ex-post evaluation).

HOW are indicators identified?

When possible, indicators should be selected from existing datasets (e.g. from within the organisation; at national level; at EU/international level) to allow for the identification of trends over time, and international benchmarking.

Where it emerges that data gaps exist, efforts should be made, where feasible, to collect the relevant data. In certain instances, it may be necessary to identify proxy indicators.

WHAT can the development of indicators achieve?

Identifying and/or developing suitable indicators for an organisation, division, or individual sections helps to:

1. Support enhanced service delivery for citizens and value for money for the taxpayer;
2. Inform evidence-based policymaking - and consequent greater accountability to the public;
3. Further embed evaluation culture across the civil and public service with a performance outcome focus - i.e. utilising data/identifying data gaps; informing decisions to introduce/continue/cease a policy and/or an activity; identifying areas in need of improvement; interrogating Ireland's scores in international surveys (e.g. World Bank, UN; EU; OECD).

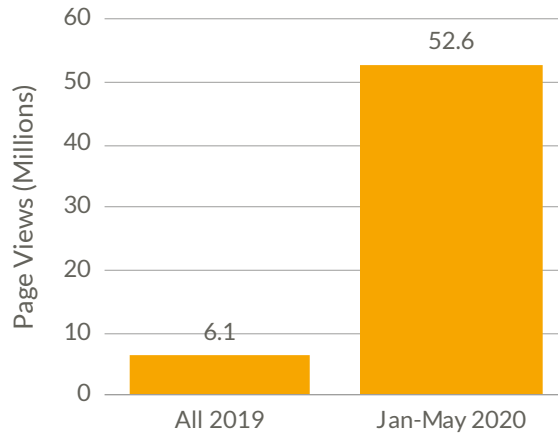
1 Policy-making based on the rigorous analysis of available evidence allows for greater transparency and accountability in relation to how policy is formulated, delivered and implemented. See IPA (2015), Reflections on the public policy process in Ireland

Foreword

Evaluating the impact of COVID-19

Key role for evaluation based on well-chosen indicators

The current Covid-19 crisis has seen the public’s appetite for guidance and relevant data from public service bodies increase very significantly – e.g. in the period January to May 2020, there was a 760% increase in the consumption of content from the Government’s site gov.ie compared with the whole of 2019.



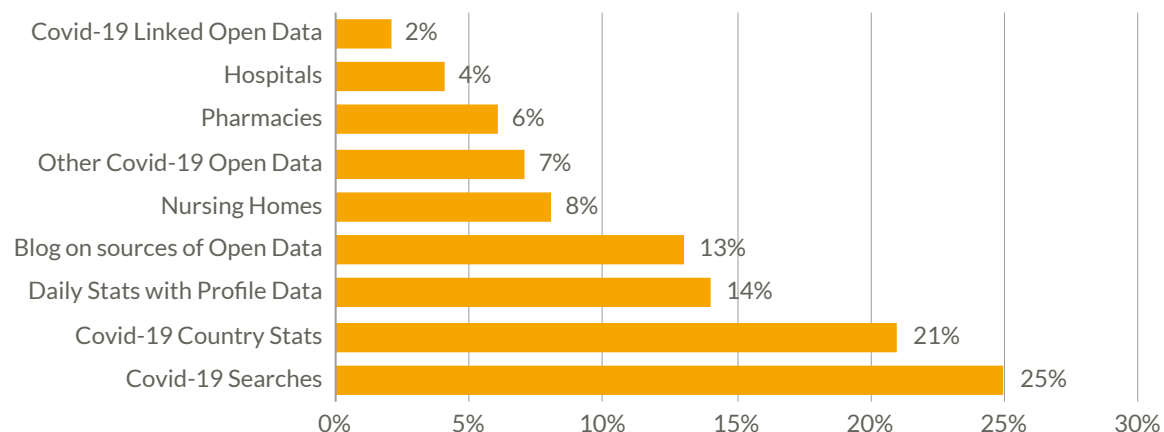
Consumption via online channels

Indicators have also very much come to prominence and into public consciousness in terms of both mapping the response to the crisis and in informing the public - as evidenced by the briefings from the National Public Health Emergency Team and the HSE. The Government’s Open Data Portal (Data.Gov.ie) - operated by the Department of Public Expenditure and Reform’s Open Data Unit - makes the data behind the indicators available in a free and open format. During the crisis, there has been a 30% increase in traffic to the Portal over the same period in 2019 (totalling over 63,201 views in the period March 1st to May 31st) – with the vast majority of data viewed being related to Covid-19.

A timely evaluation by public service organisations of the responses to the Covid-19 emergency will be invaluable in navigating the post-crisis environment and in informing the potential for new delivery systems for public services and the potential implications for the future of work in unforeseen and radically changed circumstances. The 2020 Civil Service Employees Engagement Survey, for example, will include a new module on Covid-19.

While some of the Indicators outlined in this report may be of assistance in such evaluation, it will also be key that relevant new indicators (e.g. the number of civil/public servants remote working) be developed to fully capture the unprecedented response of the public services in meeting this sudden and emerging challenge.

DATA.GOV.IE Type of data viewed; % of total views



Introduction

Our Public Service 2020 (OPS2020), launched in December 2017, is the current framework for development and innovation in the public service. The framework is designed around three Pillars with 18 associated Headline Actions - and builds on the achievements of previous public service reforms, setting a path for improvements beyond 2020.

PILLAR	Headline Action	
Delivering for Our Public 	1	Accelerate digital delivery of services
	2	Improve services for our customers
	3	Make services more accessible to all
	4	Significantly improve communications and engagement with the public
	5	Drive efficiency and effectiveness
Innovating for Our Future 	6	Promote a culture of innovation in the public service
	7	Optimise the use of data
	8	Build strategic planning capability
	9	Strengthen whole-of-Government collaboration
	10	Embed programme and project management
	11	Embed a culture of evidence and evaluation
Developing Our People and Organisations 	12	Embed strategic human resource management in the public service
	13	Mainstream strategic workforce planning in the public service
	14	Continuous and responsive professional development
	15	Strengthen performance management
	16	Promote equality, diversity and inclusion
	17	Increase employee engagement
	18	Review public service culture and values



Our Public Service 2020 is designed to move the focus of reform to outcomes, in line with the OECD’s recommendations². OPS2020 has Six High-level Outcomes for the public service over the longer term. The OECD assessment highlights that with a shift towards outcomes “comes the need to ensure the necessary data and indicators to measure progress towards achieving those outcomes”. While the OECD assessment acknowledges that identifying outcome indicators and measuring outcomes is not without challenge, particularly given the diversity of the public service activities, an outcome focus will help the public service to continuously improve the delivery of its services to the public.

Objective

This OPS2020 Selected Indicators & Trends Report maps a range of existing indicators to the three Pillars of OPS2020, together with suggestions as to relevant OPS2020 outcome/s. The objective of the report is, by the provision of these examples, to assist public service organisations to identify and develop indicators relevant to their areas of responsibility that, in turn, will facilitate tracking progress towards outcomes identified in national strategies, such as OPS2020, sectoral policy frameworks, and/or action plans.

Identifying and/or developing suitable indicators for an organisation, division, or individual sections helps to:

1. Support enhanced service delivery for citizens and value for money for the taxpayer;
2. Inform evidence based policymaking prior to the commitment of resources - and consequent greater accountability to the public;
3. Further embed evaluation culture across the civil and public service with a performance outcome focus - i.e. utilising data/identifying data gaps; informing decisions to introduce/continue/cease a policy/activity; identifying areas in need of improvement (e.g. Ireland’s positioning in some international surveys);
4. Align with indicators in the Revised Estimates Volume published annually by DPER and the Department’s Performance Budgeting exercise.

Appropriately chosen indicators can assist in establishing trends over time in specific areas of public service reform in Ireland.

² A stronger focus on outcomes is in line with the recommendations of the [OECD’s Assessment of Ireland’s Second Public Service Reform Plan 2014-16](#) (2017).

The report presents a selection of indicators chosen on the basis of available data to reflect progress towards targeted objectives, and so give a sense of the overall direction of travel of the Public Service. It is important to note that this is inevitably constrained by:-

1. 'Selection bias' during the identification and selection phase of indicators – and it is acknowledged that others may be better-positioned to identify more relevant indicators;
2. Availability of indicators – e.g. due to data gaps some indicators could not be included;
3. The breadth of area covered – not every area of the public service could be represented.

As noted at (iii), the range and diversity of organisations within the public service make it challenging to identify a comprehensive set of cross-sectoral indicators, while it is recognised that organisations within the wider public service will have their own specific strategic goals underpinned by a range of individual policies and practices. In this context, individual organisations need to consider how they measure their progress under the on-going reform agenda – including progress towards the six high-level outcomes outlined in OPS 2020.

In light of these considerations, the aim of this Report is to stimulate discussion on:-

1. the identification and use of indicators within organisations/sectors, and
2. whether more insightful metrics exist/may be devised that better reflect the progress made towards OPS 2020's targeted outcomes

The overall goal is for the application of relevant indicators within civil and public service organisations to underpin the measurement of reform progress and outcomes.

Guiding Principles

The guiding principles of this report include:

1. Leveraging **several existing data sources** - including national and international surveys, and administrative data.
2. Using **indicators to facilitate trend and comparative analysis** - although keeping in mind that **'one size doesn't fit all'**. Hence, as noted above, the indicators illustrated will not be of relevance to every organisation.
3. Encouraging the identification and use of appropriate data - including the identification of **data gaps** - by various public service organisations.

Approach

Around 1200 indicators were originally identified; with 120 considered the most potentially relevant in terms of the OPS2020 framework and from which 38 were selected spanning the three OPS2020 Pillars.

To assist in the development of this report, an Indicators Working Group (IWG) with 20 members, including senior statisticians and officials from across the public service, was established to give guidance and advice on the types of indicators. The IWG was chaired by Dr Richard Boyle, Institute of Public Administration (IPA) and author of the annual 'Public Sector Trends' report.³

Report Structure

The report is structured around the three Pillars of the OPS2020 framework. The next three chapters - the Pillar chapters - present a set of indicators for each Pillar of the framework. Each indicator is represented graphically with a commentary that describes and links the individual indicator to one or more of the six high-level outcomes of OPS2020.

Further details on the project approach and methodology are set out in Appendix 1, while membership of the IWG is outlined in Appendix 2. Finally, Appendix 3 provides relevant notes and references for the analysis contained within the report and includes further details on sources and methodologies of stated surveys/metrics. Each individual section is directly hyperlinked to the original source where relevant.

³ www.ipa.ie

Observations

- Based on the indicators presented here, it is evident that measuring innovation and reform remains challenging.
- At the same time, some of the indicators presented in this report could be applied to a number of areas, and indeed inform multiple outcomes.
- It is not feasible for a single report to capture the entire range of indicators that Departments/public service organisations might use to measure/evaluate/track their respective strategies and actions in terms of progressing reform/reform outcomes.
- This report is a tool: It seeks, by mapping examples of existing indicators to OPS2020 outcomes and Pillars, to inform and assist civil and public service organisations in identifying relevant indicators to measure the desired outcomes of their policies, programmes, projects and activities – and their contribution to national policies.
- There may be scope, over time, to leverage the Open Data initiative⁴ (ODI) as a centralised repository of surveys undertaken across the public service which could then facilitate:
 - » The streamlining of questions and avoidance of overlap/duplication;
 - » Consistency, to the extent possible, of the methodologies employed for data collection to facilitate, as far as is practicable, comparative analysis.
- Where surveys include questions regarding peoples' perceptions and/or levels of dissatisfaction, consideration should be given as to whether it is practicable to devise suitable questions in order identify the basis of such perceptions/levels of dissatisfaction.

Examples of other Government/Public Sector publications that present and analyse a range of relevant indicators



⁴ The ODI, led by DPER, seeks to make data held by public bodies available and easily accessible for reuse and redistribution. A key output from the ODI to date is the national [Open Data portal](#) which currently links to over 10,138 Government datasets from 114 publishers in open format (as of Q2 2020).

Pillar 1:

Delivering for Our Public



PILLAR 1: Overview

Pillar 1 ‘Delivering for Our Public’ focuses on ensuring that outcomes for the public are central to public service delivery. Delivering better and more cost-effective services to the public can be achieved by involving the public in the design and delivery of services, utilising appropriate technologies, and improving how public service organisations listen to and communicate with their clients and customers.

Delivering for Our Public



1. Accelerate digital delivery of services
2. Improve services for our customers
3. Make services more accessible to all
4. Significantly improve communications and engagement with the public
5. Drive efficiency and effectiveness

The five actions under this Pillar 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, by making services more accessible, engaging the public, and driving efficiency and effectiveness.

This section sets out 16 indicators under the following four themes:

- Digital Services (Action 1);
- Customer Satisfaction and Accessibility (Action 2; Action 3);
- Public Engagement and Trust (Action 4); and
- Efficiency and Effectiveness (Action 5).

Under this Pillar:

- **Indicators 1, 2, 3, 4, 5 and 6** refer to **digital services** within the public service. The findings of these indicators reflect the use of online digital services from the public’s perspective as well as methods of contact used by the public with the civil service and the public service.

- **Indicators 7, 8, 9, 10 and 11** relate to **customer satisfaction and accessibility**.
 - » **Indicators 7, 8 and 9** reflect measures of overall or general satisfaction with services provided in three sectors; Justice (An Garda Síochána), the Civil Service, and Health (HSE).
 - » **Indicator 10** shows satisfaction with access to services amongst those whose first language is not English or Irish.
 - » **Indicator 11** shows the public’s perception of equality of treatment by An Garda Síochána.
- **Indicators 12 and 13** refer to **public engagement and trust**. Note: While the findings can be related to Indicators 6 and 10, they are not direct comparables.
- **Indicators 14, 15, and 16** reflect **efficiency and effectiveness** of the Irish Government and the Irish business environment in a global context.

Indicators 1-15: Data Sources	
National Data	Indicators 1 - 11; Indicator 13
International Data*	Indicator 12; Indicators 14 - 16

*In terms of international data, Ireland is benchmarked accordingly - i.e. UK, Denmark, EU and/or OECD average - where data is available

KEY THEME:

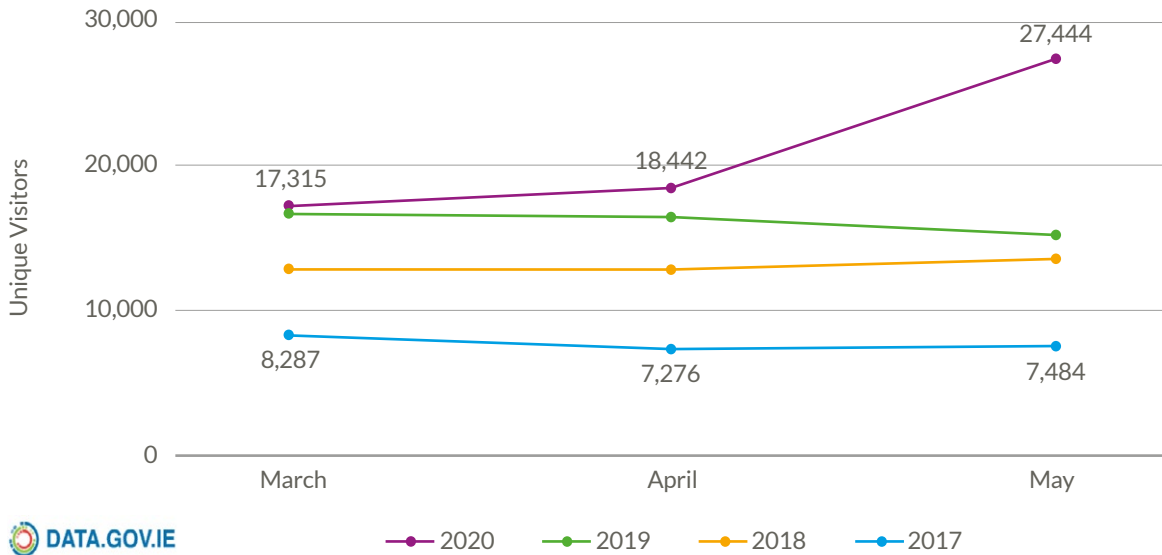
Digital Services

Indicators:

1. Visitors to Open Data Portal
2. Number of Page Views of Gov.ie
3. Number of MyGovID Accounts
4. Number of MyWelfare Logins
5. Use of e-Government
6. Methods of Contact with the Civil Service

INDICATOR 1: Visitors to Open Data Portal

Year-on-year increase in number of visitors to my Open Data Portal since 2017



Source: OGCIO, Department of Public Expenditure and Reform

The Government’s Open Data Portal ([Data.Gov.ie](https://data.gov.ie)) - operated by the Department of Public Expenditure and Reform’s Open Data Unit - makes data available in a free and open format for reuse and redistribution. In Europe, Ireland has been identified as an Open Data Leader, ranking 1st in 2019 in terms of readiness and quality of data published, use, and impact (see the [Open Data Maturity](#) study, European Data Portal).

Covid -19 related data was first published on the Portal on March 27th 2020. While the usage of the Open Data Portal has increased steadily since 2017 - with the number of visitors in March 2020 (17,315) being more than 2 times higher than in March 2017 (8,287), significant increases in Portal traffic were seen since the Covid-19 outbreak. Over the period March 1st - May 31st 2020 a total of 63,201 visitors were recorded - a 30% increase over the same period in 2019. During the month of May 2020 alone, the number of visitors increased by 80% compared to the same month in 2019.

Commentary

This indicator provides a key metric for measuring citizens’ use of a key digitalised public service. The current Covid-19 crisis has brought a new lens on data and its importance in informing the public, and its role for shaping the public service responses and future recovery. Publication of data in open format facilitates the reuse of the data for new purposes such as the creation of new products and services, increased openness, transparency and accountability of public institutions, promotion of citizen participation and providing additional context for effective decision-making.

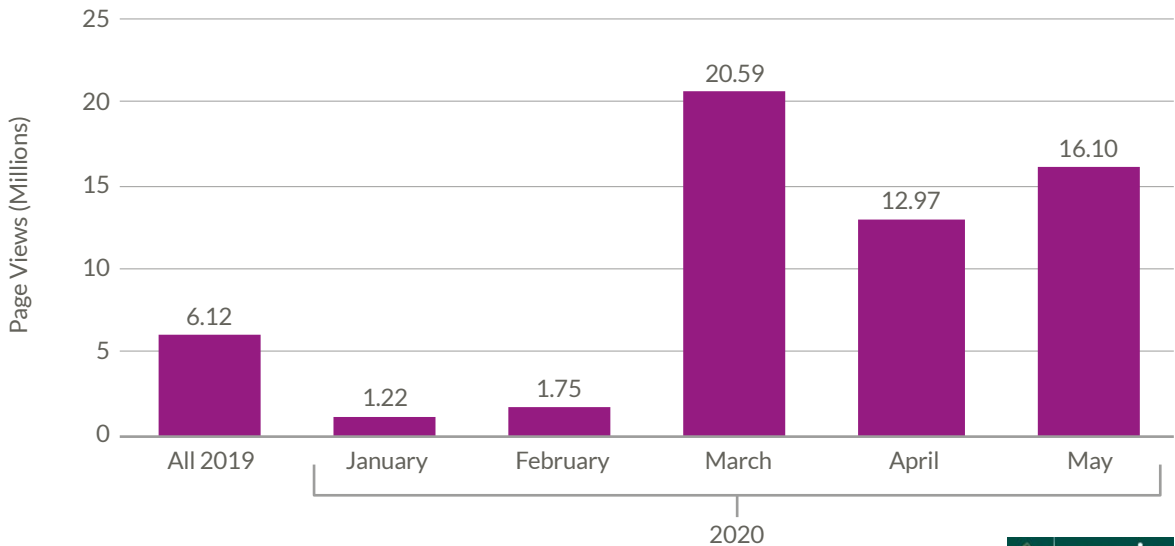
OPS2020 Outcomes

Outcomes - #3 ‘Greater use of digital to do business with the public service’; #4 ‘Better Government effectiveness’

INDICATOR 2:

Number of page views of gov.ie

Significant increase in traffic to gov.ie during March, April, May 2020



Source: Open Data Portal, Department of Public Expenditure and Reform



Gov.ie is the central portal for Government services and information – developed by the Office of the Government Chief Information Officer (OGCIO) in DPER under a communications initiative coordinated by the Department of the Taoiseach. It combines the websites of Irish Government Departments making interactions with the Government more user-focused.

The current Covid-19 crisis has seen a very significant increase in the public’s appetite for guidance and relevant data from public service bodies – i.e. during both April (12.97 million) and May (16.10 million) 2020, the page views of the Government’s site gov.ie were more than 2 times higher than all page views together throughout 2019 (6.12 million). In March 2020, at the beginning of the pandemic, the consumption of content from gov.ie (20.59 million) almost quadrupled compared with the whole of 2019.

Commentary

This indicator provides a key metric for measuring citizens’ use of a key digitalised public service. The current Covid-19 crisis has brought data and its key role in informing the public into sharp focus – which further underscores the importance of presenting the information in a clear, understandable and accessible manner.

