



The Civil Service Renewal Plan

First Progress Report

Progress Achieved in the 'First 200 Days' Implementing the Vision and
Three Year Action Plan for the Civil Service



July 2015

Summary of Progress

Purpose of this Report

The [Civil Service Renewal Plan](#), an initiative under the [Public Service Reform Plan](#), was launched in October 2014 by the Taoiseach, Enda Kenny T.D. and the Minister for Public Expenditure and Reform, Brendan Howlin T.D. The three year plan outlines 25 practical actions that will create a more unified, professional, responsive, open and accountable Civil Service that can provide a world-class service to the State and the people of Ireland. This Report summarises progress achieved in the ‘first 200 days’.

Progress Achieved in the ‘First 200 Days’

The Renewal Plan set out 6 priority actions for delivery within the ‘first 200 days’. Since publication, significant progress has been achieved. Of the 25 actions in the Renewal Plan 23 have been initiated. Of the 104 sub-actions in the Plan, 14 have been completed and 54 have been initiated within this period. At the time of this Report, projects to implement all priority actions are on track for successful delivery. For example:

- An Accountability Board has been established to bring together Civil Service, Ministerial and external perspectives to oversee Civil Service performance for the first time (Action 1).
- A Civil Service Management Board (CSMB) has been established to bring together all Heads of Departments and major Offices into a cohesive whole-of-Government executive management team for the first time (Action 2).
- A performance review process for Secretaries General has been approved and will be introduced in the next performance year, January 2016 (Action 12).
- Options to strengthen the Disciplinary Code have been identified and a revised code has been drafted which will be subject to the normal consultation processes (Action 11.3).
- Open recruitment campaigns have been held for Principal, Assistant Principal, Administrative Officer, Executive Officer, and Clerical Officer grades in the Civil Service (Action 8).
- The first Civil Service wide employee engagement survey has been piloted by more than 700 staff and will issue to all staff in September 2015 (Action 25).

A summary of progress on all of the actions in the Renewal Plan is contained in this Report.

Progress Expected in the Next 200 Days

The CSMB has begun work to identify the next set of priorities to ensure continued momentum and focus during implementation.

The relevant press releases, minutes of meetings, reports and information will be made available regularly for the public on www.per.gov.ie and for civil servants on <http://csvision.per.gov.ie/>.

Overview of Progress Implementing the Actions

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| Action 1 | Establish an Accountability Board for the Civil Service |
| CSMB | Robert Watt, Department of Public Expenditure and Reform |
| Sponsors | Martin Fraser, Department of the Taoiseach |
| Progress | <ul style="list-style-type: none"> • The Terms of Reference for the Board were approved in Q1 2015. • Following a State Boards recruitment process for external members, the Board was formally appointed in Q2 2015. • Board Members are: <ul style="list-style-type: none"> – The Taoiseach, Enda Kenny, T.D. (Chair). – The Tánaiste and Minister for Social Protection, Joan Burton T.D. – The Minister for Public Expenditure and Reform, Brendan Howlin T.D. – The Minister for Finance, Michael Noonan T.D. – Secretary General, Department of the Taoiseach, Martin Fraser. – Secretary General, Department of Public Expenditure and Reform, Robert Watt. – Secretary General, Department of Education and Skills, Seán Ó Foghlú. – Chairman of the Revenue Commissioners, Niall Cody. – External Member, Paul Farrell, IBM Europe. – External Member, Bernie Gray, Better Boards. – External Member, Shane Bissett, The Royal Mint. – External Member, Dorothy Scally, The Top Level Appointments Committee. • The inaugural meeting of the Board will be held in Q3 2015. |
| PRIORITY ACTION | |

