

**‘Building Momentum – A New Public Service Agreement, 2021 – 2022’**

**Civil Service Action Plan – Progress Report Dec 2021**

This Action Plan has been developed in accordance with the requirement in - ‘[Building Momentum](#) – A New Public Service Agreement 2021 – 2022’ to develop sectoral action plans linked to the reform agenda in the Agreement (section 1.6 of *Building Momentum*). As stated in the Agreement, the Covid-19 crisis of 2020 saw an unprecedented display of commitment, flexibility, hard work and agility in service provision across the range of civil and public services. The Agreement reflects a commitment by the parties to harness this momentum for change to meet the immediate challenges that present in the lifetime of the Agreement, and to prepare for future challenges. Each of the actions outlined in this action plan are linked back to the reform agenda outlined in *Building Momentum* – the relevant action number is shown in the Actions column.

In accordance with the Agreement this plan sets out objectives, deliverables and timelines, and will be signed off by the Secretary General of the Department of Public Expenditure and Reform on behalf of the Civil Service Sector.

The Civil Service Action Plan contains commitments to co-operate with a range of reforms across the sector. It also contains examples of the actions specific Departments intend to take. This list is not exhaustive, and the commitments to co-operation in the Action Plan will apply to any such reforms being implemented in civil service workplaces over the lifetime of the Agreement. The Civil Service Action Plan includes input from relevant state agencies where appropriate.

The Irish Prison Service (IPS), while part of the Civil Service, faces challenges specific to itself. For that reason, a separate Action Plan is being prepared.

**Action Plan – Sector: Civil Service.**

<b>PRIORITY 1</b>				
<b>Improving access to services and increased flexibility in our resourcing model to deliver better services</b>				
<b><u>ACTIONS</u></b>	<b><u>OUTCOMES</u></b>	<b><u>TIMEFRAME</u></b>	<b><u>MEASURES</u></b>	<b><u>PROGRESS/ACHIEVEMENTS</u></b> <b><u>SEPT – DEC 2021</u></b>
1.5.2(2) <b>Amending/extending opening arrangements</b> Parties will engage on amending/extending opening arrangements with a view to providing optimal service to customers taking	Improved service delivery to clients	Q1 2021 - Q4 2022	Increased opening hours where need identified and agreed.	Extended opening hours currently in operation in Registration Office in Immigration Service and options to enhance effectiveness of Registration through outsourcing low value call management work currently

<p>account also of the growth in use of online services.</p> <p>In the first instance this may involve customer facing areas in DSP, Justice, DETE and PRA.</p>				<p>subject of a pilot for three months. If the Department is satisfied with the potential of the pilot, consultation and engagement will occur before implementation.</p> <p>Discussions have taken place in relation to a transition of DSP's IS Operations service from a 24/5 to 24/7 basis and matters, including a proposed move from 12 hour to 8 hour shifts, are being addressed under the dispute resolution mechanisms of Building Momentum.</p>
<p>1.5.3(1), 1.5.3(2)</p> <p><b>Reassignment &amp; Temporary Assignment Policy and Scheme</b></p> <p>Continued cooperation, subject to consultation, with staff reassignment where required to meet Covid19 critical demands as they arise. Furthermore the retention of the policy for non-covid19 related critical matters will be the subject of further consultation.</p>	<p>To ensure essential services can continue to be delivered at specific times through the Temporary Assignment Policy and Scheme (TAS).</p>	<p>Q1 2021 – Q4 2022</p>	<p>Staff temporarily assigned across the Public Service as required for key initiatives (e.g. contact tracing, vaccination programme support).</p> <p>Staff reassigned within organisations to meet critical demands as they arise.</p>	<p>Scheme continues to be in operation and can be utilised as required for critical cross departmental and sectoral support.</p>
<p>1.3.3, 1.3.5, 1.5.3(1), 1.5.2(1)</p> <p><b>Mobility</b></p> <p>Extending and expanding the permanent Mobility schemes (where appropriate</p>	<ul style="list-style-type: none"> <li>• Completion of general mobility schemes in the Civil Service - similar policy/scheme can be utilised by PS.</li> </ul>	<p>Q3 2021</p>	<p>Scheme operational and delivering against sequencing arrangements.</p>	<p>ICT Scoping of P&amp;T Mobility scheme in advanced stage. Working Group (PAS, Pay Policy, Recruitment Policy) on the definition of a P&amp;T grade is in</p>