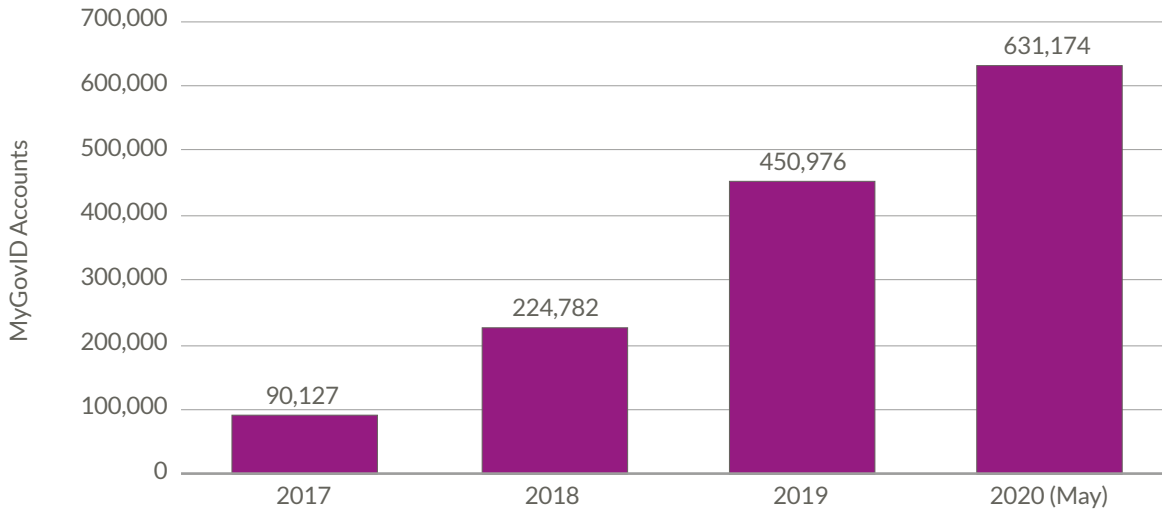
OPS2020 Outcomes

Outcomes – #3 ‘Greater use of digital to do business with the public service’; #4 ‘Better Government effectiveness’

INDICATOR 3:

Number of mygovid Accounts

Increase in registrations of MyGovID Verified Accounts since 2017



Source: OGCIO, Department of Public Expenditure and Reform



MyGovID is a secure online identity verification service undertaken by the Department of Employment Affairs and Social Protection on behalf of State bodies providing public services online. Implementation of this initiative began in February 2016 following the launch of the 'Public Service ICT Strategy 2015' (a prolongation of the 'Supporting Public Service Reform - eGovernment 2012-2015' strategy).

MyGovID provides streamlined access to multiple public services including Revenue, SUSI, NDLS, My Welfare, Voter.ie, JobsIreland.ie, The National Childcare Scheme, and the Department of Agriculture, Fisheries and the Marine (as at 30th April 2020).

The number of MyGovID Verified accounts has increased steadily since 2017, with the number of 2019 accounts being almost 5 times higher than in 2017. Significant increases in uptake of MyGovID accounts were seen since the Covid-19 outbreak – a 40% growth from Q4 2019.

Commentary

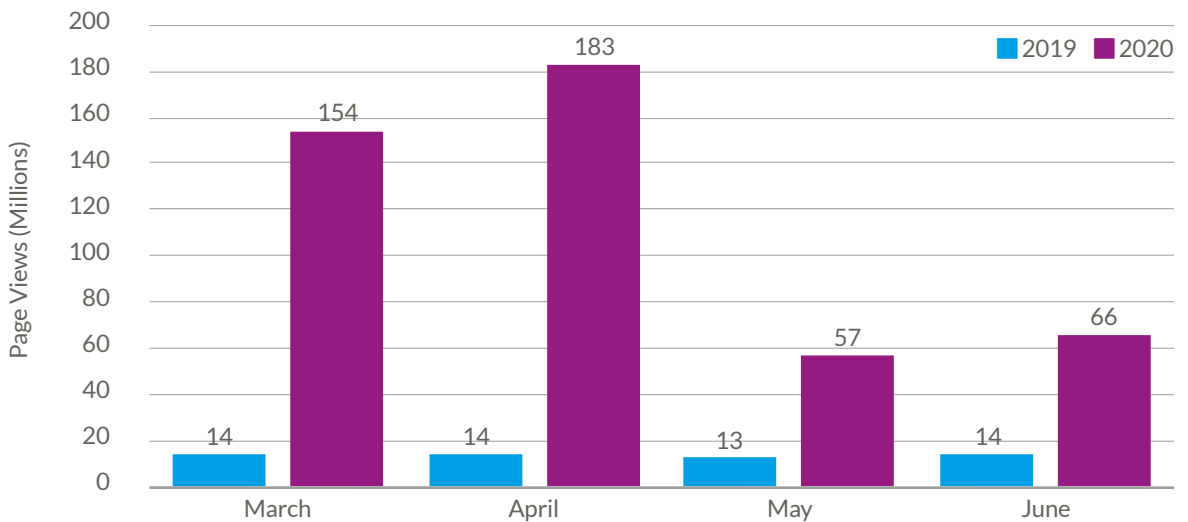
This indicator provides a key metric for measuring digitalisation of customer facing public services and citizens' use of digitalised public services. An increasing trend in the use of digital ID by citizens should improve the quality and speed of services, while reducing duplication of data entry for the public. In turn, this also reduces the transaction cost of service provision, while the diverse and increasing range of services available online demonstrates how digitalisation can play a role in facilitating cross-sectoral integration and access to public services. The metric can also be taken as an indication of the openness of citizens to digital engagement and, by extension, the level of trust citizens have with Government/public services holding personal data.

OPS2020 Outcomes

Outcomes – #3 'Greater use of digital to do business with the public service'; #4 'Better Government effectiveness'; #2 'Increased public trust'

↑ INDICATOR 4: ↓ Number of MyWelfare logins

Unprecedented levels of traffic to MyWelfare throughout March-June 2020



Source: OGCIO, Department of Public Expenditure and Reform

MyWelfare.ie allows online access to a range of welfare services - from making appointments and applying for certain benefits to updating details and ordering statements. MyWelfare.ie can be accessed through MyGovID (see Indicator 3).

In response to the Covid-19 pandemic, additional suites of services were swiftly made available over the course of March 2020 through MyWelfare.ie. These services were delivered in the context of two new income supports introduced by the Irish Government: the Covid-19 Pandemic Unemployment Payment (PUP), and the Covid-19 Enhanced Illness Benefit.

In the four months between March and June 2020, MyWelfare.ie had unprecedented levels of traffic. The period March-June 2020 showed an 820% increase in logins comparing to March-June 2019. Overall, over 4.5 million logins have been facilitated on MyWelfare.ie between March and June 2020.

Commentary

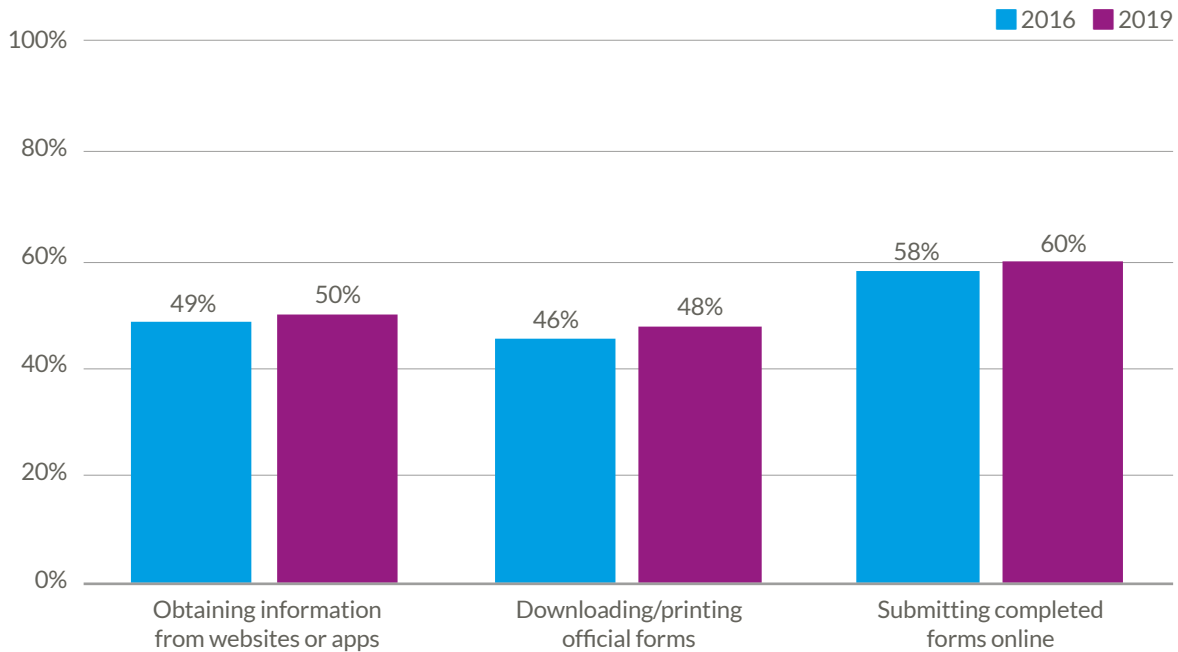
This indicator provides a key metric for measuring digitalisation of customer facing public services and citizens' use of digitalised public services. MyWelfare has enabled the Department of Employment Affairs and Social Protection to respond with great speed to deal with the unprecedented level of demand for the Department's services. The easy to use and customer centric design of MyWelfare coupled with the ability to develop a new suite of online services has been pivotal in ensuring the Department efficient and effective response to the Covid-19 pandemic.

OPS2020 Outcomes

Outcomes - #3 'Greater use of digital to do business with the public service'; #4 'Better Government effectiveness'; #2 'Increased public trust'

↑ INDICATOR 5: ↓ Use of e-Government

Evidence of incremental increases since 2016 in the use of e-Government services by individuals



Source: ICT Usage by Households 2019, CSO

The ICT Usage by Households survey conducted by the Central Statistics Office (CSO) measures the extent of individuals' contact over the internet with public authorities and public services in the previous 12 months. The ICT survey has been conducted by the CSO annually since 2010, with a specific section about the use of e-Government services being added for the first time in 2016.

In the latest survey in 2019:

- 50% of respondents indicated that they had obtained information from online public services (49% in 2016);
- 48% downloaded or printed official forms from these websites or apps (46% in 2018);
- 60% submitted completed forms online (58% in 2016).

Taking these three indicators together, a small upward increase in the use of online Government services is evident since 2016.

Commentary

The use of e-Government indicators offers an insight into citizen participation and, indirectly, as a proxy of citizen engagement with digital services. Taking a 'digital first' and 'user centric' approach to delivering services can play a key role in increasing the public's engagement and satisfaction with the public service. Furthermore, expanding the number of services available, improving online formats and the presentation of information online has the potential to further increase access via online portals, and contributing to several OPS2020 outcomes.

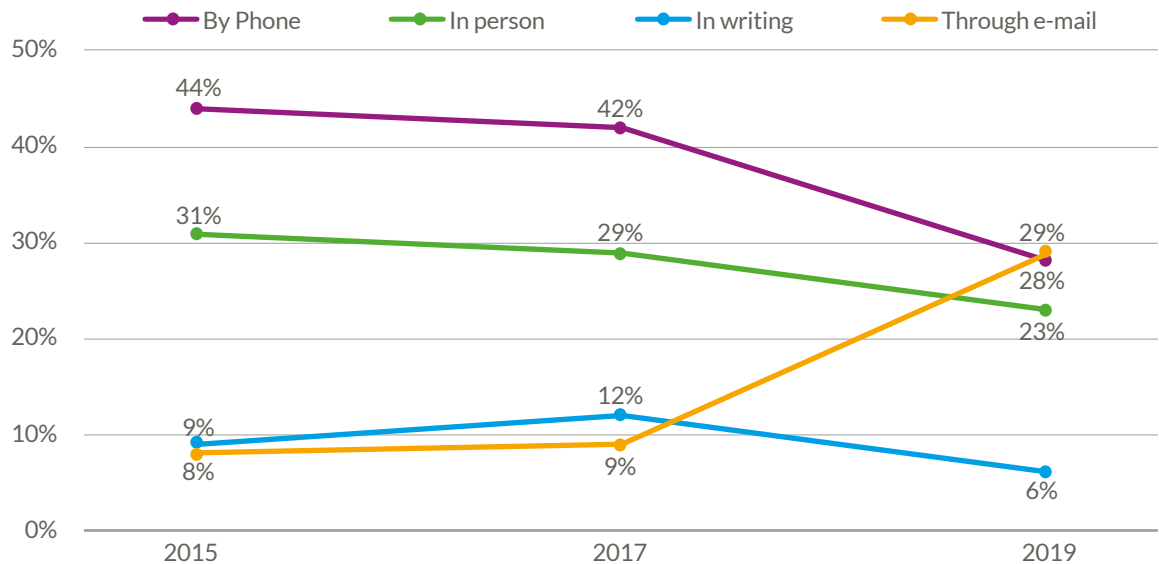
OPS2020 Outcomes

Outcomes – #3 'Greater use of digital to do business with the public service'; #4 'Better Government effectiveness'

INDICATOR 6:

Methods of contact with the Civil Service

Evidence of a substantial increase in the use of e-mail in 2019



Source: Civil Service Customer Satisfaction Survey 2019, DPER

The biennial Irish Civil Service Customer Satisfaction Survey measures several aspects of the public’s experience in their interaction with the civil service.

Indicator 5 shows the various methods of contact that customers can use when interacting with the civil service and the preference shown for each. In 2019, e-mail was the preferred method of interaction (29%), increasing substantially from 9% in 2017 – with contact via letter decreasing by 50% from 12% to 6% since 2017. A large proportion of customers continue to interact with the civil service by phone (28%) – although this has decreased significantly from 2017 (47%). The next largest group, at 23%, interacted with the civil service in person – a decrease from 29% in 2017.

Contact via online is not graphically represented above because it does not allow for trend analysis as response categories were updated in 2019. In 2019, contact via online (14%) included interactions through an app, web chat, social media or any other online/ websites whereas in 2015 (7%) and 2017 (17%), contact via online included interactions through e-mail, online via a PC/laptop or a mobile device/ tablet.

Commentary

While some public services are traditionally perceived as ‘face to face’ or ‘paper-based’, the development of seamless digital services in areas such as taxation, passports, and certain social services should result in improved outcomes in terms of quality, consistency, speed and reduced data entry by the public, as well as citizen engagement and trust.

OPS2020 Outcomes

Outcomes – #3 ‘Greater use of digital to do business with the public service’; #5 ‘Quality of certain public services’;



KEY THEME:

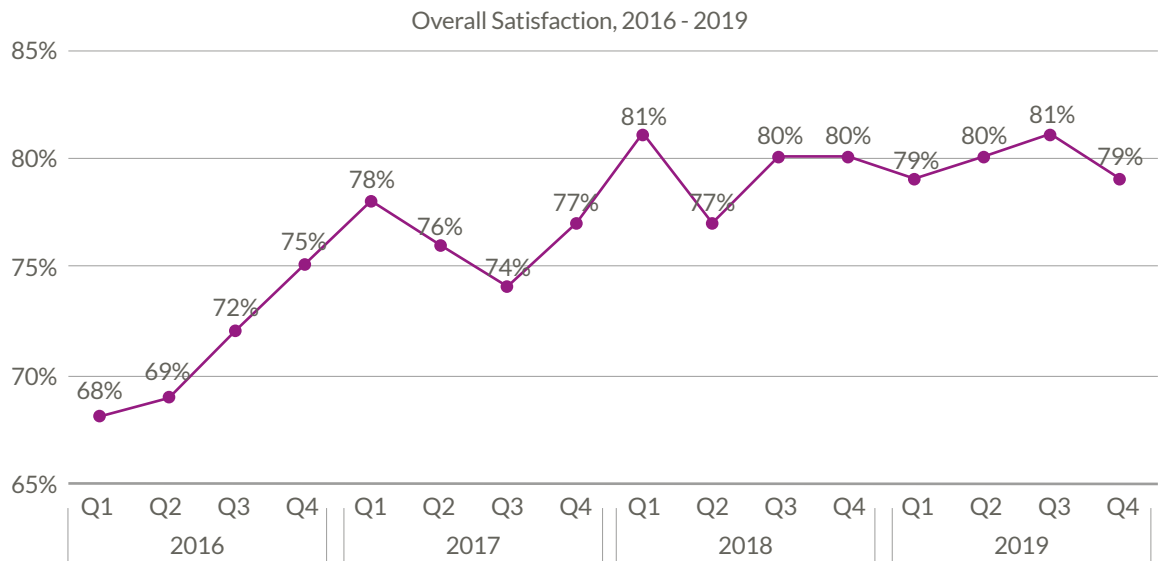
Customer Satisfaction and Accessibility

Indicators:

7. Satisfaction with An Garda Síochána
8. Overall satisfaction with service provided by the civil service
9. Hospital experience rating
10. Satisfaction with access to services amongst those whose first language is not English or Irish
11. Equality of treatment by An Garda Síochána

↑ INDICATOR 7: ↓ Satisfaction with an ↓ Garda Síochána

Overall satisfaction with the service provided by An Garda Síochána in their local area at 79% in Quarter 4 2019.



Source: An Garda Síochána, Public Attitudes Surveys, Quarterly Reports 2017-2019

Indicator 7 shows the survey response to levels of satisfaction with the service provided to local communities by An Garda Síochána. This data has been recorded since Q1 2016. Overall satisfaction refers to the percentage of respondents who reported being either 'very satisfied' or 'quite satisfied' with the service.

In 2019, measured across the full year, an average of 80% of respondents reported being either 'very satisfied' or 'quite satisfied' with the service provided to their local communities by An Garda Síochána. The corresponding average in 2018 was also 80%.

While, in general, satisfaction levels have been increasing since Q1 of 2016, overall satisfaction levels have remained within the 79 - 81 percent range over the 6 quarters from Q3 2018 - Q4 2019. These last six quarters also show the highest satisfaction levels recorded in a row

Commentary

Sectoral indicators of customer satisfaction can help to identify areas of service improvement and where more effective application of processes and systems may be needed. It is however important that the relevant data is collected and published in a way that enables identification of the areas/ types of service that are giving rise to reported levels of dissatisfaction.

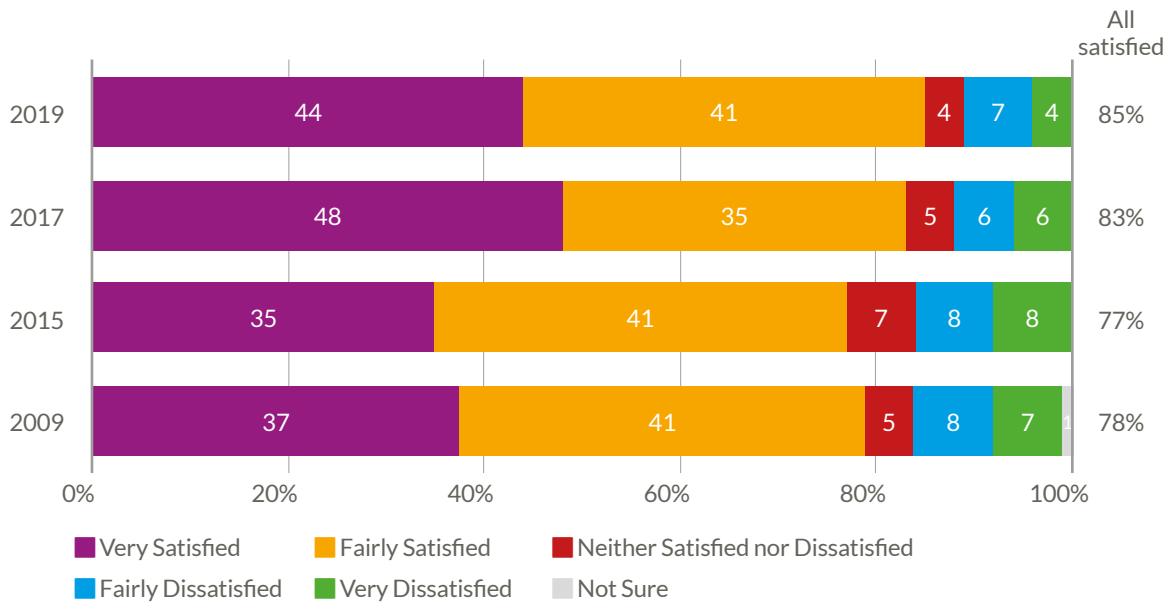
OPS2020 Outcomes

Outcomes - #1 'Increased customer satisfaction'; #2 'Increased public trust'; #5 'Quality of certain public services'

INDICATOR 8:

Overall satisfaction with service received by the Civil Service

Overall satisfaction with the service provided by the civil service in 2019 was 85%.



Source: Civil Service Customer Satisfaction Survey 2019, DPER

Indicator 8 shows the overall satisfaction with the service provided by the civil service to its customers.

In 2019, the majority of respondents (85%) reported being satisfied with the service they received – an increase of 2 p.p. on the 2017 survey results. Since 2015, overall satisfaction has increased by 8 p.p. – from 77% to 85%. While overall satisfaction had remained relatively unchanged from 2009 to 2015, from 78% to 77%, it has now increased for two surveys in a row. While continuing in its effort to improve, the challenge for the civil service will be in maintaining the current (2019) satisfaction levels.

