

## Civil Service Management Board

3<sup>rd</sup> May 2019

### 1. Learning and Development (Action 9)

J McCarthy introduced the report on behalf of the sponsors noting:

- CSMB noted the completion and mainstreaming of Action 9 of the Renewal Plan with the development of OneLearning.
- A number of lessons learned were noted including the importance of the commitment and support of the SG Sponsors; the expertise of the L&D Business partners; and the engagement advice of both the OGP and the CSSO over the course of the project.
- Noted that some of the delays arose through the procurement process and project team and Sponsors' determination to ensure a high quality product from providers.

The Sponsors commended the team for their work and commitment to delivering on this Renewal commitment which is receiving very positive feedback across the system. The calibre of the team and their persistence to deliver a high quality service was remarked on. Leadership for the project has proven critical as well as the technical support and expertise available.

Although one of the challenges included ensuring stable project team resources over the course of a project – it was acknowledged that the experience gained working on the project also when expertise has been assembled.

Looking forward, the following were noted by CSMB:

- The new business owner of the L&D project is OneLearning.
- "Go-live" now underway in a 7 further organisations and further roll-out scheduled.
- The OneLearning platform has further capability and that will provide for future development of management information etc.

CSMB emphasised the importance of sustaining the quality of training and for a rolling process to ensure quality control. D Cagney confirmed this is built-in to the system for ongoing feedback as well as the opportunity to re-tender at various points. These systems and the business partner approach will keep this live.

It was agreed that CSMB should have ongoing dashboard reports on a regular basis to maintain the focus on quality and sustain momentum as Sponsors step back. It was agreed that there should be a further report back in six months including on the permanent accommodation for OneLearning which remains a challenge.

It was also agreed that there should be a communication to the wider system on the completion of this project setting next steps, copperfastening the concept of the single learning platform, identifying problems resolved as part of the process which do not need to be reassessed locally (including solution regarding use of PPS number). D Cagney / L Canavan to consider and draft.

## **2. Performance Management (Action 11.3)**

CSMB noted and agreed a continued focus is required on this area. D Cagney referred to changes which should support managers:-

- The Civil Service Regulation (Amendment) Bill
- The development of the centre of expertise and employment law advice to provide central support.
- Development of further policy initiatives to further support improvements in managing persistent underperformance.

It was agreed that a further discussion on performance/discipline would be useful. This should examine cases studies across the system and outside, experiences both positive and negative on how current processes are being utilised. It was agreed that a coherent and consistent policy across the Departments and agencies is required. It was noted, that often a failure to implement PMDS is critical in problematic cases. M Fraser noted that there needs to be a more consistent approach, at every level, across departments to achieving compliance with PMDS as the foundation of performance management and disciplinary processes.

### **3a. Civil Service Excellence and Innovation Awards (Action 13)**

CSMB noted the arrangements in place for the Awards and guidance on in-house awards processes. It was agreed that in-house awards arrangements are a matter for each department to consider and are optional.

### **3b. Shared Services Strategy**

CSMB noted the NSSO is in the process of carrying out a customer survey and all Departments and Offices will be asked to participate.

### **3c. Communications Update (Action 23)**

The update was noted. Bilateral meetings on the Government identity are underway and it is proposed to pilot roll-out of design identity with a small number of public service bodies. Three Departments have now migrated to gov.ie (Taoiseach's Finance and PER), DRCD and Health are to follow in Quarter 2. An analytical tool for communications campaigns is currently being trialled. Work on cross—government communications projects are ongoing including preparations for the National Ploughing Championships.

## **4. Programme Directors Monthly Report**

The Programme Directors report was noted.

## 5. AOB

N Burgess updated the group on civil service participation, for the first time, in the Pride march. Departments have been circulated to invite their staff to participate. It was noted that DJE/DFAT have existing LGBTI+ networks in place and are happy to share the experience.

It was noted that People sub-group is being re-constituted to allow for more in-depth discussions on the implementation of the People Strategy and the ongoing HR challenges with substantive matters to be brought back to CSMB for sign-off.

A O'Driscoll noted the ongoing work in respect of the ERG programme in the DJE and proposed that CSMB be briefed on the overall programme and issues emerging as part of the implementation process. M Fraser suggested that would be an appropriate agenda item for a dedicated CSMB meeting.

## Attendance

*Martin Fraser, D/Taoiseach (Chair)*

*Niall Burgess, D/FA&T*

*Pádraig Dalton, CSO*

*Graham Doyle, D/TTS*

*Katherine Licken, D/CHG*

*Kevin McCarthy, D/R&CD*

*John McCarthy, D/HPLG*

*John McKeon, D/EASP*

*Damien Moloney, AGO*

*Maurice Quinn, D/Defence*

*Jim Breslin, D/Health*

*Niall Cody, Revenue*

*Robert Watt, D/PER*

*Shirley Comerford, PAS*

*Séan Ó Foghlú, D/ES*

*Aidan O'Driscoll, D/JE*

*Maurice Buckley, OPW*

*Brendan Gleeson, D/AFM*

### **Secretariat in attendance**

*Liz Canavan, D/Taoiseach*

### **Apologies**

*Mark Griffin, D/CCAÉ*

*Fergal Lynch, D/CYA*

*Derek Moran, D/Finance*

*Dr. Orlaigh Quinn, D/BEI*

*Lucy Fallon-Byrne, D/PER*