<p>across the wider Public Service, on a reciprocal basis).</p> <p>Consultation/co-operation with broadening of specialist skill lists for mobility at AO, HEO and development of specialist skill set lists at EO and CO in line with PFG Commitments, CS 2030 Renewal and business needs.</p>	<ul style="list-style-type: none"> <li>• Review of CS Mobility Scheme for potential broader application across sectors.</li> <li>• Mobility scheme for P&amp;T grades within the CS.</li> <li>• Review feasibility of scheme for Service Officers</li> </ul>	Q2 2022		progress to complete Guidelines for Local HR.
<p>1.3.3, 1.3.5, 1.5.3(1), 1.5.2(1)</p> <p><b>Secondment</b></p> <p>Co-operation with CS Secondment Policy, including bodies under the aegis. Acknowledging that mobility remains the primary vehicle for staff movement within the Civil Service.</p>	<ul style="list-style-type: none"> <li>• Secondment Policy for the Civil Service – similar policy can be applied by sectors as required.</li> <li>• Review of CS Secondment Policy for potential broader application across sectors.</li> </ul>	Q2 2021  Q2 2022	Policy live and in operation, working in tandem with Mobility Schemes.	Secondment Policy to be published following final sign-off by CSMB - end December 2021.

<p>1.5.4(4)  <b>National Apprenticeship Plan</b>  Continue with, and expand on the commitment that ‘apprenticeship and traineeship numbers will expand incrementally, on a sectoral basis’ in line with PFG commitments alongside established primary recruitment processes.  Following consultation cooperation with the implementation of the review findings and recommendations from existing apprenticeship pilot programmes (ICT, accounting technicians).</p>	<p>Working with the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) to scope out possible expansion of the apprenticeship model in the civil and wider public service in the context of Programme for Government Commitments (the DFHERIS National Action Plan for Apprenticeships 2021 – 2015 commits to an increased annual intake of 10,000 apprenticeships (from c.6,000 per annum currently) with all private and public service employers by 2025).</p>	<p>Q4 2022</p>	<ul style="list-style-type: none"> <li>• Year on year increase in number coming through apprenticeship schemes in line with PFG commitments</li> <li>• Year on year increase in numbers undertaking reskilling internally programmes.</li> </ul>	<p>Town halls with Local HR Units completed by DFHERIS as part of preparations to undertake skills need analysis in Q1 2022 to inform development of Public Service Apprenticeship Recruitment Plan, that will require union engagement in 2022, to underpin expansion of apprenticeships within Public Sector.</p>
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<p>1.3.3, 1.5.2(1), 1.5.3(3)  <b>Position management for professional/technical grades</b>  Revision of position management practices for professional/technical grades to align with general service grades.</p> <ul style="list-style-type: none"> <li>• Agriculture: Deployment practices in technical and professional (veterinary) streams with respect to recruitment, promotion and internal transfer.</li> </ul> <p>Constructive engagement re the applicability of broader mobility initiatives, including deployment to and retention in allowed posts.</p>	<p>Responsive, timely, streamlined, efficient processes</p>	<p>Q1 2021 – Q4 2022</p>	<p>Cooperation with new more efficient processes</p>	<p>Engagement has commenced with the relevant unions and discussions are well advanced. It is anticipated that these discussions will be completed by end-Q1 2022.</p>
<p><b>PRIORITY 2</b>  <b>The potential for technology to transform service delivery</b>  Further embrace and support the use of technology through:</p> <ul style="list-style-type: none"> <li>• Engagement with new and emerging technology</li> <li>• Streamlined processes and procedures, including intelligent automation, redesign and digitalisation</li> <li>• Upskilling and reskilling</li> </ul>				
<p><b><u>ACTIONS</u></b></p>	<p><b><u>OUTCOMES</u></b></p>	<p><b><u>TIMEFRAME</u></b></p>	<p><b><u>MEASURES</u></b></p>	<p><b><u>PROGRESS/ACHIEVEMENTS</u></b>  <b><u>SEPT – DEC 2021</u></b></p>
<p>1.4.1, 1.3.5  <b>Shared and common services</b>  Cooperation with the continued move towards greater use of shared and common services.</p>	<p>Economies of scale, rationalisation, common platforms, supports collaboration, enhanced productivity, ability to refocus</p>	<p>Q4 2022</p>	<p>Build to Share client on-boarding metrics.</p>	<p>As at the end of 2021 there are over 5,000 users across 18 Departments and bodies using the OGCI0’s Managed Desktop Service. One additional body was</p>