Dissatisfaction with any aspect of service/ interaction regardless of overall satisfaction rates is also further explored in the survey – showing a decline from 39% in 2009 to 20% in 2019. The top causes of dissatisfaction cited were ‘process was too slow’ and ‘waiting time on phone/automated service’.

Commentary

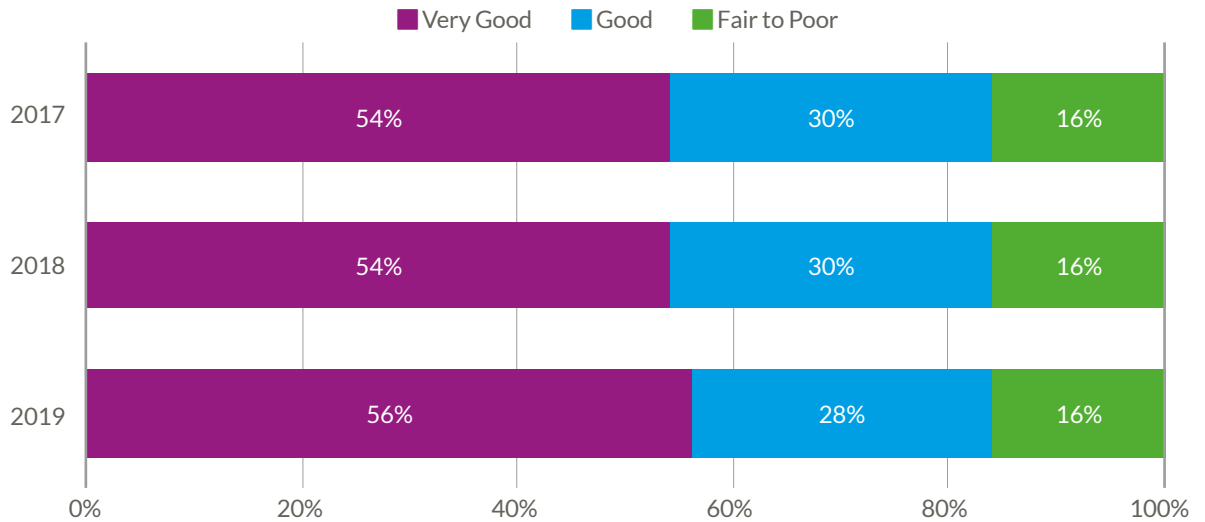
Sectoral indicators of customer satisfaction help to identify areas of service improvement and where more effective application of processes and systems may be needed. The high satisfaction ratings on the service delivered by civil servants represents a positive message from the Irish public and reflects an ongoing commitment by the civil service to improve its services and outreach. It is however important to target for improvement areas identified as reasons for dissatisfaction among respondents.

OPS2020 Outcomes

Outcomes - #1 ‘Increased customer satisfaction’; #2 ‘Increased public trust’; #5 ‘Quality of certain public services’

INDICATOR 9: Hospital experience rating

Over half of respondents (54%) rated their overall hospital experience as very good.



Source: National Inpatient Experience Survey, 2019

Indicator 9 shows the hospital experience rating reported by respondents to the National Patient Experience Survey, first published in 2017.

Patients were asked to rate their overall hospital experience from 0 to 10, where a rating of 0 to 6 was considered 'Fair to poor', a rating of 7 to 8 was considered 'Good' and a rating of 9-10 was considered 'very good'.

In 2018, the latest survey for which results are available (see Appendix 3), 54% of ratings fell in the range of 'very good' and 30% fell in the range of 'good'. This reflected exactly the 2017 results. In 2019, the results of the survey show some improvements in hospital experience on 2018, with 56% of respondents saying that their overall hospital experience was 'very good'. Nevertheless, the overall positive experience rating ('very good' and 'good') remained the same.

The level of "fair to poor" has remained consistent over the 3 years at 16%. It is noted however that the survey as published does not indicate what areas of the hospital experience gave rise to these ratings.

Commentary

Sectoral indicators of customer satisfaction help to identify areas of service improvement, and where more effective application of processes and systems may be needed. It is important that the relevant data is collected and published in a way that enables identification and analysis of the areas/types of service that are giving rise to reported levels of dissatisfaction.

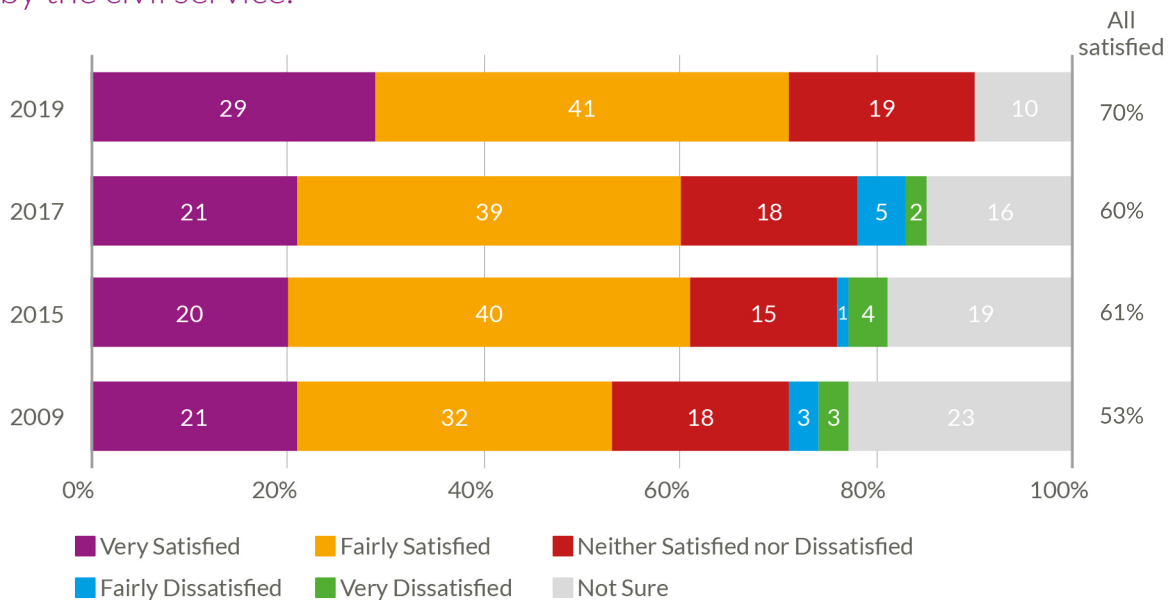
OPS2020 Outcomes

Outcomes - #1 'Increased customer satisfaction'; #2 'Increased public trust'; #5 'Quality of certain public services'

↑ INDICATOR 10:

↓ Satisfaction with access to services amongst those whose first language is not English or Irish

The majority of survey respondents whose first language is not English or Irish expressed an increase in satisfaction with access to services provided by the civil service.



Source: Civil Service Customer Satisfaction Survey 2019, DPER

Indicator 10 shows the degree of satisfaction with access to services amongst those whose first language is not English or Irish.

In 2019 the majority of respondents (70%) were either very satisfied (29%) or fairly satisfied (41%). This represents a 10 p.p. increase from the 2017 survey’s findings (60%).

Survey findings between 2009 and 2019 have shown a 17 p.p. increase in overall satisfaction - with satisfaction levels increasing in each round of surveying from 53% in 2009 to 70% in 2019.

Commentary

This indicator reflects the extent of inclusion and access to Government services. It may also help to identify areas of service improvement, and where more effective application of processes and systems may be needed – with a specific focus on inclusiveness. While this survey explores general areas of dissatisfaction (see Indicator 7), consideration should be given to the causes of dissatisfaction amongst those whose first language is not English or Irish.

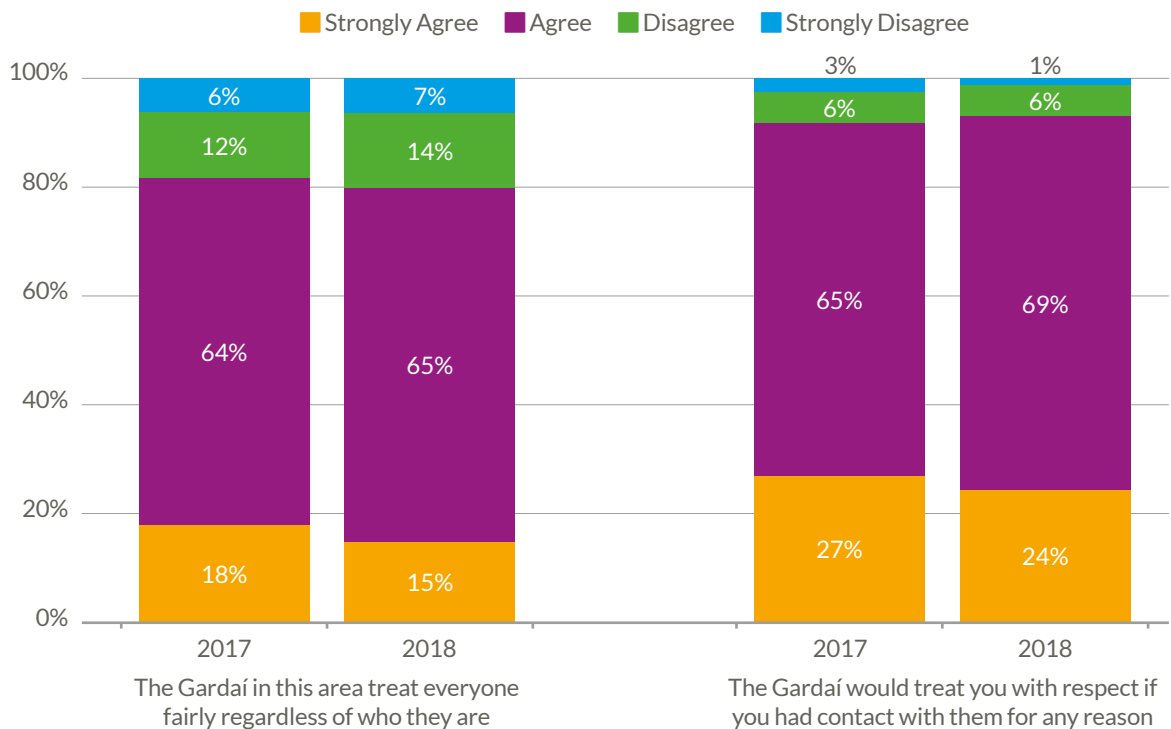
OPS2020 Outcomes

Outcomes - #1 ‘Increased customer satisfaction’; #2 ‘Increased public trust’; #5 ‘Quality of certain public services’

INDICATOR 11:

Equality of treatment by An Garda Síochána

Over 80% believe that the Gardaí treat everyone fairly;
Over 90% believe that the Gardaí would treat them with respect.



Source: An Garda Síochána, Public Attitudes Surveys, Annual Reports 2017-2018

Indicator 11 shows overall average survey responses from the An Garda Síochána Public Attitudes Surveys in two areas that indicate equality of treatment in terms of fairness and respect.

The first survey question explores the degree to which respondents agree with the statement: *'The Gardaí in this area treat everyone fairly regardless of who they are'*. A significant majority (80%) of respondents agree with this statement, with 15% strongly agreeing and 65% agreeing. It is noted however that the corresponding figure in the 2017 survey was 82% (18% strongly agreeing, 64% agreeing).

The second survey question explores the degree to which respondents agree with the statement: *'The Gardaí would treat you with respect if you had contact with them for any reason'*. A majority of respondents (93%) agree with this statement, with 24% strongly agreeing and 69% agreeing. This figure increased by 1 p.p. from the 2017 survey.

Commentary

Identifying levels of perceived equality of treatment may serve as a proxy of discrimination/non-discrimination in the provision of public services.

OPS2020 Outcomes

Outcomes - #2 'Increased Public Trust'; #5 'Quality of certain public services'

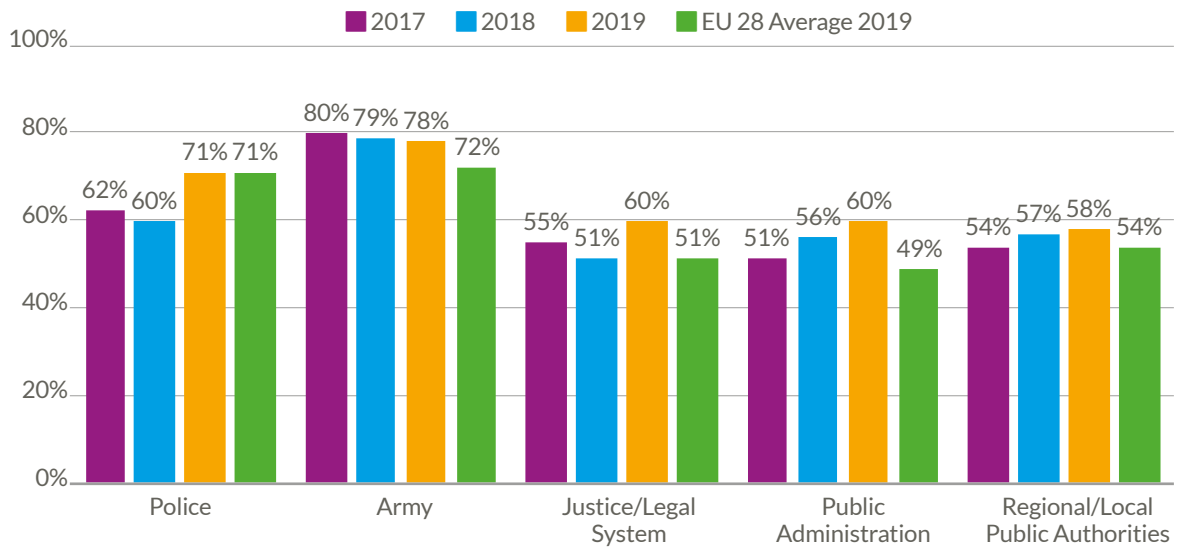
KEY THEME: **Public Engagement and Trust**

Indicators:

12. Trust in Public Institutions
13. Most Trusted Professions

↑ INDICATOR 12: ↓ Trust in public institutions

Increasing Public Trust in the Police, the Legal System, and Regional/Local Public Authorities.



Source: Eurobarometer Survey, November 2019

Indicator 12 shows results of the European Commission’s Annual Eurobarometer Survey from an Irish perspective. The survey measures the level of trust in different public institutions. Data refers to November 2017, 2018 and 2019 for direct comparability. It is to be noted that the 2019 results across all 5 categories are either at or above the EU 28 (including the UK) average.

Police: Between 2017 and 2019, trust in the Police increased substantially from 62% to 71% respectively, with 2019 findings being in line with the 2019 EU 28 Avg. of 71%.

Army⁵: Trust in the Army has decreased slightly from 80% in 2017 to 78% in 2019, remaining above the 2019 EU 28 Average of 72%.

Justice/Legal System: Level of trust decreased from 55% in 2017 to 51% in 2018. However, 2019 saw an increase to 60% - above the 2019 EU 28 Average (51%).

Public Administration: Level of trust increased year on year from 51% in 2017, 56% in 2018 to 60% in 2019, well above the 2019 EU 28 Average of 49%.

Regional/Local Public Authorities: Level of trust has seen year on year increases from 54% in 2017, 57% in 2018 to 58% in 2019. The 2019 EU 28 Average is 54%.

Commentary

This type of indicator provides a cross-sectoral overview of citizens’ confidence in public institutions. As institutional trust reflects people’s expectations of how and what public institutions should deliver, it can help to identify whether a sector needs to focus on building and fostering public trust.

OPS2020 Outcomes

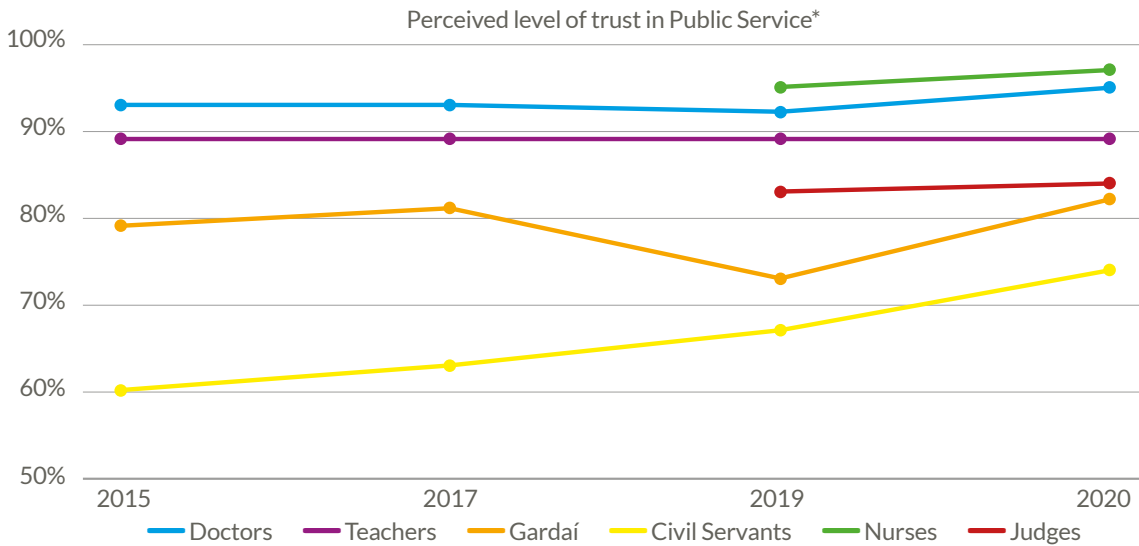
Outcome - #2 ‘Increased Public Trust’

⁵ In the Eurobarometer Survey, the term ‘Army’ covers all military. For Ireland, it covers the Defence Forces as a whole, which include Army, Naval Service and Air Corps.

INDICATOR 13:

Most trusted professions

Increasing trust in Public Service professions: Nurses, Doctors, Teachers, Judges, Gardaí, and Civil Servants.



Source: IPSOS MRBI Veracity Index, 2015, 2017, 2019, 2020

*Six professions, which are part of the wider Public Service, were selected (while acknowledging that doctors, nurses and teachers operate in both the public and private sectors). Nurses and Judges were included among the list of professions since 2019.

Indicator 12 is based on survey respondents' answers to the following question: "For each [of the following types of people] would you tell me if you generally trust them to tell the truth, or not?" A list of 27 professions was provided in 2020, ranked as below:

#1: Nurses
#2: Local Pharmacists
#3: Doctors
#4: NPHET
#5: Teachers
#6: Scientists
#7: Judges
#8: Weather Forecasters
#9: Gardaí
#10: Television News Readers
#11: Civil Servants
[...]
#25: Estate Agents
#26: Advertising Executives
#27: Social Media Influencers

In 2020 the high levels of trust in nurses, doctors, judges and teachers were consistent with findings from the 2019 IPSOS Veracity Index, while trust in the Gardaí and Civil Service experienced a significant boost, with 82% and 74% of respondents respectively finding them trustworthy.

Trust in civil servants – at 74% – was at its highest level since 2009, up from 59%, 60%, 63% and 67% in 2010, 2015, 2017 and 2019 respectively.

Commentary

This indicator demonstrates perceptions of trust in selected professions in the public service and it can help to identify where a profession may need to consider actions that focus on building and fostering public trust.

OPS2020 Outcomes

Outcome - #2 'Increased Public Trust'

KEY THEME:

Efficiency and Effectiveness

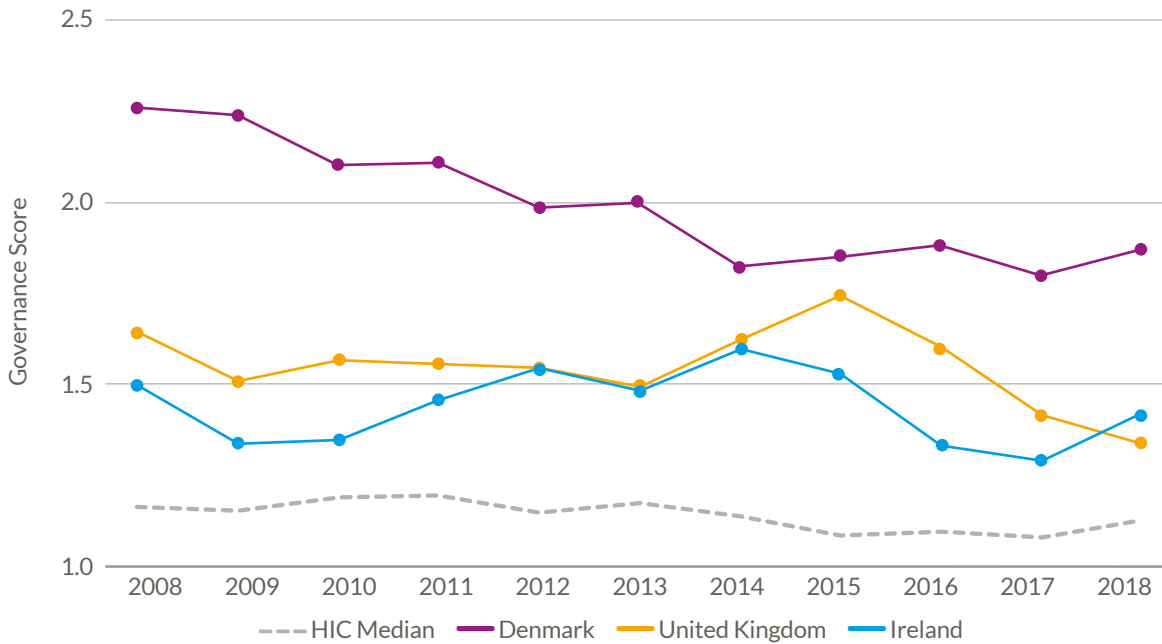
Indicators:

14. Government Effectiveness
15. Global Competitiveness Index
16. Ease of Doing Business Score

INDICATOR 14:

Government effectiveness

Small improvement in Ireland’s Governance Score after 3 years of decline.



