



Civil Service Renewal Plan - Third Progress Report – June 2017

Key Messages

The [Civil Service Renewal Plan](#), launched in October 2014, is a vision and 3-year action plan for the Civil Service. The Third Progress Report shows that significant progress has been made in driving practical change in 4 main areas:

- Managing the Civil Service as a single, unified organisation
- Maximising the performance and potential of all Civil Service employees and organisations
- Changing Civil Service culture, structures and processes to become more agile, flexible and responsive
- Continuously learning and improving by being more open to external ideas, challenges and debates.

WHAT'S HAPPENED SINCE THE SECOND PROGRESS REPORT?

Significant progress has been made in implementing and delivering this ambitious programme of reform. Phase 1 of implementation focused on establishing governance structures, creating momentum and initiating a number of actions. Phase 2 successfully translated this progress into tangible results. Phase 3 focused on actions that directly impacted on staff, enhancing the capability of all civil servants and supporting the development a high performing and more accountable workforce.

The six priority actions prioritised for phase three are as follows:

Whole of Government pathfinder learning outcomes (Action 5)	<input checked="" type="checkbox"/>
Develop Strategic HR Capability (Action 7)	<input checked="" type="checkbox"/>
Establish a new shared model for delivering learning and development (Action 9)	<input checked="" type="checkbox"/>
Talent Management Programmes (Action 10)	<input checked="" type="checkbox"/>
Improve Project Management capacity (Action 17)	<input checked="" type="checkbox"/>
Strengthen Policy Making Skills (Action 22)	<input checked="" type="checkbox"/>

In addition to implementing the priority actions, significant progress was also made on other actions overseen by the Civil Service Management Board (CSMB). The Third Progress Report provides details on all of the actions in the Renewal Plan and is available [here](#).

WHAT'S REALLY CHANGED IN PHASE 3?

- Three pathfinder projects are piloting new ways for delivering **Whole-of-Government** work: (i) The Public Services Card, (ii) The National Cyber Security Strategy, and (iii) Youth Mental Health. (Action 5)
- A Civil Service People Strategy has been finalised. This strategy will strengthen **strategic HR capability** across all Civil Service organisations and sets the strategic HR agenda for 2017 to 2020. (Action 7)
- Significant progress in preparing for the introduction of the **new shared Learning and Development model** has been made. A core curriculum has been approved and contracts awarded to training providers across a range of courses. These will be available for staff later in the year. (Action 9)



- Pilot executive leadership programmes for Assistant Secretary and Principal Officer levels were introduced as part of a new **talent management** initiative. Work is underway on a framework to support the development of emerging leaders at all grades up to Assistant Principal level. (Action 10)
- The Civil Service **Project Management** Leaders and Advisory Service and a Project Managers' Network (PMN) was established. The inaugural conference of the Civil Service PMN included the launch of a new Project Management Handbook for the Civil Service. An online portal has been developed that provides access to project management guidance and resources. (Action 17)
- Work is advancing on the development of a guidance framework for **policy-making** to support Departments on the fundamental stages of policy-making. Open Policy Debates continue to be held and involve a networks of practitioners, academics and experts in developing and debating policy options. (Action 22)

Other significant progress made in phase 3 includes:

- The Civil Service Accountability Board and the CSMB published their 2016 Annual Reports. They are available at <http://www.per.gov.ie/>. (Action 2)
- The National Shared Services Office continues to implement the programme of shared services, delivering Payroll Shared Services to 111,900 public servants and HR/Pension Shared Services to 34,500 Civil Servants. The Civil Service Financial Management Shared Service is scheduled to begin operating on a phased basis in 2018. (Action 6)
- In 2016 the Public Appointments Service ran 361 open recruitment and promotion campaigns for general service, professional and technical grades. (Action 8)
- A range of initiatives to improve gender balance across the Civil Service was developed by the CSMB and approved by Government and are now being implemented. (Action 8.5)
- Following the introduction of new performance management policies, training has been made available to HR Units and line managers to support and improve the management of performance. (Action 11)
- The second Civil Service Excellence and Innovation Awards was held in Q4 2016 with 74 nominations received from across the Civil Service. Preparations are underway for the 2017 Awards. (Action 13)
- A Service Wide Mobility Scheme has been piloted in two regional locations. The Scheme will be launched across the Civil Service for Executive Officer and Clerical Officer grades in Q3 2017. It will be expanded to other grades in 2018. (Action 15)
- The amalgamation of the Staff Officer and Executive Officer grades has been completed. (Action 16)
- Strategic Workforce Planning guidelines and templates issued to all Departments to facilitate preparation of workforce plans for 2017-2019. (Action 18)
- Implementation of the Public Service ICT strategy continues under five pillars i.e. Digital, Data, Build to Share, Governance and Capability. (Action 19)
- The pilot Organisational Capability Review in the Department of Transport, Tourism and Sport has been completed and a review of the Courts Service of Ireland is now underway. (Action 20)
- A programme of communications and engagement with civil servants continues through a number of channels. Civil Service Renewal publications can be accessed [here](#). (Action 23)
- Work has commenced on establishing a framework for a National Data Infrastructure to improve how data is collected, managed and shared. (Action 24)
- In response to the 2015 Civil Service Employee Engagement Survey, various initiatives are being implemented within Departments. The next Survey is scheduled for September 2017. (Action 25)

WHERE TO FIND OUT MORE?

Visit <http://www.per.gov.ie/civil-service-renewal> (for members of the public) or <http://csvision.per.gov.ie/> (for civil servants).