<p>Commitment that the move to shared and common services may require the redeployment of designated personnel to other organisations, where required following integration into shared service functions.</p> <p>Cooperation with move to common delivery of utility ICT services, infrastructures and applications as provisioned by OGCIO as part of the Build to Share programme.</p>	<p>Departmental IT professionals to act on Dept specific functions.</p> <p>Depts. will have the ability to scale up remote and other working requirements quickly and effectively to meet business and societal needs.</p> <p>Greater levels of innovation and capacity to adopt new digital workplace tools and solutions, will be enabled through upskilling/ reskilling of staff with higher levels of ICT and digital literacy skills.</p>			<p>on-boarded to the Applications platform bringing the total to 58. Plans are progressing to on-board further Departments and bodies during 2022. Consultation with unions will be ongoing.</p>
<p>1.4.1 <b>New and emerging technology</b> Continued consultation and cooperation with intelligent automation, aimed at redesigning and improving services, staff upskilling and retraining as jobs/roles/related processes change, ensuring better career opportunities for all staff, and includes any associated or potential impacts in terms of assignment to new roles/processes.</p> <p>Introduction of digital signatures, including but not limited to:</p> <ul style="list-style-type: none"> <li>• PAS</li> <li>• DoTransport</li> <li>• DHLGH - PRA</li> </ul>	<p>Greater levels of automation and digital innovation maturity in Depts. Manage staff resourcing in transactional areas.</p>	<p>Q4 2022</p>	<p>Numbers of initiatives being implemented using new or emerging technology.</p>	<p>Digital signatures introduced in:</p> <ul style="list-style-type: none"> <li>• Oireachtas</li> </ul> <p>DSP</p> <ul style="list-style-type: none"> <li>• Customer usage on Department’s online channel via mywelfare.ie stands at over 6.9 million transactions to date;</li> <li>• Part Time Jobseekers online signing stands at 60%. The Department plans to roll out fulltime online signing in early 2022;</li> <li>• Progress is ongoing in relation to the creation of online platforms to support and complement the Activation</li> </ul>