Source: World Bank GovData 360 2019

The World Bank’s GovData360 indicator on Government Effectiveness draws on different data sources and captures respondents’ perceptions of: the quality of public services, the quality of the civil service and the degree of its independence, the quality of policy formulation and implementation, and the credibility of the Government’s commitment to such policies.

Responses are compiled into a Governance Score with a range between -2.5 to +2.5. Ireland’s Governance Score reached a peak of 1.60 in 2014 - but has shown a year on year decrease to 2017: 1.53 (2015), 1.33 (2016), 1.29 (2017). 2018 has seen a small increase up to 1.42. Comparing Ireland to the UK and Denmark, Ireland 24th out of 141 countries in the Global Competitiveness Index 2019.

Ireland has consistently had the lowest score of the 3 countries between 2008 and 2017 - but 2018 has seen Ireland surpass the UK score. Ireland’s Governance Score has been higher than the median scores of those countries in its designated income group (HIC: Higher Income Countries) for each year in the period 2008- 2018.

Commentary

This international indicator offers an insight into perceptions of Government effectiveness. Interrogating what individual elements/data used to compute Ireland’s overall score can help to pinpoint discrete areas that need to be enhanced in order to raise Ireland’s overall rating. The indicator is included here as a reference and as an example metric to inform the application/development of equivalent national metrics in order to help identify strengths/weaknesses.

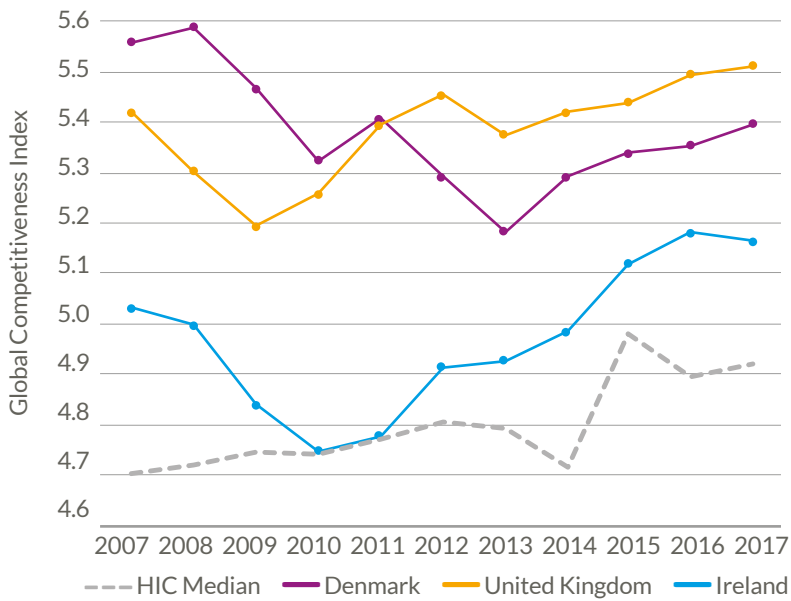
OPS2020 Outcomes

Outcome - #4 ‘Better Government Effectiveness’

↑ INDICATOR 15:

↓ Global competitiveness index

Ireland 24th out of 141 countries in the Global Competitiveness Index 2019.



Source: World Bank TCDData 360, World Economic Forum, 2017

Rank 2019	Country
1	Singapore
2	United States
3	Hong Kong SAR
4	Netherlands
5	Switzerland
6	Japan
7	Germany
8	Sweden
9	UK
10	Denmark
11	Finland
15	France
17	Norway
18	Luxemburg
21	Austria
22	Belgium
23	Spain
24	Ireland

Source: World Economic Forum, 2019

The Global Competitiveness Index is a weighted index that combines measures of competitiveness amongst twelve Pillars, including education, infrastructure, the labour market, innovation, and financial markets.

A country's competitiveness index score⁶ is on a scale of 1 (worst) to 7 (best).

Between 2007 and 2010, Ireland's score decreased from 5.03 to 4.74. From 2011 to 2016 it has increased steadily from 4.77 to 5.18. In 2017, Ireland's Global Competitiveness Index score was 5.16. This remains below the scores of the UK and Denmark, consistent with previous findings.

In 2019, Ireland ranked 24th out of the 141 countries included in the Global Competitiveness Index. Ireland ranked 12th out of the 28 EU member states (including the UK) and 14th out of 30 when Switzerland and Norway are included.

Commentary

This international indicator of competitiveness can inform international investment decisions impacting positively/negatively on Ireland. It is included as a reference and as an example of metrics to inform, where appropriate, the application/development of equivalent national metrics in order to help identify strengths/weaknesses.

OPS2020 Outcomes

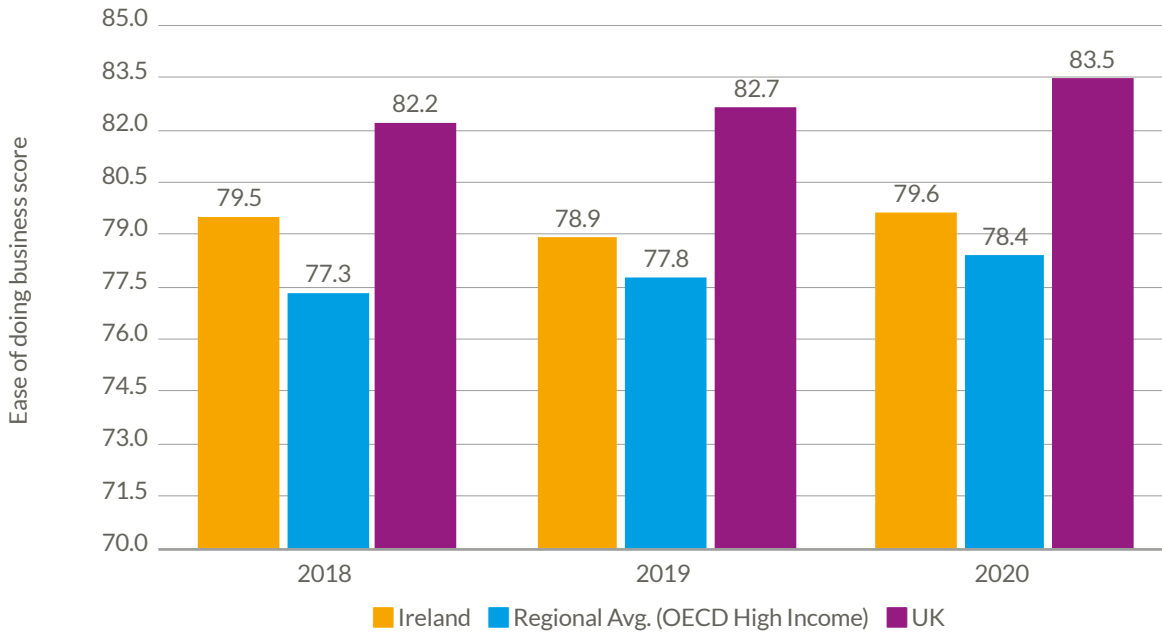
Outcome - #4 'Better Government Effectiveness'

⁶ The methodology has changed in 2018 to a 0-100 scale – therefore, trend data is reported until 2017 only to avoid comparability issues. Further details can be found in Appendix 3.

INDICATOR 16:

Ease of doing business score

Ireland 24th out of 190 countries in the 2020 Ease of Doing Business Ranking



Source: World Bank, Doing Business 2018-2020

The World Bank’s Ease of Doing Business Score combines indicators on an international basis, comparing each country in various areas of business regulation in an economy, including registering property, access to electricity, paying taxes, and access to credit, and enforcing contracts.

An economy’s score is measured on a scale of 0 to 100, where 0 represents the lowest and 100 represents the highest performance.

Ireland’s 2020 Ease of Doing Business Score was 79.6, a slight increase on 2019’s score of 78.9. Ireland ranks 24th out of the 190 countries included in the World Bank’s sample – down from 23rd in 2019. Ireland remains above the OECD High Income Regional Average in all three years and, in 2020, ranks 9th out of the 28 (including the UK) EU member states (10th when including Switzerland and Norway). The UK scores higher than both Ireland and the OECD High Income Regional Average, recording a continuous upward trend since 2018.

Commentary

This international indicator offers an insight into the ease of doing business in Ireland and it can form part of international investment decisions impacting positively/negatively on Ireland. Interrogation by relevant civil/public service organisations of the underlying metrics used by the World Bank to compute Ireland’s score can help to identify strengths/weaknesses and pinpoint individual areas that need to be enhanced in order to improve Ireland’s overall rating.

OPS2020 Outcomes

Outcome - #4 ‘Better Government Effectiveness’

Pillar 2:

Innovating for Our Future



PILLAR 2: Overview

Pillar 2 ‘Innovating for Our Future’ highlights the need for the public service to be both increasingly innovative and collaborative and to position itself to respond effectively to the complex challenges facing Ireland now and into the future.

Innovating for Our Future

6. Promote a culture of innovation in the public service
7. Optimise the use of data
8. Build strategic planning capability
9. Strengthen whole-of-Government collaboration
10. Embed programme and project management
11. Embed a culture of evidence and evaluation

The six actions under this Pillar focus on the development of innovative and joined-up strategies and policies related to the delivery of public services. The promotion of a culture of innovation is key to improving the level of innovation within the public service, as is making better use of data and sharing data more effectively between organisations.

This section sets out 10 indicators under the following three themes:

- Culture of innovation (Action 6)
- Use of data (Action 7)
- Whole of Government collaboration (Action 9)

Under this Pillar:-

- **Indicators 1, 2, 3 and 4** reflect the **culture of innovation** and include measures relating to Research and Development (R&D) and the climate of innovation in the civil and public service;
- **Indicators 5 and 6** reflect the **use of data** by the civil and public service, in particular Personal Public Service Number (PPSN) and Eircode coverage.
- **Indicators 7, 8, 9, and 10** centre around the theme of **whole of Government collaboration**.
 - » **Indicators 7 and 8** reflect the level of Human Resource (HR) and payroll shared services for public and civil service employees.
 - » **Indicators 9 and 10** detail (i) the number of CSO staff seconded as part of the Irish Government Statistical Service (IGSS), and (ii) the number of Irish Government Economic and Evaluation Service (IGEES) staff working across Departments and offices.

Indicators 1-10: Data Sources	
National Data	Indicators 1 - 10
International Data*	Indicator 1
<i>*In terms of international data, Ireland is benchmarked accordingly - i.e. UK, Denmark, EU and/or OECD average - where data is available</i>	

KEY THEME:

Culture of Innovation

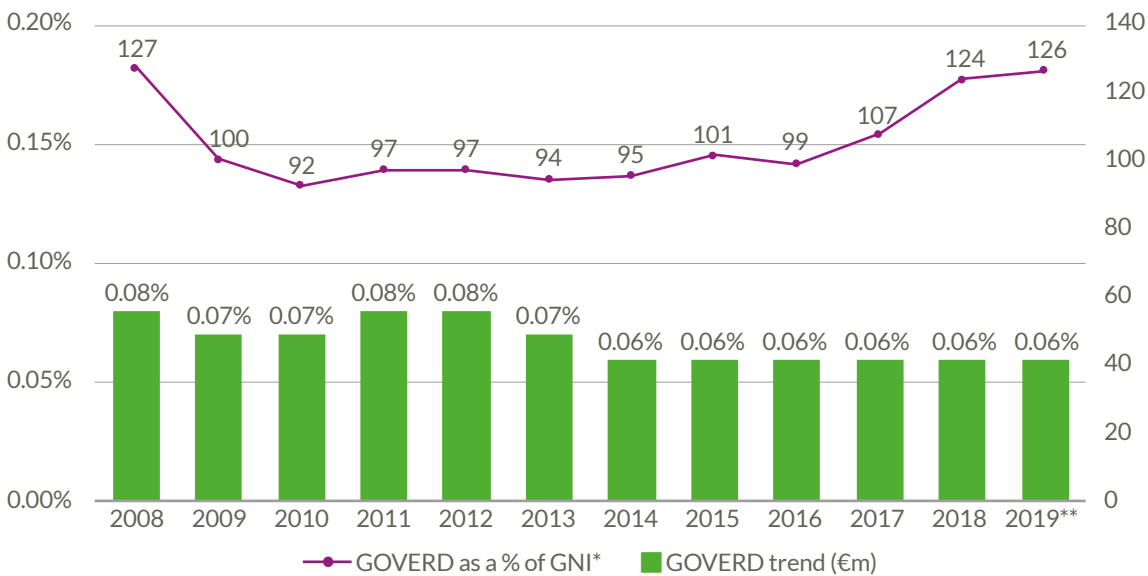
Indicators:

1. Government Sector Expenditure on R&D (GOVERD)
2. Gross Expenditure on R&D (GERD) by Sector
3. Climate of Innovation
4. Civil Service Excellence and Innovation Awards

↑ INDICATOR 1:

Government sector expenditure on R&D (GOVERD)

Spending on R&D almost returned to 2008 levels.



Source: The Research and Development Budget, DBEI 2018-2019

**2019 total figure is estimated. No breakdown for Government institutions available.

Government Sector R&D (GOVERD) is the research and development (R&D) carried out directly by Government Departments and State Agencies. It represents nearly 4% of the total Gross Expenditure on R&D (GERD) for Ireland in 2018.

GOVERD followed a downward trend from €127 million in 2008 to approximately €92m in 2010, remained reasonably steady between 2011 and 2015, and has seen year on year growth since 2016. While there was a decrease of 0.8% in expenditure over the 12 year period 2008-2019, the level of GOVERD of €124m in 2018 represents a 15% increase on 2017, and is estimated at 126m in 2019 (+2% on 2018).

Government institutions carrying out R&D include **Teagasc** (at €78.7m in 2018, 64% of GOVERD), which supports science-based innovation in the agri-food and broader bio-economy sectors; the **Dublin Institute for Advanced Studies** at €8.9m (7.2%); the **ESRI** at €8.4m (6.8%); the **Marine Institute** at €6.6m (5.3%); and the **Health Research Board** €5.5m (4.4%).

When measured as a percentage of GNI*, expenditure on R&D in the Government Sector has remained at 0.06% in 2018 and it is estimated to have remained the same in 2019, due to the increases in both GOVERD⁷ and in GNI*. International comparison of GOVERD as a percentage of GNI* shows that GOVERD in Ireland is well below both the EU 28 average (0.22%) and the OECD average (0.24%) in 2017.

Commentary

This indicator reflects the R&D intensity in the Government Sector, which is a key driver of innovation, competitiveness and productivity - therefore, GOVERD can also serve to measure investment to support a culture of innovation and improved performance of public services.

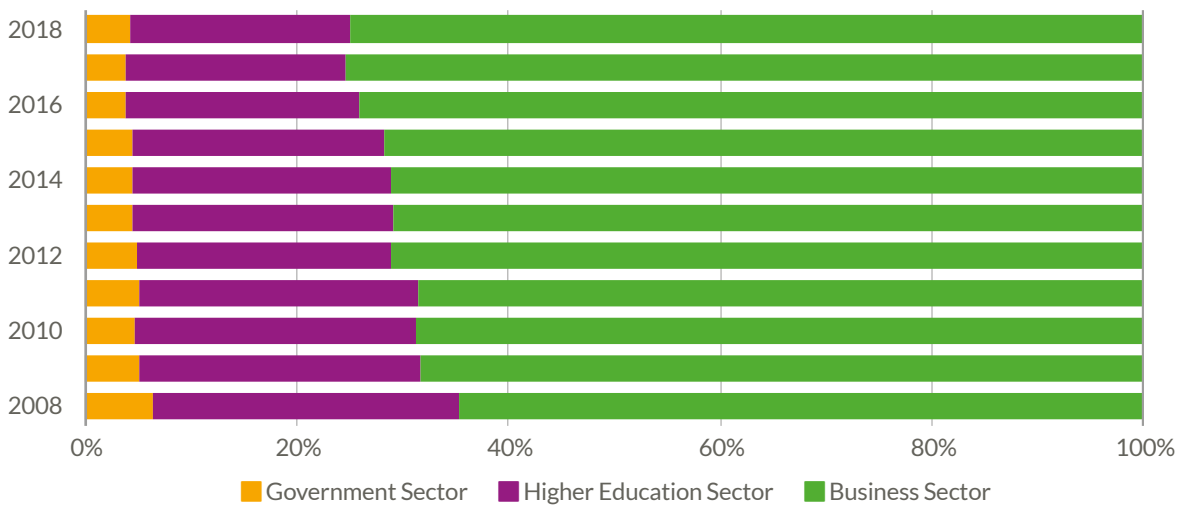
OPS2020 Outcomes

Outcomes - #4 'Better Government effectiveness'; #5 'Quality of certain public services'

⁷ For international comparison, figures for Ireland are at 0.08% (instead of 0.06% as shown in the chart), as they include Hospital R&D estimate of €35m. Figures only available for 2017.

↑ INDICATOR 2: ↓ Gross expenditure on R&D (GERD) by sector

Spending on R&D in the Government Sector decreased by 3% between 2008 and 2018, while the Higher Education Sector has increased by 2%.



Source: The Research and Development Budget, DBEI 2018-2019

Gross domestic expenditure on R&D (GERD) is the sum of spending on R&D in the (i) Business Sector (BERD), (ii) Higher Education Sector (HERD), and (iii) Government Sector (GOVERD). Indicator 2 shows the breakdown of GERD across these three sectors.

The Business Sector expenditure on R&D represents the largest portion of GERD, accounting for 75% in 2018. BERD has followed an upward trend since 2008 - from €1.68 billion in 2008 to €2.77 billion in 2018, a 65% increase.

The Higher Education Sector also experienced an increase in HERD since 2013, though much smaller than that of the business sector - from €0.69 billion in 2013 to €0.76 billion in 2018, a 10% increase. This followed a decline between 2008 and 2012. In the 10 years from 2008 - 2018, HERD has increased by 2% from €0.75 billion in 2008 to €0.76 billion in 2018.

The Government Sector is the smallest sector in terms of expenditure on R&D. GOVERD has not returned to pre-financial downturn levels, decreasing by 3% from €127m in 2008 to €124m⁸ in 2018.

Commentary

This indicator provides an insight into how much Governments are investing in R&D, and which subsectors of GERD are attracting the majority of funding. With the goal of promoting innovation high on the policy agenda in many OECD countries, it is important that appropriate indicators to measure innovation in the public service are identified/developed and applied.

OPS2020 Outcomes

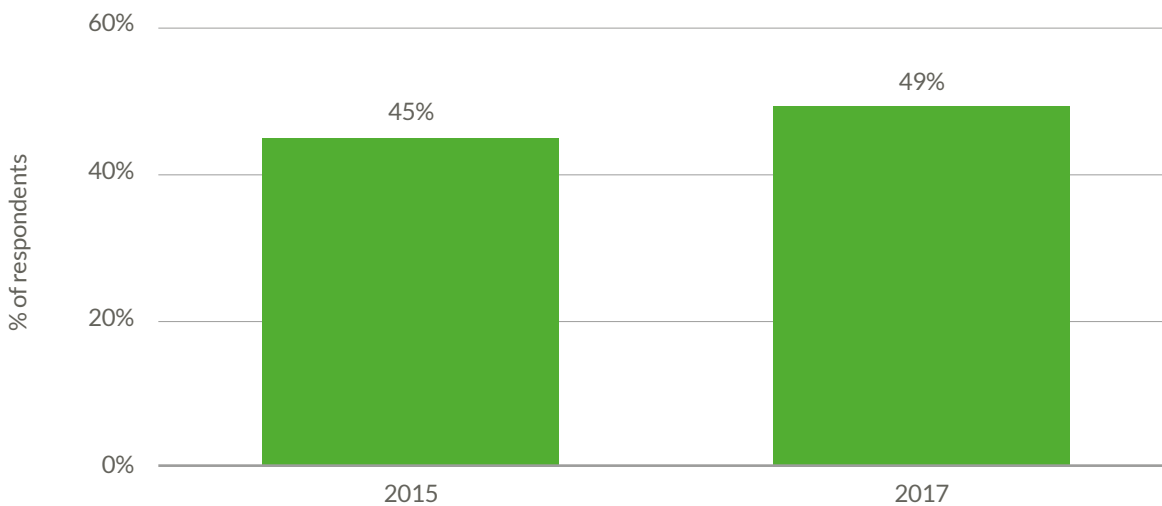
Outcomes - #4 'Better Government effectiveness'; #5 'Quality of certain public services'

⁸ Government sector figures sometimes also include an estimate for State-funded hospital-performed R&D of €35 million - e.g. the figure of €124m for 2018 plus €35m hospital estimate, summing up to €159m. GOVERD figures reported here and in Indicator 1 do not include the €35m R&D hospital estimate.

