



The Civil Service Renewal Plan

Background Data

Consolidating the available quantitative data to profile the Irish Civil Service in 2014



October 2014

A snapshot of the Civil Service in 2014

35,000

full-time equivalent Civil Servants, working in

17

large Departments and Offices and numerous smaller Offices and Agencies, managing over

€53bn

of public expenditure annually, and serving over

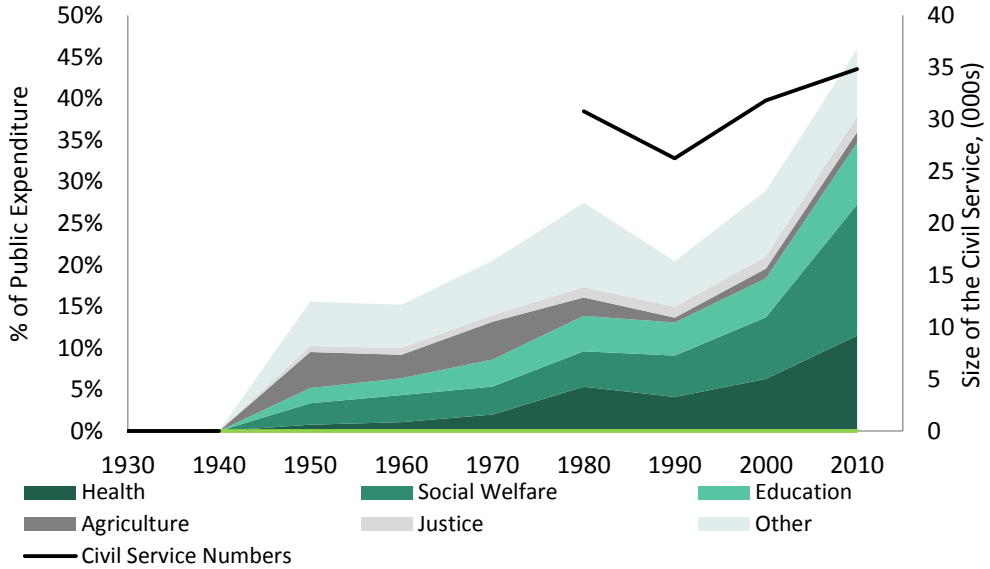
4.6m

people.

Over the last six decades, the role of the State in Irish Society has been changing

The composition of public expenditure has changed significantly over time, impacting on the responsibilities of the Civil Service

Government expenditure as a percentage of Gross National Product (GNP), 1950 – 2010¹



- In 1950, agriculture accounted for more than 25% of total Government expenditure, today it accounts for about 2%.¹
- In 1950, combined public expenditure on health, social welfare and education was 33% compared to approximately 77% today.¹

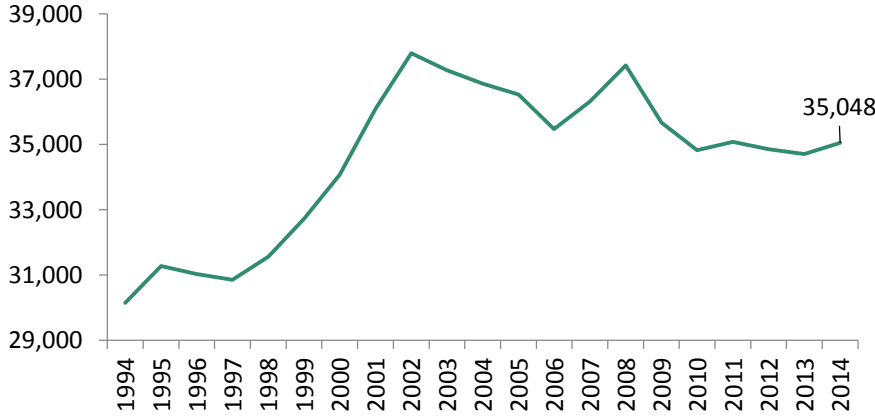
The day-to-day work of the Civil Service is broad, varied and often complex. It includes:

- advising the Government on policy;
- preparing the evidence and analysis required to inform government decisions;
- preparing legislation;
- delivering frontline public services that affect individuals, families, communities and businesses;
- implementing projects and programmes;
- collecting and distributing the revenues of the State;
- regulating and inspecting various sectors and services;
- representing Ireland’s interests in the EU and internationally;
- supporting parliamentary and democratic processes; and
- managing the day-to-day administrative work of the Government.