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| Action 2 | Establish a Civil Service Management Board |
| CSMB | Robert Watt, Department of Public Expenditure and Reform |
| Sponsors | Martin Fraser, Department of the Taoiseach |
| Progress | <ul style="list-style-type: none"> • The Board met for the first time in Q4 2014 and has held 8 meetings to date. • Board Members include all Heads of Government Departments and major Offices totalling 21 members. • Board meetings are chaired by the Secretary General to the Government, Martin Fraser. • The Board has been assigned collective responsibility for implementing the Civil Service Renewal Plan. • All Members of the Board have been assigned responsibility to lead one or more Renewal Plan actions. |
| PRIORITY ACTION | |

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| Action 3 | Set a common governance standard |
| CSMB | Derek Moran, Department of Finance |
| Sponsors | Mark Griffin, Department of Communications, Energy and Natural Resources John Murphy, Department of Jobs, Enterprise and Innovation |
| Progress | <ul style="list-style-type: none"> • Project scope and approach agreed in Q1 2015. • Draft Corporate Governance Standard approved in Q2 2015. • Public consultation process concluded in Q2 2015. • Final Corporate Governance Standard under review to take account of feedback received during consultation. • Subject to final approval, full implementation to commence in Q3 2015. |

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| Action 4 | Strengthen strategic planning and business planning processes |
| CSMB | Martin Fraser, Department of the Taoiseach |
| Sponsors | Derek Moran, Department of Finance John Murphy, Department of Jobs, Enterprise and Innovation |
| Progress | <ul style="list-style-type: none"> • Preliminary research and project scoping work underway. |

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| Action 5 | Improve the delivery of shared whole-of-Government projects |
| CSMB | Mark Griffin, Department of Communications, Energy and Natural Resources |
| Sponsors | Fergal Lynch, Department of Children and Youth Affairs Seán Ó Foghlú, Department of Education and Skills |
| Progress | <ul style="list-style-type: none"> • Project scope and approach agreed in Q2 2015. • Three pathfinder projects selected in Q2 2015 to pilot new models for delivering whole-of-Government projects. Projects are: <ul style="list-style-type: none"> – The Public Services Card – Cyber Security – National Framework for Suicide Prevention in Ireland |

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| Action 6 | Expand the model of sharing services and expertise across organisations |
| CSMB Sponsors | Robert Watt, Department of Public Expenditure and Reform |
| Progress | <ul style="list-style-type: none"> • Programme of sharing services underway through: <ul style="list-style-type: none"> – The National Shared Services Office. – The Office of Government Procurement. – The Office of the Government Chief Information Officer. |

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| Action 7 | Significantly develop Strategic HR capability |
| CSMB Sponsors | Robert Watt, Department of Public Expenditure and Reform |
| Progress | <ul style="list-style-type: none"> • Chief Human Resources Officer for the Civil Service appointed in Q2 2015 and will take up the post in Q3 2015. |

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| Action 8 | Open up recruitment and promotion processes at all levels |
| CSMB Sponsors | Niamh O'Donoghue, Department of Social Protection Maurice Quinn, Department of Defence Fiona Tierney, Public Appointments Service |
| Progress | <ul style="list-style-type: none"> • Open competitions underway or complete at the following levels: <ul style="list-style-type: none"> – Clerical Officer – Executive Officer – Administrative Officer – Assistant Principal – Principal • Open competitions underway to fill identified specialist and technical skills gaps. • Appointments at Secretary General and Assistant Secretary General level continue to be filled by open competition. • Graduate Development Programme established in Q2 2015. |

PRIORITY ACTION

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| Action 9 | Establish a new shared model for delivering learning and development |
| CSMB Sponsors | John McCarthy, Department of the Environment, Community and Local Government Niall Cody, Office of the Revenue Commissioners |
| Progress | <ul style="list-style-type: none"> • Project scope and approach agreed in Q2 2015. • Proposed model for delivering learning and development agreed in Q2 2015. • A detailed business case evaluation of the model will be initiated in Q3 2015. |