INDICATOR 3:

Climate of innovation

Civil Servants' perception of the culture of innovation within their organisations increased by 4 p.p. between 2015 and 2017.



Source: DPER Civil Service Employee Engagement Survey, 2017

Indicator 3 illustrates civil servants' perception of the extent to which they feel that their organisation supports and encourages them to be innovative.

The Civil Service Employee Engagement Survey was first undertaken in 2015 with a second survey undertaken in 2017. A third survey is due to be undertaken in September 2020. The survey assesses a number of different areas of civil service culture and management.

The 2017 survey indicates that civil servants' positive perception of the openness of their organisations to innovation is almost 50%, an increase of 4 p.p. since the initial survey in 2015.

While the overall recorded increase is a positive development, there is a significant disparity of between 20 p.p. and 23 p.p. between Assistant Secretary/equivalent grades (71%) and the grades below (in 2017: 50% PO and equivalent, 51% AP and equivalent, 50% AOs, 48% HEOs, 49% EOs, 48% COs).

Commentary

This indicator demonstrates an increasing confidence and growing positive perception by civil service employees as to the openness of their organisation/s to innovative thinking. The uneven perception of innovation culture (20+ p.p. gap) between the most senior leadership and all other grades is however noteworthy. In order to allow for comparative analysis, this metric/question on innovation would need to be included in all employee engagement surveys undertaken by public service organisations.

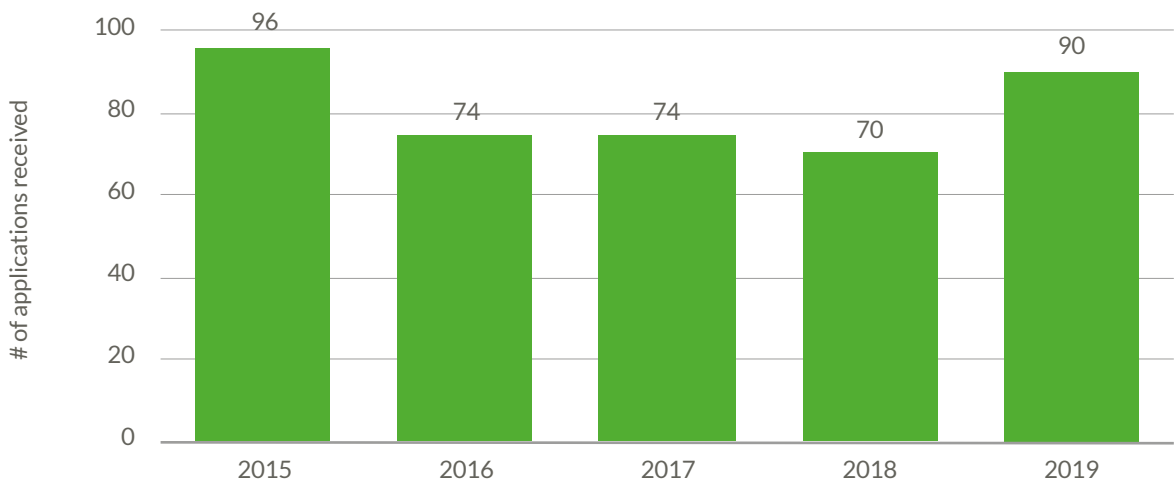
OPS2020 Outcomes

Outcomes - #6 'Greater employee engagement'; #4 'Better Government effectiveness'

↑ INDICATOR 4:

↓ Civil Service Excellence and Innovation Awards

Ninety applications made to the 2019 Civil Service Excellence and Innovation Awards by 30 Government Departments/ Offices.



Source: Civil Service Renewal Programme Management Office

The Civil Service Excellence and Innovation Awards were initiated in 2015 by DPER under the Civil Service Renewal Plan. The annual awards recognise projects undertaken in the civil service that show excellence, best practice and innovation.

Since 2015, there have been 52 winners selected from a shortlist of over 150 projects, reflecting the best innovations in policy and service delivery being developed across the civil service.

Following a request from the Public Service Leadership Board (established in 2018 as part of Our Public Service 2020), the 2019 awards were extended to provide for applications from public service organisations under 4 categories where the relevant project was undertaken in collaboration with the civil service. The 4 categories were: Excellence in Innovation; Citizen Impact and Customer Service; Leading Reform; Excellence through Collaboration.

The winners of the 2019 Awards were announced in November 2019 - there were 11 award-winning projects.

Commentary

This indicator serves as a proxy to demonstrate the level of activity across the civil service in terms of innovative projects. The application/ development of appropriate indicators to measure the impact of the proposals submitted under the Award Scheme would assist in sharing lessons learnt – and increase the scope for applying award winning ideas, or variations as appropriate, across the civil/public service and progressing the innovation agenda across the civil and public service.

OPS2020 Outcomes

Outcomes - #4 'Better Government effectiveness'; #5 'Quality of certain public services'; #6 'Greater employee engagement'

KEY THEME:

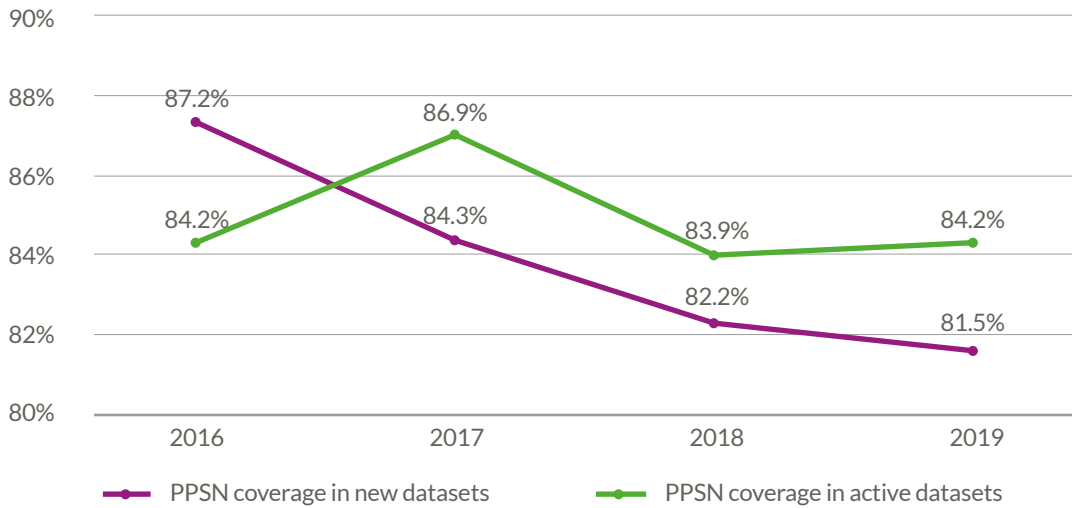
Use of Data

Indicators:

5. PPSN Coverage
6. EIRCODE Coverage

INDICATOR 5: PPSN coverage

Unchanged PPSN coverage in active⁹ records, and decrease of coverage in new¹⁰ records between 2016 and 2019.



Source: CSO NDI Dashboard

A PPSN is a unique reference number allocated and distributed by the Department of Employment Affairs and Social Protection (DEASP). The PPSN is required for many interactions with public service bodies, including the Revenue Commissioners. Using both PPSN and Eircode (see Indicator 6 below) will also improve the linking of datasets and related statistical products¹¹ - e.g. Eircode can be linked to the Census to get accurate information at Electoral Division and Small Area level.

Indicator 5 shows the PPSN coverage for data holdings of Government Departments, and agencies under their aegis, of both new and active records.

In 2019, overall PPSN coverage was strong with 84.2% of active records and 81.5% of new records having an allocated PPSN – although a slight decrease of PPSN coverage for new (-0.7 p.p.) records was recorded between 2018 and 2019.

Overall, PPSN coverage for active records remained unchanged between 2016 and 2019, at 84.2%, while for new records decreased year-on-year, from 87.2% in 2016 to 81.5% in 2019.

Commentary

The PPSN coverage is a key initiative for improving Government effectiveness in the delivery of services (e.g. social welfare benefits and personal taxations). It can also assist in evidence-based policymaking, and can be considered to reflect moves towards better use of data and more effective data sharing, as well as being linked to improved service delivery.

OPS2020 Outcomes

Outcomes - #4 'Better Government effectiveness'; #1 'Increased Customer Satisfaction'; #3 'Greater use of digital to do business with the public service'

⁹ The definition of active records varies across Departments/agencies. See Appendix 3 for further details.

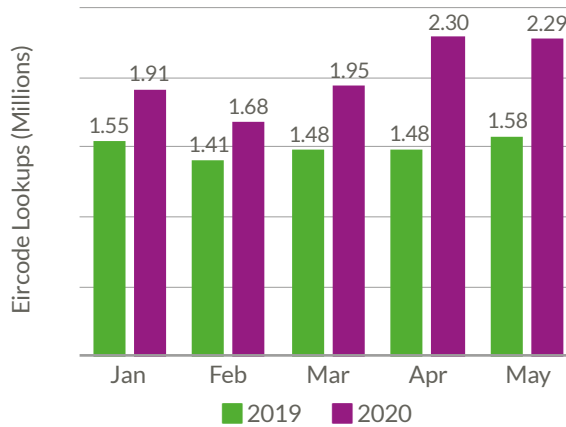
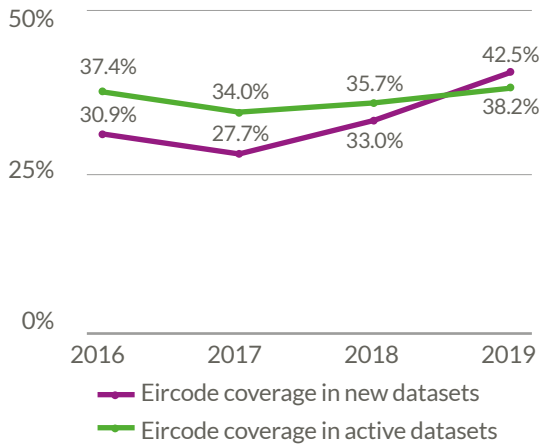
¹⁰ New records refer to individuals added to a database during the reference year.

¹¹ Before using personal data for these purposes, the CSO removes all identifying personal information, including the PPSN, and creates a pseudonymised Protected Identifier Key (PIK). See: [Admin Data FAQ](#).

INDICATOR 6:

Eircode coverage

Increase of Eircode coverage in both new and active records between 2017 and 2019, and strong increase in usage in Q1 2020.



Source: CSO NDI Dashboard, and Dept. of Communication, Climate Action and Environment

Approximately 35% of all addresses in Ireland are non-unique. Eircode is a cross-Government initiative launched in 2015 to identify addresses and improve efficiency. The project is an advanced postcode system with a unique Eircode for every home and business. Identified benefits include improved logistic routes for distribution planning and as a locator for emergency services, and linking of datasets.

Indicator 6 shows the Eircode coverage for key data holdings of Government Departments and agencies under their aegis, of both new and active records, and Eircode usage through the 'Eircode Finder' website.

Eircode coverage has increased year-on-year between 2017 and 2019 for both new (12.8 p.p.) and active (4.2 p.p.) records. Nevertheless, Eircode coverage, while improving, remains low in comparison to PPSN (Indicator 5) - at 40.5% for new records and 38.2% for active records.

Since the Covid-19 outbreak, the number of daily lookups in the 'Eircode Finder' has increased from 15 to 50 per day. In March, April and May 2020, lookups were the highest since launch – and increase on the same month in 2019 of 32%, 55%, and 45% respectively – surpassing the previous record of 1.94 million in November 2019.

Commentary

The Eircode coverage is a key initiative for improving Government effectiveness in the delivery of services and evidence-based policymaking, and it can be considered to reflect moves towards better use of data and more effective data sharing, as well as being linked to improved service delivery. The relatively low level of Eircode coverage for both new and active records does however point to a need to consider measures aimed at increasing such coverage if the full benefit of the initiative is to be realised.

OPS2020 Outcomes

Outcomes - #4 'Better Government effectiveness'; #1 'Increased Customer Satisfaction'; #3 'Greater use of digital to do business with the public service'

KEY THEME:

Whole of Government Collaboration

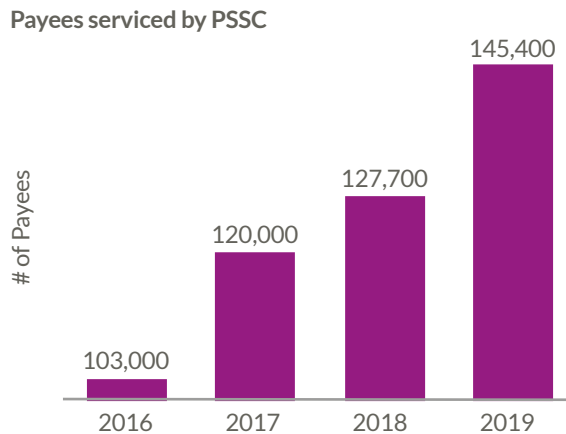
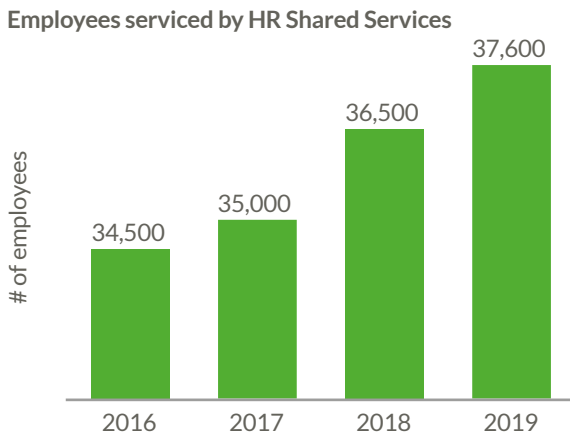
Indicators:

7. HR Shared Services
8. Payroll Shared Services
9. IGEES Staff working across Government organisations
10. CSO Staff seconded to Government organisations

INDICATOR 7:
 Shared services

INDICATOR 8:
 Payroll shared services

HR Shared Services (PeoplePoint) serving 37,600 civil service employees in 2019. Payroll Shared Service (PSSC) serving 145,400 public service employees and pensioners in 2019.



Source: Revised Estimates Volume for the Public Service (REV), 2017, 2018, 2019, 2020

National Shared Services Office (NSSO), established under the 'National Shared Services Office Act 2017', provides human resources (HR), pension, payroll and financial management services to Government Departments and public service bodies (PSBs).

Indicator 7 shows that in 2019 37,600 civil service employees were covered by HR Shared Services, an increase of 1,100 employees since 2018 (+3%). Similar percentage increases are expected for 2020 - with an output target set to 39,700 (+5%). HR shared services completed 257,000 transactions in 2019 (+3% since 2018, when 249,414 transacted cases were completed).

Indicator 8 shows the number of payees serviced by Payroll Shared Services. This number has increased from 127,700 payees in 2018 to 145,400 in 2019 (+13%) across 54 pay groups from public service bodies including over 60,000 pensioners. PSSC completed 4 million transactions in 2019 (up from 3.9 million in 2018).

Commentary

While not representing a direct measure of effectiveness, these two indicators illustrate the degree of coverage by HR and Payroll Shared Services through the NSSO. The initiative was designed to be a more efficient and effective way of managing HR and payroll across all of central Government and part of the wider public service and, while led centrally by the NSSO, represents an example of collaborative work.

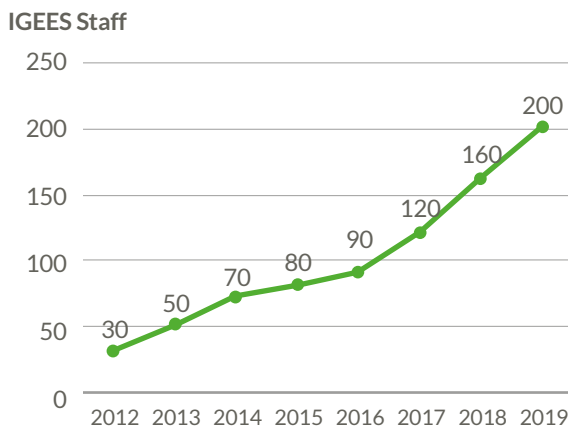
OPS2020 Outcomes

Outcome - #4 'Better Government effectiveness'

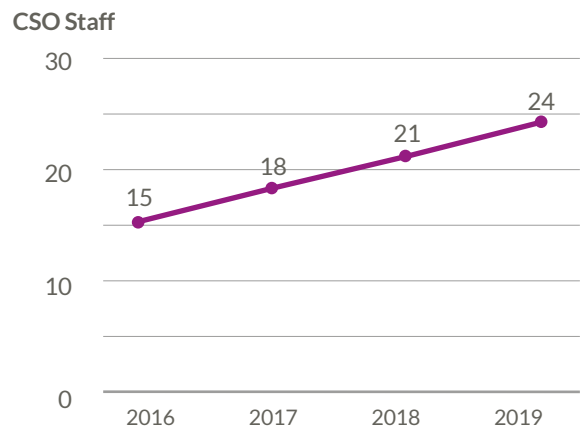
INDICATOR 9:
 IGEES Staff
 working across
 Departments/Offices

INDICATOR 10:
 CSO Staff
 seconded to
 Departments/Offices

Substantial increase in the number of IGEES network members and of CSO statisticians seconded across Government Departments/Offices.



Source: IGEES Unit, 2019



Source: IGSS, 2019

Indicator 9 focuses on the Irish Government Economic and Evaluation Service (IGEES). IGEES is an integrated cross-Government service developed to enhance the role of quality economic and value for money analysis in public policymaking. Established in 2012, the service has grown substantially with network members placed across all Government Departments - from approximately 30 staff in 2012 to 200 in 2019. IGEES analysts have helped to deliver more than 200 analytical papers in a variety of policy areas, including spending reviews - of which about 80 have been published to date (see (a) IGEES website, [Expenditure Reviews](#) and (b) Appendix 3).

Indicator 10 shows the number of seconded statistical staff in the Irish Government Statistical Service (IGSS). This service complements the work of IGEES. In 2019, there were 24 CSO statisticians working across different Government Departments, showing a continuous upwards trend since its establishment in 2016.

Both IGEES and the CSO play an important role in the reform and strengthening of the civil service, and in supporting the Government in integrating major crosscutting policy areas - such as social exclusion, quality education accessible for all, and the enhancement of service delivery and policy design.

Commentary

Both IGEES and IGSS are key initiatives aimed at improving data quality, producing evidence-based policymaking, and knowledge sharing across Government Departments. Their establishment and enhancement represent commitment to fostering and developing a high and consistent standard of policy evaluation and economic analysis throughout the civil service.

OPS2020 Outcomes

Outcomes - #4 'Better Government effectiveness'

Pillar 3:

Developing Our People and Organisations



PILLAR 3: Overview

Pillar 3 'Developing Our People and Organisations' is focused on the improvement in human resource management, and ensuring that both the right mix of skills and tools are available to support public servants in delivering quality public services.

Developing Our People and Organisations



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

While recognising that the public service is comprised of diverse organisations with differing cultures, practices and remits, the seven actions under this Pillar focus on sharing best practise and experience in areas such as strategic human resource management, workforce planning, employee engagement, public service culture and values, diversity and inclusion.

This section sets out 12 indicators under the following three themes:

- Diversity and inclusion (Action 16)
- Employee engagement and strategic HR (Action 12, Action 17); and
- Professional development (Action 14).

Under this Pillar:-

- **Indicators 1, 2, 3, 4, 5, 6, 7 and 8** relate to the theme of **diversity and inclusion** and focus on the employment rate of those with a disability, on gender inequalities, and on female participation in the workforce within certain professions.
- **Indicators 9, 10, and 11** concern **employee engagement** and strategic HR, focusing on the public impact and employee involvement and support.
- **Indicator 12** relates to the theme of professional development and opportunities for **training, learning and development**. It stresses the positive influences of L&D in building confidence amongst staff regarding their ability to carry out their work and levels of productivity.

