



Rialtas na hÉireann  
Government of Ireland

# Spending Review 2021 – Evaluation of Industrial Relations Expertise in the Civil Service

Niall Quinn

Department of Public Expenditure and Reform

*26<sup>th</sup> August 2021*

# Spending Review 2021 – Overview, Aims & Objectives



## Overview

- Effective management of industrial and employment relations is crucial in terms of productivity and economically.
- Management are keen to introduce initiatives that will support the development of IR executives.

## Aims and Objectives

- Assess current levels of IR expertise available in Government Departments.
- Identify deficits in IR skills and knowledge where they arise.
- Assess whether it is considered that any deficits in expertise identified are impacting negatively on Management-Union engagement.
- Collate recommendations from HR Managers as to how IR expertise might be best enhanced.
- Explore the current thinking on the value and importance of the IR activity.

# Spending Review 2021 – Key Findings



## Key Policy Relevant Findings

- The role of the Human Resources Unit has evolved greatly over time.
- IR is recognised as a key and challenging activity of the HR function.
- While there is significant IR expertise in the Civil Service, IR knowledge, skills and experience can be enhanced.
- There are opportunities for further development of expertise.

## Recommendations are made in the following areas:

- The continued professionalisation of IR recruitment;
- Learning and development; and
- Knowledge/information sharing and networking.