In the last five years, the size of the Civil Service has reduced significantly

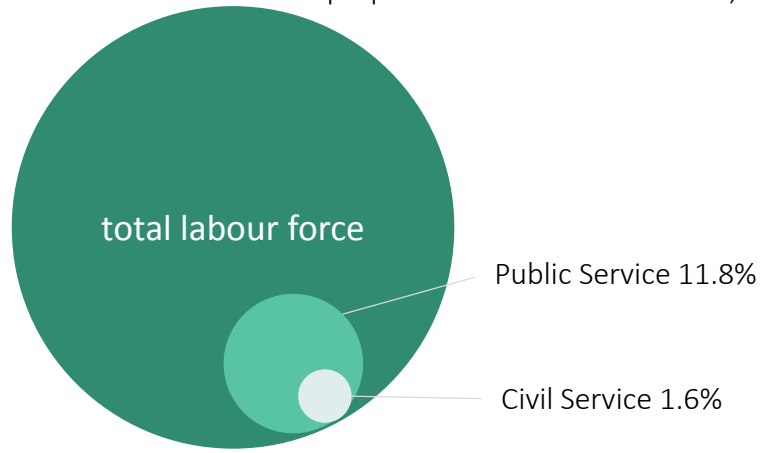
The Civil Service currently employs approximately 35,000 staff

Number of full-time equivalents in the Civil Service, 1980 – 2014



The Civil Service is a small proportion of the Irish Public Service and a smaller proportion of the total labour force

Size of the Civil Service as a proportion of total labour force, 2014



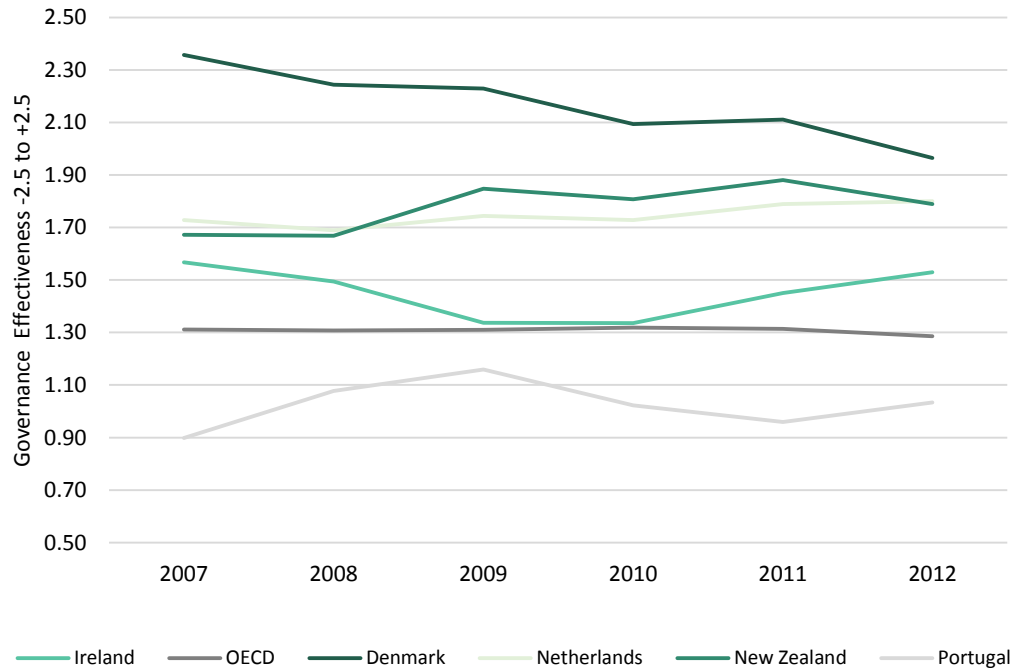
- Nationally, the Civil Service represents less than 2% of the total labour force and approximately 12% of the public service.¹
- By end 2013, the total number of full-time equivalent civil servants was 35,000. This represents a decrease of over 6.3% from a peak of 37,000 in 2008.²
- In the last 20 years, the size of the Civil Service relative to the size of the population declined from 8.4 per 1,000 of the population in 1994 to 7.6 per 1,000 in 2014.³
- The size of the Irish Civil Service is comparable with the United Kingdom. Latest figures show 6.7 civil servants per 1,000 in England, 8.6 in Scotland, 10.3 in Wales and 15.3 Northern Ireland.⁴
- Internationally, the OECD highlights a similar trend in the size of central administrations in EU Member States which have also decreased over this period.⁵