Indicators 1-12: Data Sources

National Data	Indicator 1; Indicator 3 - 7; 9 - 12
International Data*	Indicators 2, 6 and 8
*In terms of international data, Ireland is benchmarked accordingly - i.e. UK, Denmark, EU and/or OECD average - where data is available	

KEY THEME:

Diversity and Inclusion

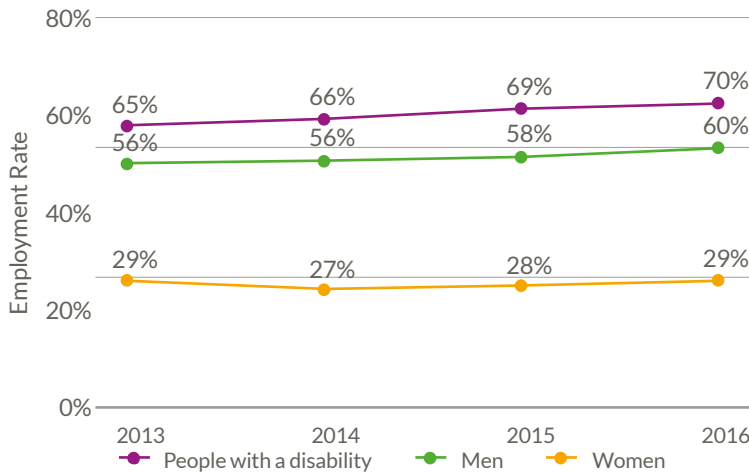
Indicators:

1. Employment Rate of Persons with a Disability
2. Gender Inequality Index
3. Gender Balance across State Boards
4. Female Applicants to TLAC Positions
5. Female Success Rate at TLAC Positions
6. Gender Equality in Politics
7. Local Government Seats Held by Women
8. Female Judges

INDICATOR 1:

Employment rate of persons with a disability

Between 2013 and 2016, the national employment rate of persons with a disability remained effectively static at just under 30%.



Persons with disabilities employed in the public sector in 2017

3.5%

Source: National Disability Authority

Source: CSO The Wellbeing of the Nation 2017, Census 2016, CSO QNHS, Eurostat LFS

Indicator 1 shows that the national employment rate of persons with a disability has remained relatively steady during the period from 2013 to 2016, averaging over 28%. In 2016, there were approximately 86,200 persons with a disability in the labour force at an employment rate of 29% representing just under 25,000 people.

The employment rate of people with disabilities continues to be one of the lowest in the EU and significantly below the EU 28 average (including the UK) of c. 47% in 2016 and 2015 (European Semester, Country Report Ireland 2017, 2018). Ireland also has one of the highest gaps between the employment rate of people with and without disabilities - e.g. 31 p.p. and 41 p.p., when compared to women and men's rates respectively in 2016.

Public bodies reported in 2017 that 3.5% of employees were people with disabilities - successfully achieving the statutory target of 3% set out in part 5 of the Disability Act 2005. Under the [Comprehensive Strategy for People with Disabilities \(2015 - 2024\)](#), this employment target has been increased so that by 2024, a minimum of 6% of employees in the public sector¹² will be persons with disabilities.

Commentary

Shifts in this indicator may serve as a proxy measure for the level of diversity and inclusion of people with disabilities both in the wider labour market and in the public sector. Diversity within the public service workforce may facilitate different perspectives and contribute to improved policymaking and service delivery. The low employment rates of persons with a disability remains a challenge for the Irish economy. While the legislative change to increase the target of employment within the public sector will have an impact, participation in the private sector market is a key determinant.

OPS2020 Outcomes

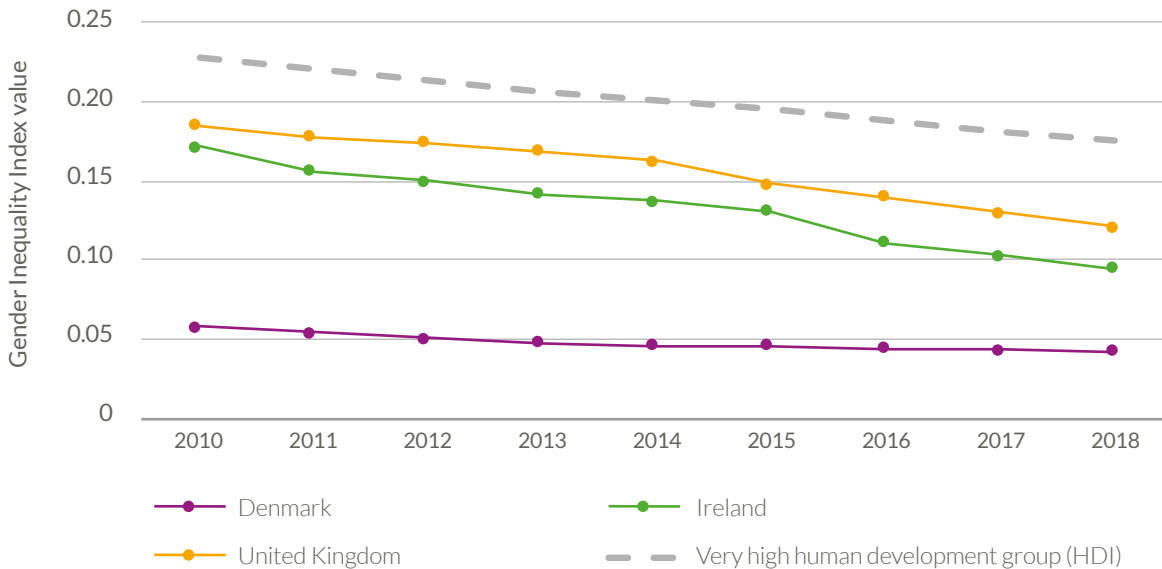
Outcomes - #4 'Better Government effectiveness'; #5 'Quality of certain public services'

¹² The NDA refers to 5 types of public bodies as public sector: Commercial Bodies, Government Departments, Local Government Bodies, Non-Commercial Public bodies, and Public Bodies staffed by Civil Servants.

INDICATOR 2:

Gender inequality index

Ireland is ranked 3rd out of 189 countries in the UN Gender Inequality Index 2018.



Source: UN Gender Inequality Index 2017

The United Nations Gender Inequality Index (GII) measures gender inequalities in three dimensions: reproductive health, empowerment, and labour market. It has a range of 0 (lower inequalities) to 1 (higher inequalities), that reflects the inequality in achievement between men and women.

In 2018, Ireland's GII value was 0.093, ranking Ireland 3rd out of 189 countries. Norway was ranked 1st with a value of 0.044. The UK was ranked 15th with a value of 0.119. Among the EU 28 member states (including the UK), Ireland ranked 1st. Ireland's ranking has been steadily improving over the years - down from a GII value of 0.17 in 2010 to 0.093 in 2018.

It is to be noted however that in 2018, the average of the 'Very high human development'¹³ group that includes Ireland, was 0.175. This means that Ireland has a lower GII value than the average of its peer group of developed countries, according to the UNDP Human Development Index.

Commentary:

Although GII does not focus uniquely on the public service, this indicator shows where Ireland is positioned in the area of gender disparity compared to other countries around the world. As such, examination of the data used by the UN to compile its results can, for example, help identify the specific areas where Ireland is not performing as well as other countries.

OPS2020 Outcomes

Outcome - #4 'Better Government effectiveness'

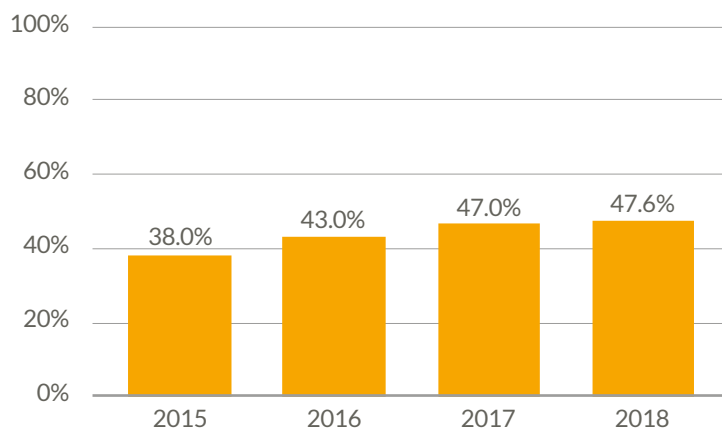
¹³ According to the UNDP, the 'Very high human development' group includes countries in the top quartile of the Human Development Index (HDI). The HDI is a statistic composite index of life expectancy, education, and per capita income indicators and it is used to rank countries into four tiers of human development.

INDICATOR 3:

Gender balance across State Boards

Proportion of State Boards meeting the 40% gender balance target increased by nearly 10 p.p. since 2015.

State Boards meeting the 40% gender balance target



Female Representation in State Boards in 2018

41.5%

Source: Report of the Inter-Group on Gender Balance on State Boards, 2019

Source: REV, 2019, 2020

According to the Report of the Inter-Group on Gender Balance on State Boards, there were 232 State boards in Ireland as of December 2018. Appointments are advertised publicly via the Public Appointments Service (PAS) which then propose a list of candidates from which the relevant Minister will appoint Board member(s). Candidates are deemed suitable for appointment as a member of State Boards following an assessment process against agreed criteria for the Board position.

Gender balance in State Boards has been increasingly promoted by the Government of Ireland as a key governance issue. A target of achieving at least 40% representation of either gender on State Boards within the remit of each Department was set originally in 1993 as a minimum requirement - and reaffirmed in both the [Guidelines for State Board Appointments](#), introduced in 2011 and revised in 2014, and the [Programme for a Partnership Government](#) (2016).

In 2018, the proportion of State Boards meeting the 40% gender balance target in respect of their membership stood at 47.6% - the highest to date. While significant progress has been made since 2015, with an increase of nearly 10 p.p. between 2015 and 2018, over half of State Boards remain non-compliant with the 40% target.

In 2018, there were a total of 2,610 serving members across 232 State Boards of which 1,082 were women - i.e. a female share of State Board membership of 41.5%.

Commentary:

The gender composition of State Boards can serve as an indicator of a Government's commitment to gender equality. Boards that are more diverse may facilitate different perspectives and contribute to improved policymaking. The upward trend in recent years can be considered to be reflective of the positive impact of initiatives in fostering and encouraging female participation in leadership.

OPS2020 Outcomes

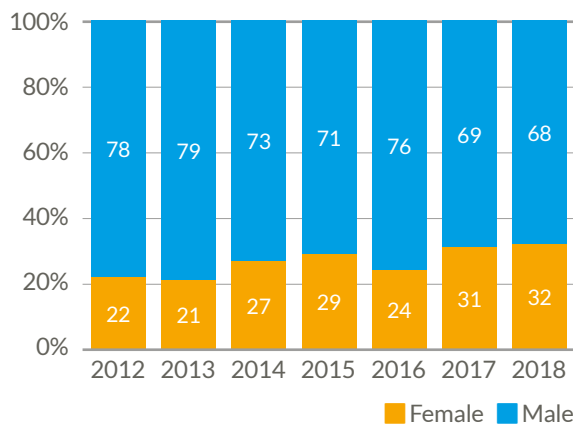
Outcomes - #2 'Increased public trust'; #4 'Better Government effectiveness'

↑ INDICATOR 4:
 - Female applicants
 ↓ to TLAC positions

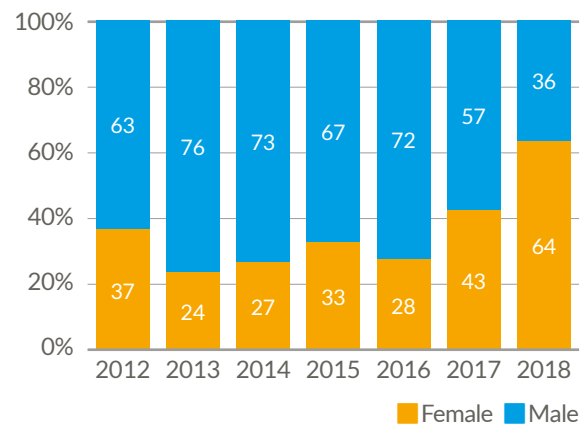
↑ INDICATOR 5:
 - Female success rate
 ↓ at TLAC positions

Top Level Appointments Committee (TLAC):
 Percentage of female applicants 32% in 2018.

Applications - Gender



Successful Candidates - Gender



Source: Seventh TLAC Report to the Minister (2018 Developments and Trends), 2019

Established in 1984, the Top-Level Appointments Committee (TLAC) is responsible for the selection process to the top leadership positions in the civil service. The Committee carries out its function in an independent manner and aims to strengthen the management structure of the civil service.

Indicator 4 shows the percentage of female applicants to TLAC competitions, while Indicator 5 shows the success rate of these women.

Over the period 2012-2018, the average number of female applicants was 25.7%. A positive trend in female’s applications can however be identified - from 22% in 2012 to 32% in 2018, an increase of 10 p.p. This means that in 2018, of the 622 applications received by TLAC in respect of 27 competitions, 198 were from women.

Among the 25 candidates deemed successful in the 2018 competitions (appointments were not made in two competitions), 64% were women – the first time there has been a higher success rate for women applicants than men applicants.

Commentary:

This indicator serves as a proxy measure for gender balance in top leadership roles in the civil service. A diverse applicant pool for senior posts within the civil service facilitates different perspectives, breaks down historical societal stereotyping, and may facilitate improved policymaking - while also helping to achieve the goal of closing the gender gap.

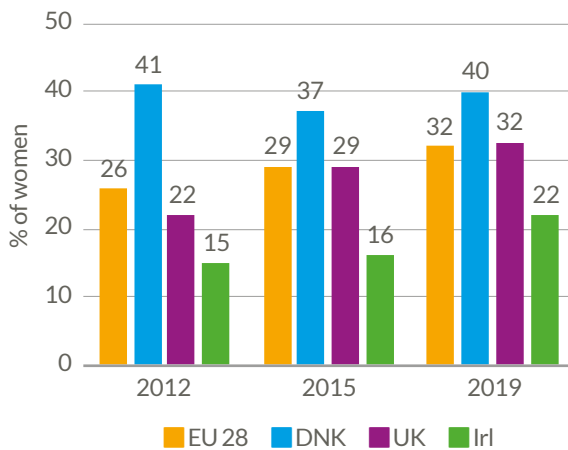
OPS2020 Outcomes

Outcomes - #6 ‘Greater employee engagement’; #4 ‘Better Government effectiveness’

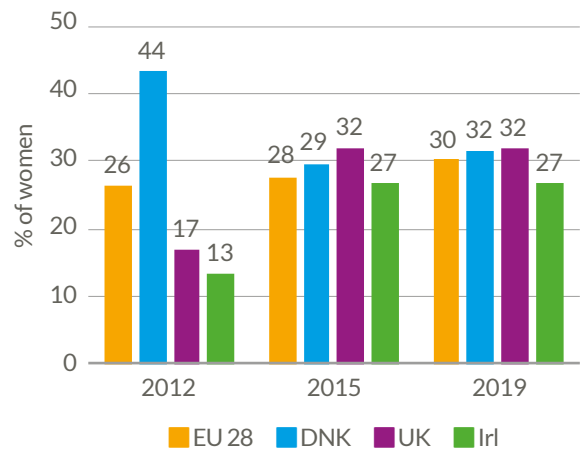
INDICATOR 6: Gender equality in politics

Percentage of women in politics in Ireland increased - by 7 p.p. in Dáil Éireann and 13 p.p. in Senior Ministerial positions between 2012 and 2019

Gender Equality in Lower House (Dáil Éireann)



Gender Equality in Senior Ministerial Positions



Source: EIGE Gender Statistics Database (2019, Q4 figures)

Gender equality in politics has been increasingly promoted by the Government of Ireland through its [National Women's Strategy 2007-2016](#), and subsequently the [National Strategy for Women and Girls 2017-2020](#).

EU countries (including the UK) showed an overall upward trend in both women's participation in the parliament's lower house (an average +6 p.p. between 2012 and 2019), and gender composition of the cabinet (+4 p.p. since 2012).

In Ireland, the percentage of women in Dáil Éireann (lower house) was 15% in 2012 - 11p.p. and 7 p.p. below the EU average and the UK respectively. While this level of representation had increased to 22% in 2019, Ireland ranked 10 p.p. below both the EU average and the UK. A total of 7 EU countries ranked below Ireland: Hungary, Malta, Cyprus, Croatia, Slovakia, Greece, and Romania.

In the February 2020 General Election, 22.5% of women were elected to Dáil Éireann (36 of the 160 deputies).

Gender equality in Senior Ministerial positions (Ministers of State are not included) increased from 13% in 2012 to 27% in 2019 - 3 p.p. below the EU 28 average. In 2019, 11 EU countries ranked below

Ireland:- Lithuania, Malta, Greece, Poland, Estonia, Hungary, Cyprus, Romania, Croatia, Latvia and Slovenia.

In June 2020 4 women (27%) were appointed to Senior Ministerial positions.

Commentary:

This indicator can serve as a proxy measure for gender equality in leadership roles and within society. In this context, the positive trend may be reflective of the various initiatives aimed at encouraging female participation in politics. Fostering a diverse representation in such roles facilitates different perspectives, breaks down historical societal stereotyping, and may facilitate improved policymaking. More balanced participation in democratic processes may also enhance trust and respect in such processes by citizens.

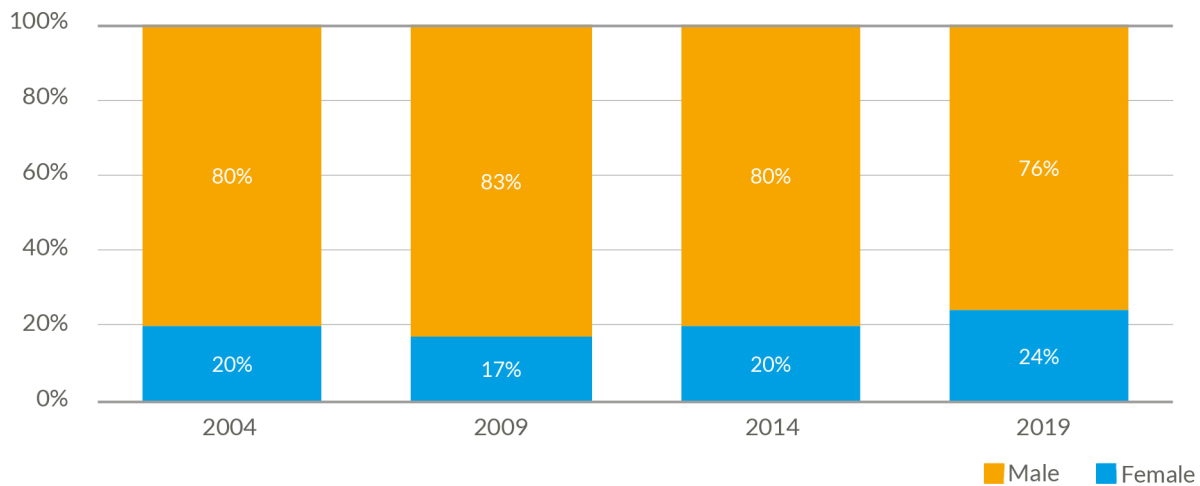
OPS2020 Outcomes

Outcome - #4 'Better Government effectiveness'; #2 'Increased public trust'

↑ INDICATOR 7: Local Government seats held by women

In 2019, 24% of local Government seats were held by women.

Female Representation in Local Government



Source: Regional Sustainable Development Goals (SDGs) Ireland 2019, CSO

As noted under Indicator 6 gender equality in politics has been promoted by the Government of Ireland at both national and local level. The focus of Indicator 6 is on the national level, while Indicator 7 shows the female representation in Local Government seats between 2004 and 2019. According to this indicator, women are still significantly under-represented in decision-making structures in Ireland at local level. Low local Government representation levels may also affect the level of female representation at national level as involvement with the former is often a precursor to the latter.

The 2019 local elections results did show some positive progression, with 227 (24%) of the total of 949 local Government seats being held by women. This represented an increase of nearly 4 p.p. over the 2014 results.

2019 also saw a record number of women run in local elections: 566 women, up from 440 in 2014. Of these 566 candidates, 40% (227) were elected.

In 2019, the Dublin region had the highest proportion of female-held local Government seats (40%) – as was the position for each of the four election years shown. The lowest proportion of female-held local Government seats was in the South-East region (13%).

Commentary

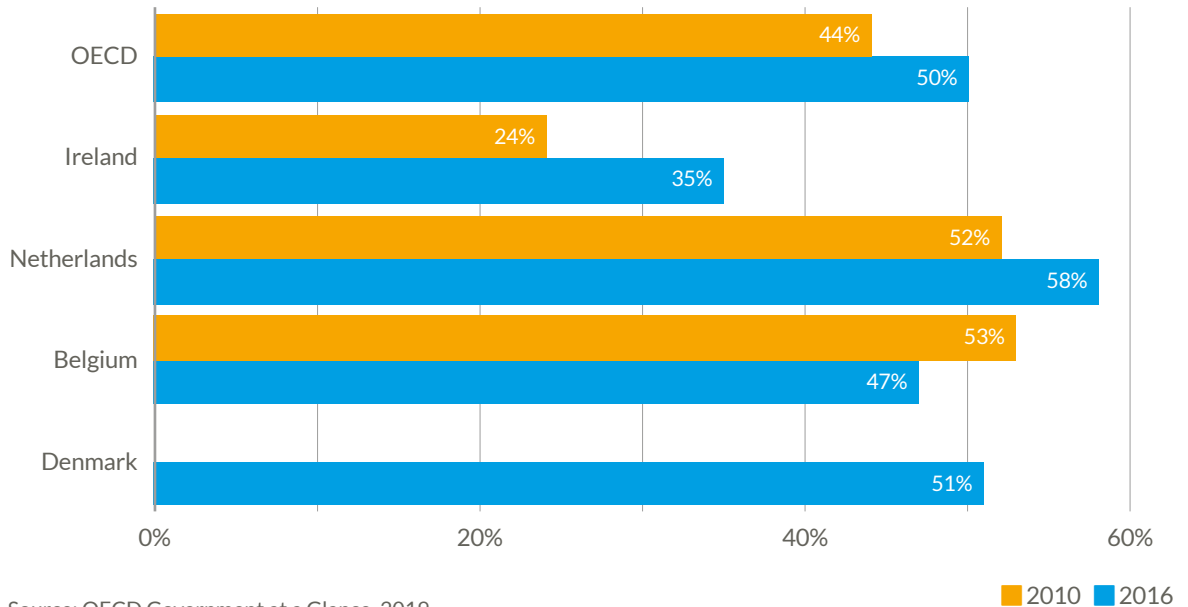
This indicator serves as a proxy measure for gender balance in leadership and within society. While female participation remains low, the positive trend may be reflective of the various initiatives aimed at encouraging female participation in politics. Fostering a diverse representation in such roles facilitates different perspectives, breaks down historical societal stereotyping, and may facilitate improved policymaking. More balanced participation in democratic processes may also enhance trust and respect in such processes by citizens.