<p>DSP</p> <ul style="list-style-type: none"> <li>• Jobseeker service – expansion and improvement to services including progress on automation / online claims</li> <li>• Intreo Offices – continue cooperation with, and consultation on impacts arising from, the redesign and expansion of services to provide better customer service, more efficiency and greater opportunities for staff to reskill and enhance career progression.</li> </ul> <p>DoJ</p> <ul style="list-style-type: none"> <li>• Digital Transformation Programme across key services</li> </ul> <p>DETE</p> <ul style="list-style-type: none"> <li>• Replacement of legacy IT systems including Employment Permits, Export Licensing; and Labour Court</li> </ul> <p>PAS</p> <ul style="list-style-type: none"> <li>• Accelerated use of AI, RPA, chatbots</li> <li>• Redesign of processes and service delivery – Project Nova</li> </ul> <p>DoTransport</p> <ul style="list-style-type: none"> <li>• AI / Machine Learning: assessment and implementation of new</li> </ul>				<p>digital journey in assisting our customers on their path towards employment;</p> <ul style="list-style-type: none"> <li>• A new Pathways to Work hub went live on MyWelfare on 1st September 2021.</li> </ul> <p>DoJ</p> <ul style="list-style-type: none"> <li>• End to End process review completed for International Protection Office including customer insights piece with a view to informing automation of processes. Learning from previous iterations of online forms being brought to new Undocumented Migrant Scheme with a view to implementing a no paper process for this new scheme.</li> </ul> <p>PAS</p> <ul style="list-style-type: none"> <li>• Assessments and interviews continue to be conducted virtually at all levels.</li> <li>• ‘Record and review’ remote proctoring facility.</li> <li>• Video tutorials available to clients.</li> <li>• New e-learning modules for board members.</li> </ul>
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<p>platforms such as eIDAS as eIDAS, Digital Post-box, eCase (and any subsequent introduction including preparatory phases)</p> <ul style="list-style-type: none"> <li>• RPA: Proof Of Concept of RPA to Departments Change of Vehicle Ownership; trial deployment of RPA across department</li> </ul> <p>Oireachtas</p> <ul style="list-style-type: none"> <li>• Digital Parliament Programme, including Digital Order Paper for Dáil Éireann, digitalisation of manual tasks associated with Oireachtas Committee meetings, processing and laying documents before the Houses, and integration of memory-based translation system with Dáil business system</li> </ul> <p>DRCD</p> <ul style="list-style-type: none"> <li>• Ongoing co-operation and engagement with virtual first learning.</li> <li>• Ongoing engagement and co-operation from staff on move to online application and assessment processes for funded schemes.</li> </ul>				<ul style="list-style-type: none"> <li>• Office 365 facilitating enhanced collaboration</li> <li>• PAS are undertaking a pilot to evaluate AI-driven security appliances</li> <li>• New Talent Acquisition System in development – Project NOVA</li> <li>• PowerApps - analysing and piloting the Microsoft Power Platform</li> </ul> <p>DoTransport</p> <ul style="list-style-type: none"> <li>• RPA has been implemented with one process going live in Nov and another on track to launch in early Feb. Staff are trained up on use of the platform and there is a growing list of other processes that can be automated.</li> <li>• A Unified Communications solution was launched. Staff desk phones now also ring on their Teams client where they can be answered. Staff can also make outbound phone calls directly from Teams thus facilitating Hybrid working</li> <li>• An approved Cloud Computing Policy was</li> </ul>
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<p>DHLGH</p> <ul style="list-style-type: none"> <li>• Digital Transformation Programme across key services: planning, housing, heritage services, etc. with a focus on improving digital customer experience through process simplification and standardisation and a “digital first” approach.</li> <li>• Modernization of Housing Delivery ICT tracking system in collaboration with Local Authorities through project Díon.</li> <li>• Streamlining interagency data sharing by adoption of standards and implementation of a data exchange platform as part of the roll-out of a Data Strategy.</li> <li>• Modernisation and redesign of forecast processes, services and the production and delivery of weather, climate and hydrological information.</li> </ul>				<p>developed which will clear the way for the launch of 6 new cloud based productivity tools to staff in December.</p> <p>Oireachtas</p> <ul style="list-style-type: none"> <li>• Launched the Dáil Business system which digitalises the Dáil Order Paper.</li> <li>• Integrated the use of AI machine translation with the Dáil Business system and into work processes of parliamentary business units.</li> <li>• AI and ASR further progressed and moving into market soundings and RFT process.</li> </ul> <p>OPW</p> <ul style="list-style-type: none"> <li>• Unified communications project - largely complete.</li> <li>• Data Analytics - Pilots were very successful. ICT Unit will continue to assist OPW business areas who face management reporting challenges.</li> <li>• Tree inspection App is progressing and prototype tree asset register has been developed. Further enhancements have been</li> </ul>
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				<p>made to the mobile App used by Property Maintenance to include GPS functionality.</p> <ul style="list-style-type: none"> <li>• Electronic Stores Mgt. solution - Tender evaluation process has now concluded.</li> <li>• Common Data Environment - Building Information Modelling Group currently defining its requirements.</li> <li>• HR solution for operating staff - Contract has been placed. Project commences in January 2022.</li> </ul>
<b>PRIORITY 3</b> <b>Flexibility and strengthening capacity</b>				
<u>ACTIONS</u>	<u>OUTCOMES</u>	<u>TIMEFRAME</u>	<u>MEASURES</u>	<u>PROGRESS/ACHIEVEMENTS</u> <u>SEPT – DEC 2021</u>
<p>1.3.1(4), 1.3.5(4), 1.5.4(5)</p> <p><b>Flexible working</b></p> <p>Agreement in principle to work with departments/offices in relation to revised or new flexible working arrangements following normal consultation processes, taking into account the current agreement on flexible working. This will include, but is not limited to the following:</p> <ul style="list-style-type: none"> <li>• Blended working policies across the Civil Service</li> <li>• DSP (Review, refine and expand functions/services offered by</li> </ul>	<p>Increased flexibility for employee, employer and better services to the public.</p>	<p>Q2 2021</p> <p>Q1 2021 - Q4 2022</p>	<p>Blending Working Policy Framework agreed.</p> <p>Number of blended working policies in place in organisations.</p> <p>Cooperation in relation to revised or new flexible working arrangements including agreement on blended working policies and associated changes to work practices.</p>	<p>Engagement with the CSMB is under way with a view to recommencing discussions with the relevant staff representative bodies and finalising the Framework.</p> <p>DSP</p> <ul style="list-style-type: none"> <li>• NICC (National Income Contact Centre) has been established. Divisional Review has been completed at a high level – Refinement is</li> </ul>