Sources: (1) Data sourced from the CSO and Department of Public Expenditure and Reform, (2) Department of Public Expenditure and Reform, (3) CSO Population Statistics, (4) Department of Foreign Affairs and Trade, (5) OECD

Confidence in public administration and effectiveness is also changing

Ireland's governance effectiveness rating compares to the OECD average and has increased since 2010

World Bank Governance Effectiveness Indicator, 2013



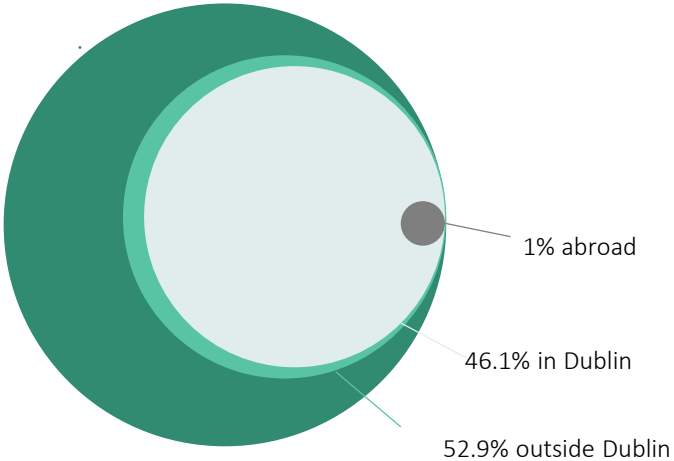
- Ireland's governance effectiveness rating increased from 1.34 in 2010 to 1.53 in 2012, above the OECD average of 1.29.¹
- In terms of public administration, the quality of Irish public administration is seen as above the European average with Ireland ranking 5th compared to the EU28 in 2013. This represents both an absolute and comparative improvement since 2010.²
- Ireland's maintenance of traditional Public Service values is also seen as continuing to improve with Ireland ranking well above EU28 average in 2013. Ireland's score on this indicator has improved in each year since 2010.²

Sources: (1) OECD Governance at a Glance 2013 and World Bank Governance Indicators 2013 (2) IPA Public Sector Trends 2013 Figures 11 and 12.

More than 50% of the Civil Service work outside Dublin, in a range of Departments that vary significantly in size and function

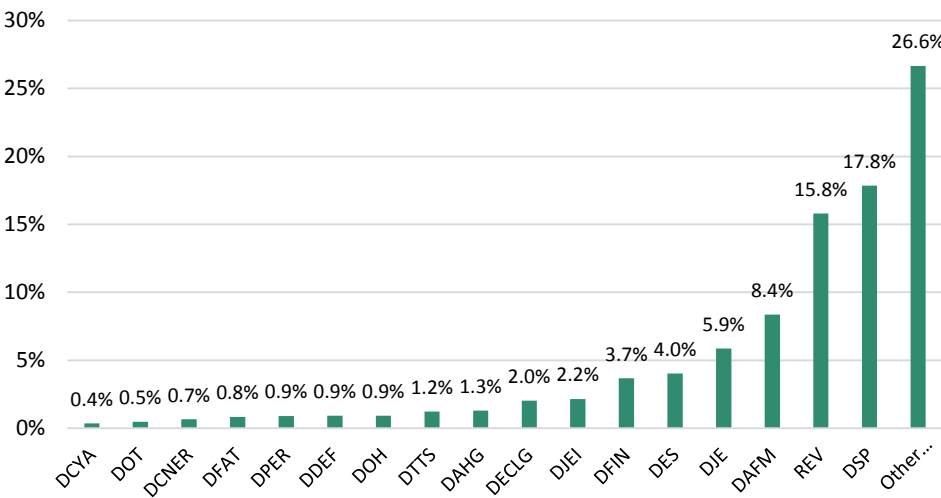
Civil Servants work internationally and nationwide, with the majority employed outside of Dublin