OPS2020 Outcomes

Outcomes - #4 'Better Government effectiveness'; #2 'Increased public trust'

↑ INDICATOR 8: ↓ Female judges

Percentage of female judges in Ireland increased from 24% in 2010 to 35% in 2016.



Source: OECD Government at a Glance, 2019

**Denmark data only available for 2016. Data not available for UK, Northern Ireland or Scotland. Netherlands and Belgium used as alternative benchmarks.*

Gender balance in the judiciary has been increasingly highlighted by OECD countries as a key governance issue. Female judicial appointments, particularly at senior levels, can help break down gender stereotypes and augment women’s willingness to assert their rights.

The percentage of female judges in Ireland in 2016 was 35% - increased from 24% in 2010. Even with an increase of 11 p.p. however, Ireland ranked 26th out of the 28 countries included in the OECD analysis in 2016 - 15 p.p. below the OECD average of 50% for that year.

Latvia and Luxemburg were at the top of the 28 countries surveyed for 2016, with 77% and 72% of judicial appointments being female respectively. South Korea and Mexico were ranked below Ireland, with 29% and 20% of female judges respectively.

While not having comparator data for OECD countries for 2019, at 31st December 2019, there were 167 judges in Ireland, of whom 63 were women - i.e. 38%.

Commentary:

This indicator serves as a proxy measure for gender equality in the judiciary, where men traditionally occupied such posts. A diverse judiciary facilitates different perspectives, breaks down historical societal stereotyping and potentially gives rise to positive impacts in terms of perceived fairness and respect within the judicial system for all citizens.

OPS2020 Outcomes

Outcomes - #4 ‘Better Government effectiveness’; #2 ‘Increased public trust’



KEY THEME:

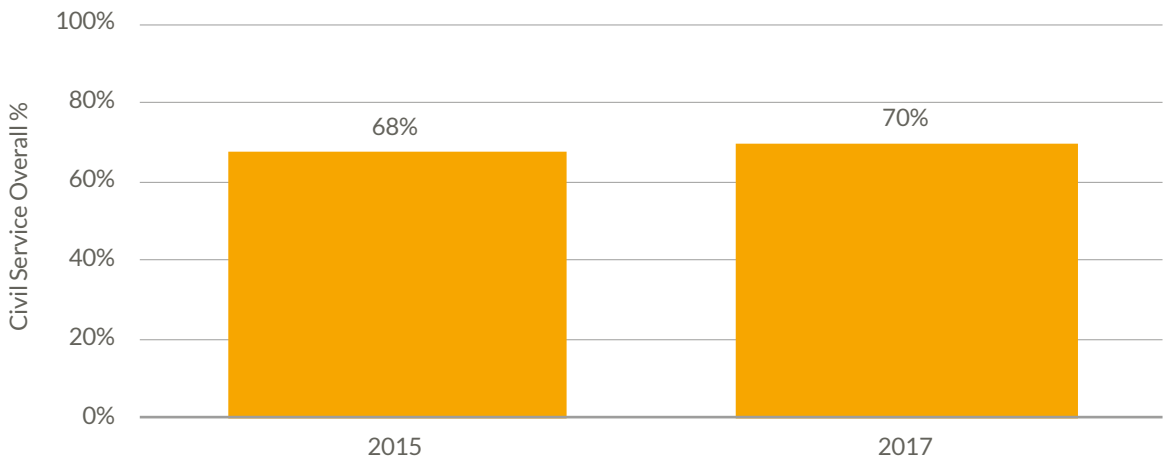
Employee Engagement and Strategic HR

Indicators:

- 9. Public Impact
- 10. Employee Involvement Climate
- 11. Employee Support

↑ INDICATOR 9: ↓ Public impact

Civil servants’ perception of the impact of their work on the public has increased by 2 p.p. from 68% in 2015 to 70% in 2017.



Source: Civil Service Employee Engagement Survey 2017, DPER

Indicator 9 shows the perception of civil servants who participated in the Civil Service Employee Engagement Survey - undertaken for the first time in 2015 - as to the extent to which their work has an impact on the public. This indicator captures the average score calculated from respondents’ answers to the following statements: *I feel that my work makes a positive difference in citizens’ lives; I am very aware of the ways in which my work is benefiting citizens; I am very conscious of the positive impact that my work has on citizens.*

In the 2017 survey, 70% of civil servants felt their work had an impact on citizens. This represents a 2 p.p. increase on the 2015 results.

The Irish 2017 findings compare quite favourably with some international comparators. For example:

- In the 2017 UK Civil Service People Survey, 77% agreed with the statement ‘My work gives me a sense of personal accomplishment’.
- In the 2017 Scottish Civil Service People Survey, only 23% agreed with the statement ‘The Department is making a positive difference to the way things are done in the Scottish Government’.

Commentary

This indicator offers an insight into employees’ engagement. As international evidence¹⁴ has shown, perceiving a positive impact on others through work is more likely to help staff to feel engaged in their work and to better embrace and cope with change.

OPS2020 Outcomes

Outcomes - #6 ‘Greater employee engagement’; #5 ‘Quality of certain public services’

14 Work engagement, job design and the role of the social context at work: Exploring antecedents from a relational perspective. Human Relations, 66(11), 1427-1445.

INDICATOR 10: Employee involvement climate

In 2017, 38% of civil servants felt involved in the decision-making of their organisation, up from 36% in 2015.

Female Representation in Local Government



Source: Civil Service Employee Engagement Survey 2017, DPER

Indicator 10 shows the survey response of civil servants of whether or not they feel that they are openly involved in the decision-making of their organisation.

In 2015, just 36% of civil servants surveyed felt that they were involved in the decision-making of their organisation, increasing slightly to 38% in 2017. It is notable that this question represents the joint

lowest result of the 112 statements included in the survey, showing that only a minority of civil servants feel actively involved in decision-making in their Department/Office. Only the grades of Assistant Secretaries and above had a positive response rate above 50% in both surveys, while Industrial Civil Servants were the only category of employee to record a % decrease in the 2017 survey over the 2015 survey.

GRADE	2015	2017
Assistant Secretary General and above	64%	66%
Principal (and equivalent)	45%	45%
Assistant Principal (and equivalent)	40%	42%
Administrative Officer (and equivalent)	39%	41%
Higher Executive Officer (and equivalent)	35%	36%
Executive Officer (and equivalent)	33%	36%
Clerical Officer (and equivalent)	33%	36%
Services Officer (and equivalent)	35%	44%
Industrial	32%	26%

The next survey is scheduled to take place in September 2020.

Commentary

This indicator offers a further insight into employees' engagement. As evidence¹⁵ has shown, investment in employee involvement mechanisms can enhance both employee engagement and well-being. It is included as an example of metrics that, where appropriate, could be included in all employee engagement surveys undertaken across the public service (which could assist in comparative analysis).

OPS2020 Outcomes

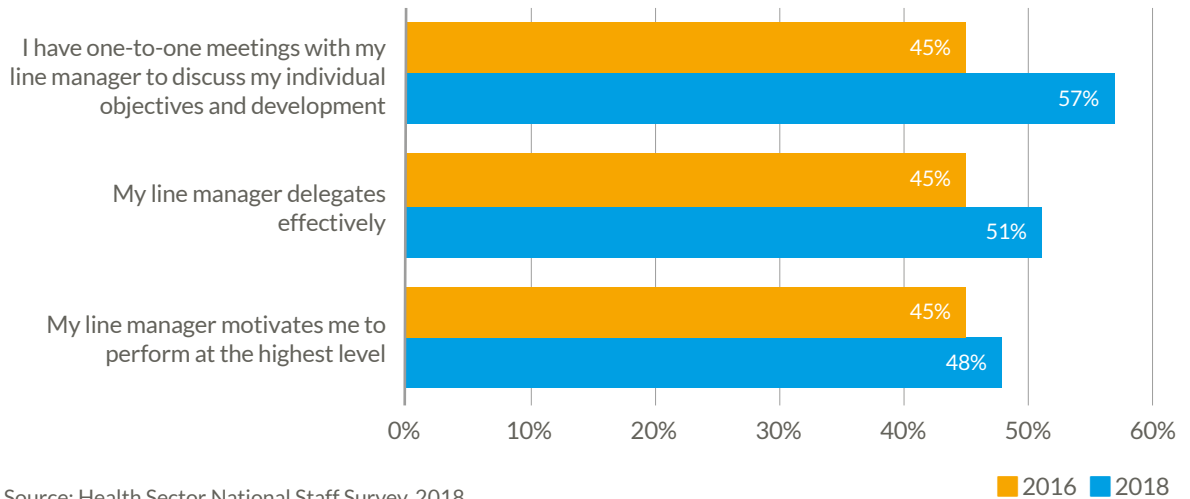
Outcomes - #6 'Greater employee engagement'; #4 'Better Government effectiveness'

15 Conway, E., Fu, N., Monks, K., Alfes, K. and Bailey, C. (2015) Demands or resources? The relationship between HR practices, employee engagement, and emotional exhaustion within a hybrid model of employment relations. *Human Resource Management*, 55 (5). pp. 901-917.

INDICATOR 11:

Employee support

Over 50% of health sector employees feel they are encouraged to perform at the highest level.



Source: Health Sector National Staff Survey, 2018

Indicator 11 shows three different measures of employee support in the health sector, according to a survey published by the HSE in 2018. Over 18,000 employees took part in the survey, which seeks feedback about the working lives of the health sector staff and ultimately aims to lead to better care for patients.

The findings suggest a positive trend in the extent of support for employees by line managers:

- Nearly half of health sector employees (57%) responded that they have access to one-to-one meetings with their managers to discuss individual development - an increase of 12 p.p. compared to 2016 findings (45%).
- 51% of health sector employees agreed that their line manager delegates work efficiently, an increase of 6 p.p. compared to 2016 findings relating to the same statement (45%).
- Over half (48%) of respondents agreed with the statement that their manager motivates them to perform at the highest level in 2018. This was an improvement of 3 p.p. Compared to 2016 (45%).

Commentary

This indicator looks at another important factor in employees' engagement: i.e. management support. Positive trends in this indicator suggests potential for increased performance and professional development, while also promoting better retention of staff.

OPS2020 Outcomes

Outcomes - #6 'Greater employee engagement'; #4 'Better Government effectiveness'; #5 'Quality of certain public services'

KEY THEME: **Professional Development**

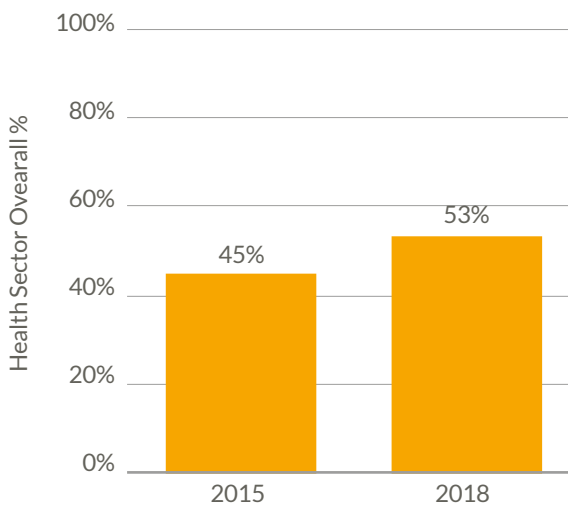
Indicators:

12. Opportunities for Training, Learning and Development

↑ INDICATOR 12: ↓ Opportunities for training, learning and development

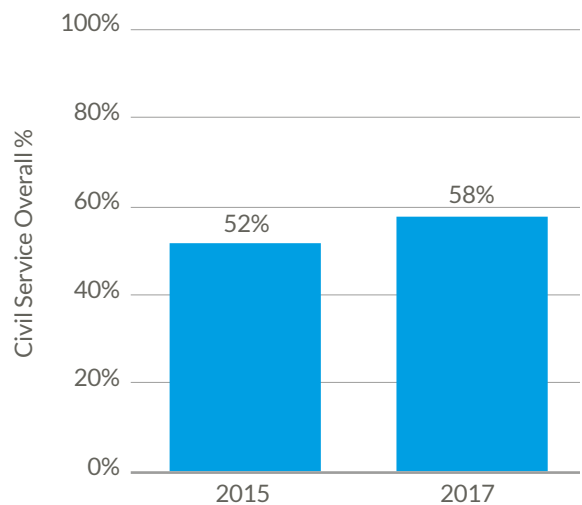
Over 50% of Civil Servants and Health Sector employees record satisfaction with the provision of training opportunities.

Staff satisfied with training



Source: Health Sector National Staff Survey 2018, HSE

Staff have sufficient and effective L&D



Source: Civil Service Employee Engagement Survey 2017, DPER

Indicator 12 shows the extent to which civil service and health sector employees are satisfied with training and learning and development (L&D) opportunities. The provision of such opportunities can help improve a person’s performance in their current role, while also developing the individuals’ potential. The provision of such opportunities also signals an organisation’s willingness to invest in their employees.

In the Health Sector National Staff Survey, over half of respondents (53%) reported satisfaction with their opportunities for training in 2018 - an increase of 8 p.p. from the 2016 results (45%).

Among civil servants, 58% of respondents felt that they have adequate access to opportunities for L&D in the 2017 survey - an increase of 6 p.p. on the 2015 results. This score represented one of the largest improvements since the 2015 survey, and it may reflect an increased emphasis on the identification of L&D and training needs of staff through the PMDS (Performance Management Development System).

The next Civil Service Employee Engagement Survey is due to take place in September 2020.

Commentary

An upward trend in this indicator can suggest the potential for increased performance and increased employee engagement. The accessibility of appropriate training opportunities by employees can also be a factor in both the recruitment and retention of staff.

OPS2020 Outcomes

Outcomes - #6 ‘Greater employee engagement’; #5 ‘Quality of certain public services’

Appendix 1:

Methodology

Selecting Indicators - Data Gathering

To prepare this Report, a desktop-based data gathering exercise of existing indicators was undertaken by the Reform Evaluation Unit (REU), supported by the Indicators Working Group (IWG). Most of the data was collected through existing surveys and reports. Over 1200 indicators were identified; 120 of these were considered the most relevant in terms of the OPS2020 framework. A total of 38 indicators spanning the three OPS2020 Pillars were selected for inclusion in the report.

Where possible and appropriate, Irish data is benchmarked against other European countries and trend data going back over the last decade is provided for comparative purposes.

Data Limitations

The data presented in this report should be interpreted with great care. In particular, the indicators outlined cannot be taken as the only robust, comparative measure of public service performance, given the limited availability of some data and the different methodologies and sample sizes used.

In this context:-

- The indicators included in the report reflect various sources, and the methodologies underpinning the data are varied, which does not allow for simple aggregation of results or presentation of data.
- Data was mainly sectoral in nature since, in many cases, data covering the whole public service was not available.

Appendix 2:

Indicators Working Group

NAME	ORGANISATION
Richard Boyle (Chair)	Institute of Public Administration
John Howlin	Reform Evaluation Unit, Department of Public Expenditure and Reform
Mary Austin	Reform Evaluation Unit, Department of Public Expenditure and Reform
Mila Sullivan	Reform Evaluation Unit, Department of Public Expenditure and Reform
Letizia Gambi	Reform Evaluation Unit, Department of Public Expenditure and Reform
Sheena Tuite	Reform Evaluation Unit, Department of Public Expenditure and Reform
Tim Ollry	Reform Evaluation Unit, Department of Public Expenditure and Reform
Declan Smyth	Statistician, Central Statistics Office
Amelie Maddock	Statistician, Central Statistics Office
Deirdre Cullen	Senior Statistician, Department of Education and Skills (Central Statistics Office)
Grainne Cullen	Programme Management Office, Department of Education and Skills
Declan Costello	Research & Data Analytics Unit, Department of Justice & Equality
Killian Magee	Planning and Organisation Branch, Department of Defence
Andrew Moloney	Climate Action Policy Unit, Department of Business, Enterprise and Innovation
Michelle Reilly	Statistician, Department of Employment Affairs and Social Protection (Central Statistics Office)
Orla Treacy	Health and Well-being, Health Service Executive
Bernie O'Donoghue-Hynes	Research Executive, Local Government Management Agency
Nicola Tickner	Statistician, Department of Children and Youth Affairs
John O'Liodain	Civil Service Renewal Programme Management Office, Department of Public Expenditure and Reform
Rob Swan	Public Service Reform & Delivery Office, Department of Public Expenditure and Reform

Appendix 3:

Notes and References

This section provides relevant notes and references for the analysis contained within the main body of the 'Selected Indicators & Trends Report'. Individual sections are directly hyperlinked to the original source material where relevant. This section should be referred to when interpreting the indicators. Any queries on the analysis presented in the report should be forwarded to reu@per.gov.ie.

The **absolute change** or **percentage point (p.p.) change** is the arithmetic difference of two percentages (current year minus the previous year). For example, moving up from 85% to 87% is a 2 percentage point (p.p.) increase.

Pillar 1 - Delivering for Our Public

Indicator	Key Theme(s)	Source	Methodology/Summary
1	Digital Services	Data.Gov.ie	Figures presented in this indicator are as of 31st May 2020 and were obtained internally from by the Open Data Unit in DPER. Also cited in this indicator: Open Data Maturity study , European Data Portal.
2	Digital Services	Gov.ie	Estimate figures presented in this indicator are as of 31st May 2020 and were obtained internally from the OGCIO in DPER.
3	Digital Services	MyGovID	Estimate figures presented in this indicator are as of 31st May 2020 and were obtained internally from the OGCIO in DPER. MyGovID is a single secure online identity which makes it easier to access a range services provided by many Government Departments in Ireland. Also cited in this indicator: Public Service ICT Strategy 2015 .
4	Digital Services	MyWelfare	Estimate figures presented in this indicator are as of 30th June 2020 and were obtained internally from the OGCIO in DPER, and the Department of Employment Affairs and Social Protection. Also cited in this indicator: MyGovID .
5	Digital Services	ICT Usage by Households 2019 , CSO	The ICT Households Survey is carried out annually (during quarter 1 of the calendar year) by the CSO as a module of the Quarterly National Household Survey (QNHS). The purpose of ICT survey is to collect data on the level of use of ICT by households and individuals, including households with at least one resident aged 16-74 years. Survey size: approximately 9,000 households. The 'use of e-Government' measure consists of 3 items: 'Obtained information from websites or apps', 'Downloaded or printed official forms', 'Submitting completed forms online'.