<p>Intreo offices. Including a review and enhancement of cross-divisional working arrangements. This may include the potential to broaden the scope to include work currently done by other PSBs. With the focus on improving customer service, increasing efficiency and providing opportunities for staff to upskill.</p> <ul style="list-style-type: none"> <li>• DETE (to pilot a 'connected teams' project with a focus on team behaviours in a blended work framework)</li> <li>• Agriculture (additional flexible arrangements including compressed/autonomous hours)</li> </ul>		Q1 2021 - Q4 2022		<p>underway and initial roll out will commence in Jan 2022.</p> <p>DETE</p> <ul style="list-style-type: none"> <li>• The Connected Teams pilot is complete and an Action Plan/report was published on 3rd November. An Implementation Group will now oversee implementation of the plan's 26 actions and promote best practice blended/remote working behaviours across the Department.</li> </ul> <p>DoJ</p> <ul style="list-style-type: none"> <li>• Blended Working Consultative Group established to support development of Blended Working Policy.</li> </ul>
<p>1.3.1(4), 1.3.5(4), 1.5.4(5) <b>Accommodation</b> Local engagement and cooperation with any changes to property utilisation required by departments to support their business , including preparatory changes aimed at making better and/or more efficient use of office space. This specifically includes changes in office space resulting from flexible ways of working (e.g. blended working.) This may mean, but is not limited to the following:</p>	<p>More efficient use of capital resources and reduction in overhead costs.</p>	Q1 2021 - Q4 2022	<p>Co-operation with changes to associated working practices and changes to accommodation to deliver efficiencies.</p>	<p>DSP</p> <ul style="list-style-type: none"> <li>• Commenced the consultation process with OPW to review capacity requirements in relation to maximising accommodation in offices/buildings once the central policy on blended working is formalised and introduced across the Civil Service.</li> </ul> <p>DoJ</p>

<ul style="list-style-type: none"> <li>• Working to the concept of agile, open plan accommodation (at all grades)</li> <li>• Optimising the utilisation of desks including the question of rights to designated workstations</li> <li>• Optimising office floor plates through no automatic right to single occupancy office for any grade while having due regard for the effectiveness of blended working</li> <li>• Colocation across organisations when required</li> </ul> <p>This will include, but is not limited to office reconfiguration/rationalisation in the following organisations: Justice</p>				<ul style="list-style-type: none"> <li>• Full audit of Justice buildings complete with options around proposed layouts to support blended working environment in 2022 being developed which will see a move to 'villaging' and offices which are currently single use being used to host meeting/collaborative/quiet work spaces.</li> </ul> <p>PAS</p> <ul style="list-style-type: none"> <li>• Future of Work group – Cross-functional group established to prepare for transition to Hybrid – Workspace, Ways of Working, Digital, Comms, Operations and File Management.</li> </ul>
<p>1.3.3, 1.5.2, 1.4.1(3) <b>Professionalisation</b> Cooperation with the development of strategies for further professionalisation of functional expertise (e.g. HR, ICT) following normal consultation processes. Supporting future skills development as set out in the 2030 future skills plan (e.g. major projects management, policy, data analytics).</p> <p>Co-operation with the implementation of ongoing ICT strategies.</p>	<p>Accelerate the professionalisation of functions through defined strategies, including functional career paths for all required functions to deliver goals of CS Renewal 2030</p>	<p>Q1 2021 - Q4 2022</p>	<ul style="list-style-type: none"> <li>• Number of Functional development strategies across the CS and PS</li> <li>• Number of defined 'specialist career paths' across the CS and PS</li> <li>• Number of specialist competitions and hires into (recruitment), and through (mobility) the system</li> </ul>	<p>HROM Detailed Design which includes 3 separate work streams – End to End HR Service Catalogue, Key Process Design Maps, and Future Organisation Design and Sizing for the 3 Pilots – DSP, DETE, CSHRD. This will allow for the consultation process to commence with the unions in Q1 2022 as part of the wider communications plan.</p> <p>PAS in collaboration with the IPA rolled out a new Level 8</p>