Geographical distribution of Civil Servants, 2014



Departments and Offices that vary significantly in size and scope

Proportion of Civil Servants working in Departments and Offices, 2013

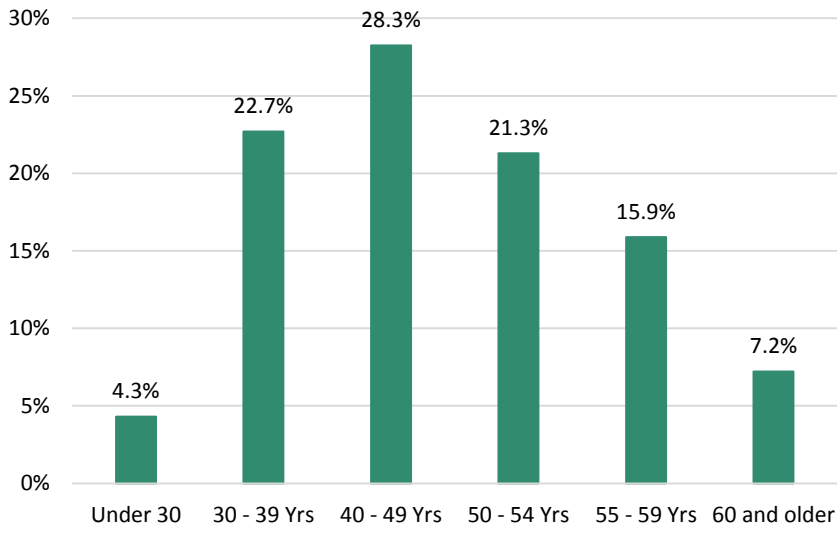


- The majority of the Civil Service work in large operational organisations, for example, the Department of Social Protection, the Office of the Revenue Commissioners, the Department of Agriculture, Food and the Marine.¹
- Between 2006 and 2013 the proportion of Civil Servants working in Dublin declined from 56% to 46%.¹
- Approximately 618 civil servants work in 73 diplomatic and consular offices abroad.²

The age profile in the Civil Service is increasing, and the scale of retirements by 2020 will create both challenges and opportunities

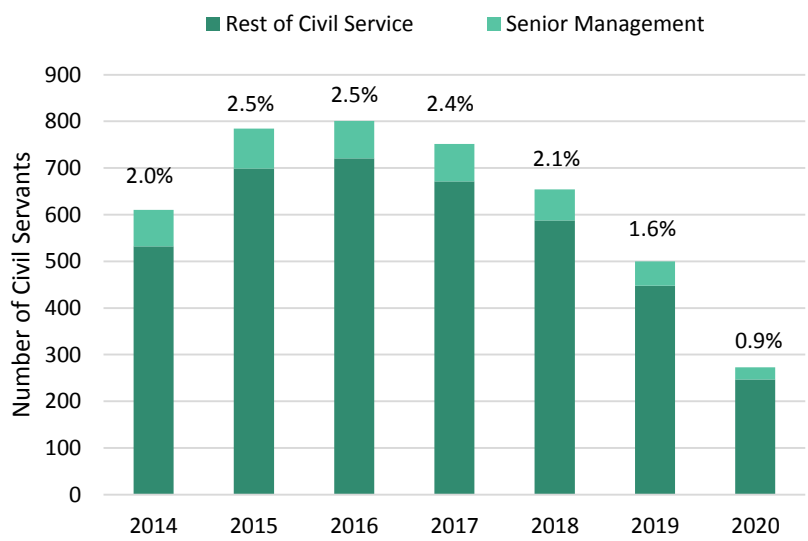
Almost 73% of the Civil Service are 40 years of age or over

Civil Service by Age Band, 2014



Over the next 6 years, several hundred senior managers age 60 or over will reach 40 years of service