Indicator	Key Theme(s)	Source	Methodology/Summary
6, 8, 10	Digital Services; Customer Satisfaction and Accessibility; Public Engagement and Trust	Civil Service Customer Satisfaction Survey 2019, DPER	<p>Conducted every 2 years since 2015 using quantitative face-to-face surveys. Research was carried out by Ipsos MRBI using a nationally representative sample with 2019 interviews completed during March-May 2019 - i.e. the 2019 survey sample size was 2019 individuals.</p> <p>Previous surveys were carried out in 1997, 2002, 2005, 2008, 2009, 2015 & 2017. Data from the 2019 study is compared to the relevant previous surveys where appropriate.</p>
7, 11	Customer Satisfaction and Accessibility	<p>An Garda Síochána Public Attitudes Surveys Q4 2019</p> <p>An Garda Síochána Public Attitudes Survey 2018, Annual Report</p>	<p>Quarterly reports published every quarter since 2017 and annual reports produced in 2002, 2006 - 2008 and 2015 - 2018 inclusive. Amarach Research carried out the survey using a nationally representative sample of 1500 people each quarter. Average quarterly figures were calculated by the REU in DPER, combining all 2019 quarterly reports as no 2019 annual report available; 2018 average yearly figures were stated in 2018 annual report.</p> <p>For questions where 'don't know' responses accounted for less than 10 percent of responses to each question, they were excluded from analysis as per the publication's guidelines. In this context, they are not presented as part of this report. The 2019 Annual report has not been released yet - therefore, only information on overall satisfaction is available (the average from each quarterly reports was calculated) and not on 'quite dissatisfied' or 'very dissatisfied' responses.</p>
9	Customer Satisfaction and Accessibility	<p>National Patient Experience Survey, 2019</p> <p>National Patient Experience Survey, 2018</p>	<p>Reports published in 2017, 2018 and 2019 by HIQA, the HSE and the Department of Health. Surveys responses are requested from all adult patients discharged during the month of May who spend 24 hours or more in one of 40 participating hospitals.</p> <p>In light of the Covid-19 outbreak in Ireland, the National Care Experience Programme is postponing the National Patient Experience Survey, 2020.</p>
12	Public Engagement and Trust	Eurobarometer Survey, 11/2019	<p>This survey was established in 1973 with each survey consisting of approximately 1000 face-to-face interviews per Member State. The survey aims to analyse how Europeans perceive their political institutions, both national Governments and parliaments, the EU and its institutions as well as the main concerns within Member States. Reports are published twice yearly.</p> <p>Data from November 2019 (11/2019) was used in this report -except for data on 2019 EU average for the 'Regional/Local Public Authorities' which refers to June 2019 (06/2019) data as November 2019 was not available.</p>

Indicator	Key Theme(s)	Source	Methodology/Summary
13	Public Engagement and Trust	IPSOS MRBI Veracity Index, 2020, 2019, 2017, 2015	<p>This survey, which is a telephone omnibus survey, is powered by Ipsos MRBI Omnipoll. For the 2020 survey, 1,000 adults aged 15+ were interviewed between 14th and 24th May 2020.</p> <p>Data from the 2020 Veracity index is compared to the 2015, 2017 and 2019 data – which can be found in the Civil Service Customer Satisfaction Survey 2019, DPER.</p>
14	Efficiency and Effectiveness	<p>World Bank GovData360, 2019</p> <p>Data source:</p> <p>The Worldwide Governance Indicators (WGI) project</p> <p>The Worldwide Governance Indicators: Methodology and Analytical Issues</p>	<p>GovData360 is a compendium of key governance indicators produced by the World Bank. It currently consists of 33 datasets with worldwide coverage and covering time spans of more than 10 years, and is designed to help identify problem areas, provide guidance on the design of reforms, and monitor impacts.</p> <p>For this indicator - 'Government effectiveness', the data source used by GovData360 is The Worldwide Governance Indicators project (WGI). Established in 1996 and covering over 200 countries, the WGI reports aggregate individual governance indicators for six dimensions of governance: Voice and Accountability, Political Stability and Absence of Violence/Terrorism, Government Effectiveness, Regulatory Quality, Rule of Law, and Control of Corruption. The aggregate indicators are based on several hundred individual underlying variables, taken from a wide variety of existing data sources. The data reflect the views on governance of survey respondents from the public, private, and NGO sectors worldwide.</p> <p>Government effectiveness captures perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the Government's commitment to such policies. Benchmarks are available as: the World Median, Region Median, and Income Level of Country. However, access to raw data of High Income Countries (HIC) - which includes Ireland - was not readily available for analytical purposes and it was calculated within the REU following the World Bank methodology and definition of HIC.</p>

Indicator	Key Theme(s)	Source	Methodology/Summary
15	Trade and Competitiveness	World Bank TCdata360, 2017 World Economic Forum - The Global Competitiveness Report, 2018, The Global Competitiveness Report, 2019	<p>TCdata360 is an initiative of the World Bank Group's Macroeconomics, Trade & Investment Global Practice, which helps countries achieve the Bank Group's twin goals, ending extreme poverty and boosting shared prosperity, through rapid and broad-based economic growth, centred on strong contributions from the private sector. The site aggregates and visualizes data from multiple sources and presents it in tandem with other knowledge and resources. It currently features over 2400 indicators drawn from multiple sources. The TCdata360 draws from data published by the World Economic Forum in their 'The Global Competitiveness Report' series.</p> <p>The World Economic Forum's 'Global Competitiveness Report' series was first published in 1979. In 2018, a new methodology was introduced: the Global Competitiveness Index 4.0 (GCI 4.0). Like its predecessor (until 2017), the GCI 4.0 assesses competitiveness through the factors that determine an economy's level of productivity. There are a total of 98 indicators in the index, derived from a combination of data from international organizations as well as from the World Economic Forum's Executive Opinion Survey. These are organized into 12 Pillars in the GCI 4.0, reflecting the extent and complexity of the drivers of productivity and the competitiveness ecosystem. These are: Institutions; Infrastructure; ICT adoption; Macroeconomic stability; Health; Skills; Product market; Labour market; Financial system; Market size; Business dynamism; and Innovation capability.</p> <p>'Competitiveness' is defined here as the set of institutions, policies, and factors that determine the level of productivity of an economy, which in turn sets the level of prosperity that the country can achieve.</p>

Indicator	Key Theme(s)	Source	Methodology/Summary
16	Efficiency and Effectiveness	World Bank, Doing Business , 2020	<p>The first Doing Business report was published in 2003 and covered 5 indicator sets and 133 economies. The 2020 report covers 190 countries. The aim of the report is to provide an objective basis for understanding and improving the regulatory environment for business around the world. The project has benefited from feedback from Governments, academics, practitioners and reviewers.</p> <p>An economy's ease of doing business score is reflected on a scale from 0 to 100, where 0 represents the lowest and 100 represents the best performance and its business ranking ranges from 1 to 190.</p> <p>The ease of doing business score captures the gap of each economy from the best regulatory performance observed on each of the indicators across all economies in the <i>Doing Business</i> sample since 2005.</p>

Pillar 2 - Innovating for Our Future

Indicator	Key Theme(s)	Source	Methodology/Summary
1, 2	Culture of Innovation	<p>OECD Main Science and Technology Indicators (MSTI 2019-2, 28 February 2020)</p> <p>The Research and Development Budget 2018-2019</p>	<p>The OECD 'Main Science and Technology Indicators' (MSTI) is a biannual publication which provides a set of indicators that reflect the level and structure of the efforts undertaken by OECD member countries and seven non-member economies (Argentina, People's Republic of China, Romania, Russian Federation, Singapore, South Africa, Chinese Taipei) in the field of science and technology. The data includes final or provisional results as well as forecasts established by Governments. The indicators cover the resources devoted to research and development, patent families and international trade in R&D-intensive industries. The sources for indicators include the OECD's Research and Development Statistics (RDS) database, and the OECD databases on Bilateral Trade in Goods by Industry and End-use category database (BTDIxE) and on Patents.</p> <p>The 'Research and Development Budget' survey is undertaken annually by the Department of Business, Enterprise and Innovation. The survey was sent to a total of 30 Government Departments and agencies who were engaged in some form of R&D activity in either 2017 or 2018. In addition, this report brings together the expenditure and personnel figures for the R&D performers in the economy, i.e. for the Business, Higher Education and Government sectors, the definitions of which are detailed below, as set out in the OECD Frascati Manual, 2015 (see Frascati Manual's Glossary of Terms).</p> <h3>Definitions</h3> <p>'Government Sector' refers to Government Departments and State Agencies, except those units that provide higher education services or fit the description of higher education institutions provided. The Government sector does not include public corporations, even when all the equity of such corporations is owned by Government units. Public enterprises are included in the Business enterprise sector.</p> <p>'Higher Education Sector' includes all the universities, colleges of technology and other institutions providing formal tertiary education programmes, whatever their source of finance or legal status, and all research institutes, centres, experimental stations and clinics that have their R&D activities under the direct control of, or are administered by, tertiary education institutions.</p>

Indicator	Key Theme(s)	Source	Methodology/Summary
			<p>'Business Sector' comprises all resident corporations, including not only legally incorporated enterprises, regardless of the residence of their shareholders. This group includes all other types of quasi-corporations, i.e. units capable of generating a profit or other financial gain for their owners, recognised by law as separate legal entities from their owners, and set up for purposes of engaging in market production at prices that are economically significant. The unincorporated branches of non-resident enterprises are deemed to be resident because they are engaged in production on the economic territory on a long-term basis. All resident non-profit institutions (NPIs) that are market producers of goods or services or serve business.</p> <p>'Gross Expenditure on R&D' (GERD) is defined as the total expenditure (current and capital) on R&D carried out by all resident companies, research institutes, university and Government laboratories, etc., in a country. It includes R&D funded from abroad but excludes domestic funds for R&D performed outside the domestic economy. GERD is estimated by surveying the performers of R&D by sector in Ireland and data is provided by 3 surveys: The Business Expenditure on Research and Development (BERD) Survey (data is collected every two years by the Central Statistics Office); The Higher Education Research and Development (HERD) Survey undertaken every two years by the Department of Business, Enterprise & Innovation; and 'The R&D Budget' survey undertaken annually by the Department of Business, Enterprise & Innovation.</p> <p>'Higher education expenditure on R&D' (HERD) represents the component of GERD incurred by units belonging to the Higher Education sector. It is the measure of intramural R&D expenditures within the Higher Education sector during a specific period.</p> <p>'Government Budget Allocations for R&D' (GBARD) is all the funding allocated by Government to R&D to be performed in all sectors of the economy e.g. within the higher education sector, by businesses or by Government Agencies.</p> <div data-bbox="699 1464 1246 1944" data-label="Diagram"> <pre> graph TD subgraph Funded_by GBARD[State Funds GBARD] Private[Private Funds] end subgraph Performed_in BERD[BERD Business Expenditure on R&D Business Sector R&D] HERD[HERD Higher Education Expenditure on R&D Higher Ed. Sector R&D] GOVERD[GOVERD Government Expenditure on R&D Government Sector R&D] end GERD[Gross Expenditure on R&D GERD] GBARD --> GERD Private --> GERD BERD --> GERD HERD --> GERD GOVERD --> GERD </pre> </div> <p>Flow chart showing the relationship between GERD, BERD, HERD, GOVERD, GBARD and Private funds:</p>

Indicator	Key Theme(s)	Source	Methodology/Summary
<p style="text-align: center;">3</p> <p>(Also: Indicators 8, 9, 11 under Pillar 3)</p>	<p>Culture of Innovation;</p> <p>Employee Engagement and Strategic HR;</p> <p>Opportunities for L&D</p>	<p>Civil Service Employee Engagement Surveys</p> <p>Civil Service Employee Engagement Survey, 2015</p> <p>Civil Service Employee Engagement Survey, 2017</p>	<p>The Civil Service Employee Engagement Survey (CSEES) is being implemented under Action 25 of the Civil Service Renewal Plan. The purpose of the CSEES is to measure and evaluate employee engagement, well-being, coping with change and commitment to the organisation.</p> <p>The Civil Service Management Board (CSMB), which includes all Heads of Government Departments and major Offices, has tasked the Central Statistics Office (CSO) with administering the survey and processing the results. The survey was run for the first time in 2015. The second survey was carried out in September 2017 and completed by over 21,000 civil servants.</p> <p>The CSEES will take place in September 2020 from Monday 14th to Friday 25th.</p>
<p style="text-align: center;">4</p>	<p>Culture of Innovation</p>	<p>Public Service Reform, Civil Service Vision & Renewal</p>	<p>The Civil Service Excellence and Innovation Awards is an annual event (commenced in 2015) aimed at recognizing staff excellence and innovation in the Civil Service. The introduction of the Awards implement, the commitment made under Action 13 in the Civil Service Renewal Plan. The 2019 awards were extended to provide for applications from public service organisations under 4 categories where the relevant project was undertaken in collaboration with the civil service. The 4 categories were: Excellence in Innovation; Citizen Impact and Customer Service; Leading Reform; Excellence through Collaboration.</p> <p>The most recent awards ceremony was held on the 19th of November 2019.</p>

Indicator	Key Theme(s)	Source	Methodology/Summary
<p>5, 6</p>	<p>Use of Data</p>	<p>CSO NDI Dashboard (Administrative data FAQ) NDI, Annual Report 2019 (unpublished)</p>	<p>The National Data Infrastructure (NDI) - driven by the CSO in cooperation with the Department of Public Expenditure and Reform – involves the collection and storage of three key identifiers on all public sector data holdings, whenever they are relevant to Public Sector Bodies (PSB) transactions with customers.</p> <p>The three identifiers needed for the NDI to be effective are (i) the PPSN for interactions between the individual and the public sector; (ii) the Eircode to identify location of the respective individual/business; and (iii) a unique business identifier (UBI - to be developed), to enable improvements in service delivery.</p> <p>To achieve this, the collection of PPSN and home Eircodes in transactions with people, and UBI and business Eircodes in transactions with businesses is required.</p> <p>The benefits of NDI include filling gaps and inaccuracies in data, collection of dynamic datasets, allowing for improvements in efficiencies and costs savings. Additionally, it allows for integrated, longitudinal, time series statistics for policy and planning to be collected (Source: O’Hara, P. CSO Fifth Administrative Data Seminar: Making the Irish Statistical System World Class). The NDI dashboard is also used to identify where opportunities exist for improved coverage of the PPSN and Eircode in administrative systems.</p> <p>Definitions</p> <p>‘New records’ refer to individuals added to a database during the reference year.</p> <p>The definition of ‘Active records’ varies across Departments/agencies. For example, under DES, an active record can refer to individuals enrolled in the current academic year and refer to individuals that have completed a State examination in previous years but for whom records of their results must be held for a fixed period. For DEASP, an active record refers to individuals who received a social welfare payment during the calendar year. For DTTS and DFAT an active refers to a driver’s licence/passport (respectively) which was issued prior to the reference year and is still in date.</p>
<p>7, 8 (Also: Indicator 3 under Pillar 3)</p>	<p>Whole of Government Collaboration</p>	<p>Revised Estimates for Public Services</p>	<p>The Revised Estimates Volume for the Public Service (also called ‘the REV’) is currently published in mid-December every year. It provides more detail on the financial allocations announced in the Budget and it also summarises the forecasted spending that has taken place throughout the current year - for example, the 2020 REV gave the forecasted figures for spending in 2019 and provided additional details and information in relation to the allocations contained in the 2020 Estimates, as set out in the Expenditure Report 2020, published on 8 October 2019.</p>

Indicator	Key Theme(s)	Source	Methodology/Summary
9, 10	Whole of Government Collaboration	<p>The Irish Government Economic and Evaluation Service: Using Evidence-Informed Policy Making to Improve Performance, OECD Review, 2020</p>	<p>Estimate figures presented in this report are as of December 2019 and were obtained separately from the IGEES unit in DPER and the CSO. The Minister of Public Expenditure and Reform also outlined IGEES figures in a Parliamentary question on 16th April 2019 (Ref: 17225/19).</p> <p>The OECD study looks at the key institutional features and governance of IGEES in light of international best practices, and offers an analysis of the processes, tools, and people management. The list of papers published by IGEES since 2016 are included can also be found in Annex A of the study. The study was undertaken with a view to strengthening evidence informed policymaking in Ireland. The study's recommendations will also help inform the development of the next IGEES Medium Term Strategy.</p> <p>IGEES list of publications can be found here.</p>

Pillar 3 - Developing Our People and Organisations

Indicator	Key Theme(s)	Source	Methodology/Summary
1	Diversity and Inclusion	<p>The Wellbeing of the Nation 2017, CSO</p> <p>Women and Men in Ireland, 2016 (using CSO QNHS, Eurostat LFS)</p> <p>Census 2016, CSO</p> <p>2017 Report on Compliance with Part 5 of the Disability Act on the Employment of People with Disabilities in the Public Sector, NDA 2018</p>	<p>Definitions and different methodologies relating to this exercise can be found here: Appendix 2 - Definitions and Methodology (The Wellbeing of the Nation 2017). The Wellbeing of the Nation exercise draw on data from the Census, which was run in Ireland for the last time in 2016. The next Census will take place in 2021 – therefore, updated data will be available in 2021.</p> <p>The NDA report indicates five types of public bodies when referring to ‘public sector’: Commercial Bodies: Government Departments, Local Government Bodies, Non-Commercial Public bodies, and Public Bodies staffed by Civil Servants.</p> <p>The Government has committed to increasing the public service employment target for persons with disabilities on an incremental basis from a minimum of 3% to a minimum of 6% by 2024 under the Comprehensive Strategy for People with Disabilities (2015 - 2024). The NDA provides an overview of ‘Employment of people with disabilities in the public service’.</p>
2	Diversity and Inclusion	<p>UN Gender Inequality Index, 2017</p>	<p>The Gender Inequality Index (GII) is an inequality index. It measures gender inequalities in three important aspects of human development—reproductive health, measured by maternal mortality ratio and adolescent birth rates; empowerment, measured by proportion of parliamentary seats occupied by females and proportion of adult females and males aged 25 years and older with at least some secondary education; and economic status, expressed as labour market participation and measured by labour force participation rate of female and male populations aged 15 years and older. Further details on the calculation of the GII are given in the Technical Notes.</p>
3	Diversity and Inclusion	<p>Report of the Inter-Departmental Group on Gender Balance on State Boards, March 2019</p> <p>Revised Estimates for Public Services</p>	<p>With a view to accelerating progress in achieving the target of 40% representation of each gender on all State Boards, an inter-Departmental group was established to identify and report on best practices that could be adopted across Government. The Group was chaired by the Department of Justice and Equality and included Departments represented on the National Strategy for Women and Girls Committee (under the National Strategy for Women and Girls 2017-2020) and those that have Boards under their aegis, and the Public Appointments Service (PAS).</p>
4,5	Diversity and Inclusion	<p>Seventh TLAC Report to the Minister (2018 Developments and Trends), 2019</p>	<p>The Top Level Appointments Committee (TLAC) was established in 1984. The Committee’s function is to recommend candidates to Ministers and Government for the most senior positions in the civil service - at Assistant Secretary/equivalent level and upwards. TLAC operates under the license and requirements of the Commission for Public Service Appointments.</p>

Indicator	Key Theme(s)	Source	Methodology/Summary
6	Diversity and Inclusion	Gender Statistics Database National parliaments: presidents and members National Governments: ministers by seniority and function of Government	<p>The European Institute for Gender Equality (EIGE) Gender Statistics Database contains data on the numbers of women and men in key decision-making positions across a number of different life domains in order to provide reliable statistics that can be used to monitor the current situation and trends through time.</p> <p>Data on decision-making is collected for the 27 EU Member States, United Kingdom, five EU candidates (including Montenegro, North Macedonia, Albania, Serbia and Turkey), two potential candidates (Bosnia and Herzegovina and Kosovo) and the remaining three EEA countries (Iceland, Liechtenstein and Norway). The domains covered include: politics; public administration; judiciary; business and finance; social partners and NGOs; environment and climate change; media; science and research; and sports.</p> <p>Also cited in this indicator: the National Women's Strategy 2007-2016 and the National Strategy for Women and Girls 2017-2020.</p>
7	Diversity and Inclusion	Sustainable Development Goal indicator 5.5.1 'Proportion of Seats Held by Women in Local Government'	<p>Governments are committed to establishing national frameworks for the achievement of the 17 Sustainable Development Goals (SDGs) adopted by UN member countries in 2015 and to review progress using accessible quality data. With these goals in mind, the Central Statistics Office (CSO) and Ordnance Survey Ireland (OSi) are working together to link geography and statistics to produce indicators that help communicate and monitor Ireland's performance in relation to achieving the 17 SDGs. A collaboration platform for reporting on progress towards the goals and sharing information on related initiatives was also developed part of a partnership between Ordnance Survey Ireland, the Central Statistics Office and Esri Ireland.</p> <p>Also cited in this indicator: the National Women's Strategy 2007-2016 and the National Strategy for Women and Girls 2017-2020</p>
8	Diversity and Inclusion	OECD Government at a Glance 2019	<p>Government at a Glance 2019 delivers public service performance data and comparisons, providing a vision of the state of the public sector and relevant trends across the OECD and beyond. With indicators in over 60 areas of governance, it offers data and insights for Governments that seek to better understand their own practices and who wish to benchmark achievements.</p> <p>In terms of methodology and definitions, with the exception of data on population and GDP, all information is from member country constitutions and websites. GDP data is from OECD National Accounts Statistics. Population data is from the United Nations database.</p> <p>More information about methodologies for each member country can be found in the Government at a Glance 2019 - Contextual factors.</p>

Indicator	Key Theme(s)	Source	Methodology/Summary
<p>9, 10, 12 (Also: Indicator 3 under Pillar 2)</p>	<p>Culture of Innovation; Employee Engagement and Strategic HR; Opportunities for L&D</p>	<p>Civil Service Employee Engagement Surveys Civil Service Employee Engagement Survey, 2015 Civil Service Employee Engagement Survey, 2017</p>	<p>The Civil Service Employee Engagement Survey (CSEES) is being implemented under Action 25 of the Civil Service Renewal Plan. The purpose of the CSEES is to measure and evaluate employee engagement, well-being, coping with change and commitment to the organisation.</p> <p>The Civil Service Management Board (CSMB), which includes all Heads of Government Departments and major Offices, has tasked the Central Statistics Office (CSO) with administering the survey and processing the results. The survey was run for the first time in 2015. The second survey was carried out in September 2017 and completed by over 21,000 civil servants.</p> <p>The CSEES 2020 survey will take place in September 2020 from Monday 14th to Friday 25th.</p>
<p>10, 11</p>	<p>Employee Engagement and Strategic HR; Opportunities for L&D</p>	<p>Health Sector National Staff Survey, 2018</p>	<p>The survey was conducted in 2016 and 2018, with the aim of accessing current staff opinions in order to identify opportunities for improvement, which will in turn help build a better health service. The 2018 survey featured 18,836 respondents and it was undertaken by Ipsos MRBI on behalf of the health sector. Further details can be found at the HSE website.</p>

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Public Expenditure and Reform



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