<p>*Apprenticeship's are part of the functional strategies, please see the above action re National Apprenticeship Plan.</p>				<p>Professional Certificate in Resourcing and Recruitment in November. The programme is available to public sector recruiters – PAS, Revenue, HSE and DCC are currently participating.</p>
<p><b>PRIORITY 4</b> <b>Business/operational/policy changes leading to internal efficiencies</b></p>				
<p><b><u>ACTIONS</u></b></p>	<p><b><u>OUTCOMES</u></b></p>	<p><b><u>TIMEFRAME</u></b></p>	<p><b><u>MEASURES</u></b></p>	<p><b><u>PROGRESS/ACHIEVEMENTS</u></b> <b><u>SEPT – DEC 2021</u></b></p>
<p>1.3.3 Business/operational/policy changes leading to internal efficiencies. In the first instance that involves: DAFM: The parties reaffirm their commitment to constructive engagement on DAFM outsourcing proposals, in accordance with protocols set out in previous national agreements.</p>	<p>More efficient deployment of veterinary and technical resources to high value core work.</p>	<p>Q4 2021</p>	<p>Outsourcing of TSE Sampling in Knackeries. Staff are deployed to higher value work which will yield greater organisational and societal benefit.</p>	<p>DAFM: Engagement has commenced with the relevant unions and discussions are well advanced. It is anticipated that these discussions will be completed by end-Q1 2022.</p>
<p><b><u>Compliance with industrial peace provisions of the Agreement:</u></b></p>				
<p>There has been compliance with the industrial peace provisions of the Agreement and recourse to the dispute resolution process as provided for under the Agreement where appropriate.</p>				

The below actions will be reported on in future reporting cycles.				
PRIORITY 3: Flexibility and strengthening capacity				
<u>ACTIONS</u>	<u>OUTCOMES</u>	<u>TIMEFRAME</u>	<u>MEASURES</u>	*For future reporting
1.3.3 <b>Organisational Reviews</b> Cooperation in relation to organisational reviews following normal consultation processes. In the first instance that involves: DRCD ongoing co-operation with actions arising from Organisational Capacity Review				
PRIORITY 4: Business/operational/policy changes leading to internal efficiencies				
<u>ACTIONS</u>	<u>OUTCOMES</u>	<u>TIMEFRAME</u>	<u>MEASURES</u>	*For future reporting
1.5.3(3) <b>Standardisation</b> In principle agree standardisation and automation of policies and associated processes with a view achieving greater efficiencies (e.g. HCM or any other related HR/IT system) following normal consultation processes.	Responsive, timely, streamlined, efficient policies	Q4 2022	Cooperation with new more efficient processes	
1.5.3(3) <b>Redesign of policies</b> Agreement that the following principles will apply in the redesign of all HR policies. This includes but is not limited	Responsive, timely, streamlined, efficient policies	Q3 2021 – Q4 2022	Revised policies in place where required.	

<p>to:</p> <ul style="list-style-type: none"> <li>- The policy reforms including legislative changes deemed necessary for the move to the WRC e.g. discipline, grievance, and appeals structures.</li> <li>- Reform of annual leave and bereavement leave policies and processes.</li> </ul> <p>Principle: Decision making will be devolved to the appropriate management level reflecting normal employment law standards</p> <p>Principle: Policies and procedures will be streamlined in line with good employment law / HR practice, and in particular, will avoid unnecessary layers or additional steps.</p> <p>Principle: Design of policies will deliver efficient (e.g. cost-effective and timely) and user-friendly processes.</p> <p>Principle: Processes will be standardised, wherever feasible, to deliver efficiencies.</p>				
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Sign off:



Secretary General

Date:

26/01/2022