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| Action 10 | Introduce structured and transparent talent management programmes to develop future leaders |
| CSMB Sponsors | John Murphy, Department of Jobs, Enterprise and Innovation Joe Hamill, Department of Arts, Heritage and the Gaeltacht Noel Waters, Department of Justice and Equality |
| Progress | <ul style="list-style-type: none"> • Project scope and approach agreed in Q2 2015. • Further work ongoing to plan implementation approach. |

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| Action 11 | Strengthen the performance management process |
| CSMB Sponsors | Robert Watt, Department of Public Expenditure and Reform Tom O'Mahony, Department of Transport, Tourism and Sport (Action 11.3) Liam O'Daly, Office of the Attorney General (Action 11.3) |
| Progress | <ul style="list-style-type: none"> • Options to strengthen the Civil Service Disciplinary Code have been identified and a revised code has been drafted which will be subject to the normal consultation processes (Action 11.3). • Project scope and approach agreed in Q2 2015 and further work ongoing to plan the implementation of the remaining sub-actions. |

PRIORITY ACTION

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| Action 12 | Design and implement a robust performance review process for Secretaries General and Assistant Secretaries |
| CSMB Sponsors | Robert Watt, Department of Public Expenditure and Reform Martin Fraser, Department of the Taoiseach Jim Breslin, Department of Health Niall Burgess, Department of Foreign Affairs and Trade |
| Progress | <ul style="list-style-type: none"> • Project scope and approach agreed in Q2 2015. • Enhanced performance review process for Assistant Secretaries has been developed and will be piloted by four Government Departments in 2015. |

- A performance review process for Secretaries General has been approved and will be introduced in the new performance year, January 2016.

PRIORITY ACTION

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| Action 13 | Publicly recognise staff excellence and innovation |
| CSMB | Robert Watt, Department of Public Expenditure and Reform |
| Sponsors | Niall Burgess, Department of Foreign Affairs and Trade |
| Progress | <ul style="list-style-type: none"> • Project scope and approach agreed in Q1 2015. • First Civil Service Excellence Awards will take place in Q4 2015. • Nominations process will begin across Government Departments in Q3 2015. |

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| Action 14 | Strengthen professional expertise within corporate functions |
| CSMB | Robert Watt, Department of Public Expenditure and Reform |
| Sponsors | |
| Progress | <ul style="list-style-type: none"> • Proposal developed to establish an Irish Government Statistical Service. • Work on this action expected to commence in next phase of implementation. |

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| Action 15 | Expand career and mobility opportunities for staff across geographic, organisational and sectoral boundaries |
| CSMB | Niamh O'Donoghue, Department of Social Protection |
| Sponsors | Maurice Quinn, Department of Defence Fiona Tierney, Public Appointments Service |
| Progress | <ul style="list-style-type: none"> • Project scope and approach agreed in Q2 2015. • The first mobility policy for senior managers at Principal level has been agreed and the first moves are expected in Q3 2015. • To date 12 moves have been agreed at Assistant Secretary level under the Senior Public Service mobility protocol. • Work underway to identify a range of opportunities to extend mobility. |

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| Action 16 | Re-design organisational and grade structures |
| CSMB | To be assigned |
| Sponsors | |
| Progress | <ul style="list-style-type: none"> • Work on this action expected to commence in next phase of implementation. |

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| Action 17 | Improve project management capacity |
| CSMB | Clare McGrath, Office of Public Works |
| Sponsors | Aidan O’Driscoll, Department of Agriculture, Food and the Marine |
| Progress | <ul style="list-style-type: none"> • Preliminary research and project scoping underway. |

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| Action 18 | Increase the authority, flexibility and accountability for managing staff resources by delegating more responsibility to Departments |
| CSMB | Robert Watt, Department of Public Expenditure and Reform |
| Sponsors | |
| Progress | <ul style="list-style-type: none"> • Phased implementation underway across Government Departments as of Q1 2015. |

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| Action 19 | Expand the ICT capacity of Departments and increase efficiencies by creating common systems and infrastructure |
| CSMB | Robert Watt, Department of Public Expenditure and Reform in conjunction with the |
| Sponsors | Office of the Government Chief Information Officer |
| Progress | <ul style="list-style-type: none"> • ICT Strategy published in Q1 2015. • ICT Strategy implementation underway. |

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| Action 20 | Implement a programme of Organisational Capability Reviews |
| CSMB | Maurice Quinn, Department of Defence |
| Sponsors | Seán Ó Foghlú, Department of Education and Skills Mark Griffin, Department of Communications, Energy and Natural Resources |
| Progress | <ul style="list-style-type: none"> • Project scope and approach agreed in Q2 2015. • New model to implement Organisational Capability Reviews developed and approved in Q2 2015. • Programme expected to commence in Q3 2015. |

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| Action 21 | Publish the framework for assignment of responsibilities for all Departments |
| CSMB | Jim Breslin, Department of Health |
| Sponsors | Maurice Quinn, Department of Defence |
| Progress | <ul style="list-style-type: none"> • Project scope and approach agreed in Q1 2015. • Online template to publish Framework of Assignments for each Government Department developed and agreed. Implementation expected in Q3 2015 (Actions 21.1 and 21.2). • A working group on Transfer of Functions established in Q2 2015 (Action 21.3). • Draft Code of Standards and Behaviour for special advisers and draft induction programme developed in Q2 2015 and consultation underway (Action 21.4). |

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| Action 22 | Strengthen policy-making skills and develop more open approaches to policy-making |
| CSMB | Robert Watt, Department of Public Expenditure and Reform |
| Sponsors | Martin Fraser, Department of the Taoiseach |
| Progress | <ul style="list-style-type: none"> • Project scope and approach agreed in Q1 2015 (Action 22.2). • Open policy debates to involve policy networks of practitioners, academics and experts on key issues introduced in Q1 2015 (Action 22.2). • Eleven open policy debates held to date on a range of policy issues, for example: <ul style="list-style-type: none"> – The National Risk Assessment – Future Investment in Early Years Education – Education Reform – The Labour Market Symposium |

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| Action 23 | Nominate a Civil Service Spokesperson to communicate on behalf of the Civil Service |
| CSMB | Robert Watt, Department of Public Expenditure and Reform |
| Sponsors | Niall Burgess, Department of Foreign Affairs and Trade |
| Progress | <ul style="list-style-type: none"> • Civil Service Spokesperson – Secretary General Department of Public Expenditure and Reform - appointed in Q4 2014. • Civil Service Customer Satisfaction Survey completed by 2,000 customers and published in Q2 2015, survey results highlight strong and stable satisfaction levels: <ul style="list-style-type: none"> – 83% of customers felt the service received exceeded their expectations. – 77% customer satisfaction rate overall. |

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| Action 24 | Improve how data is collected, managed and shared |
| CSMB Sponsors | Robert Watt, Department of Public Expenditure and Reform |
| Progress | <ul style="list-style-type: none"> • ICT Strategy published in Q1 2015. • Public consultation process on “open licence” completed in Q1 2015. • Public consultation process on the foundation document for an Open Data Strategy and draft technical framework completed in Q2 2015. • Multiple outreach, dissemination and capacity building seminars held since Q4 2014 on approaches to opening up Government data. • A new version of http://data.gov.ie/data launched in beta mode with enhanced features in Q2 2015. |

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| Action 25 | Introduce an annual Employee Engagement Survey to involve staff at all levels in ongoing organisational improvement |
| CSMB Sponsors | Pádraig Dalton, Central Statistics Office |
| Progress | <ul style="list-style-type: none"> • Project scope and approach agreed in Q1 2015. • Survey questions developed and finalised in Q2 2015. • Pilot survey carried out across all Departments in Q2 2015; total of 754 participants. • Final survey to issue to all Civil Servants in Q3 2015. • High level results expected by Q4 2015. |

PRIORITY ACTION

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