Staff age 60 to 65 reaching 40 years of service between 2014-2020

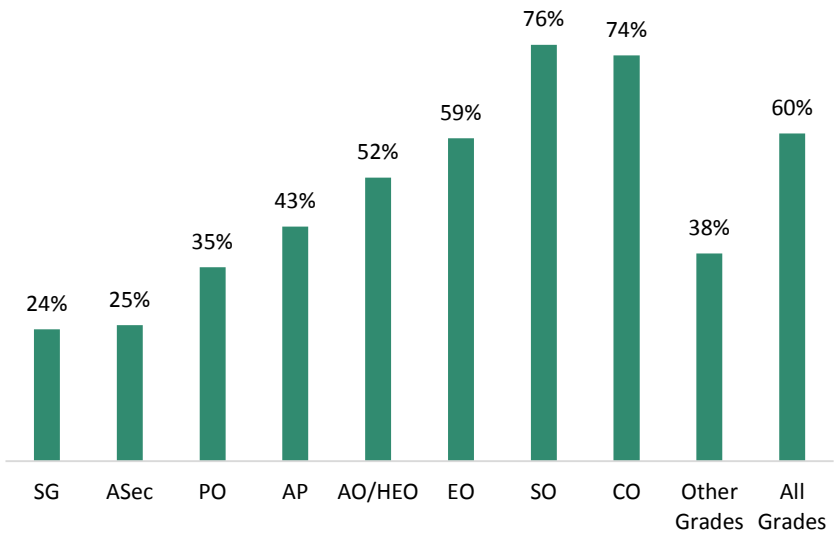


- 1 in 5 Civil Servants has more than 30 years experience in serving the State.¹
- Almost 73% of the current workforce are 40 years of age or over compared to 63% in 2006.¹
- 24% of the current workforce are 55 years of age or over.¹
- Only 4.3% of the workforce are 30 years of age or under, compared to 13.2% in 2006.¹
- In the next 6 years, 12.6% (4,400) of the Civil Service and 31.9% of senior management in the Civil Service (Principal and above) will be over 60 years of age and have served 40 years or more. The rate of retirement during this period is likely to increase significantly.¹

60% of staff, but only 33% of senior managers in the Civil Service are women

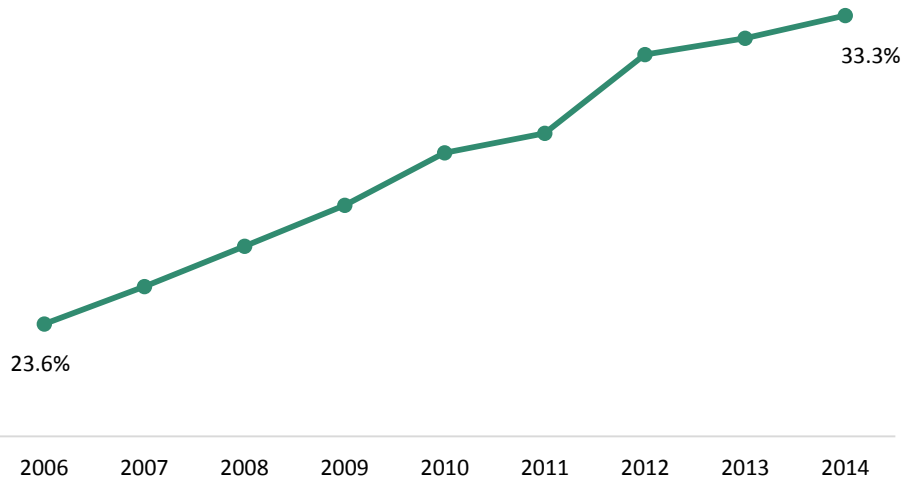
More than 60% of the Civil Service are women

Proportion of women at different grade levels, 2014



In the last decade, the proportion of women employed in senior management positions increased to 33.3%

Proportion of women employed at Principal and above, 2006 -2014



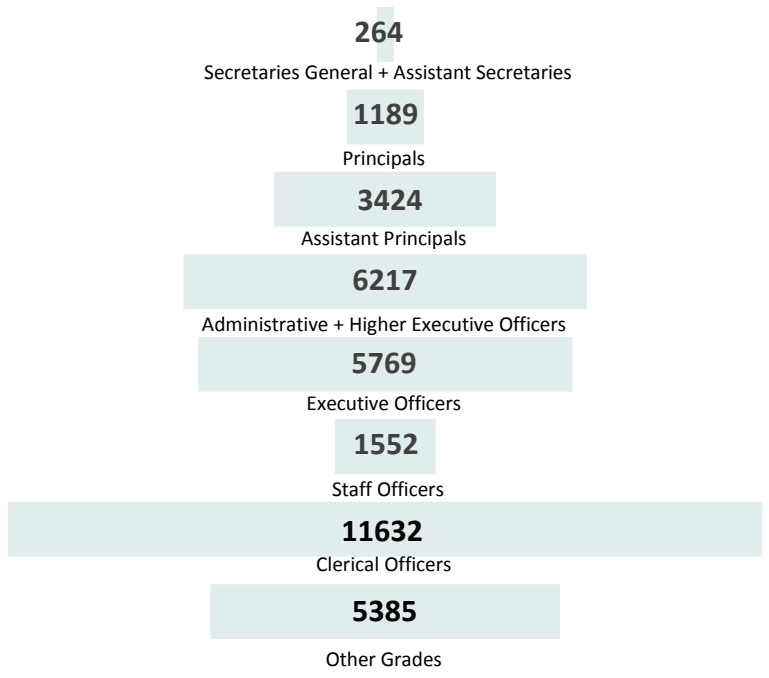
- 1 in 3 senior managers (Principal and above) are women and 1 in 4 are employed at Secretary General level.¹
- Internationally, the proportion of senior managers that are women varies, for example, in the UK 28.4% of senior managers are women, 36.5% in Australia, 39.8% in New Zealand, and 39.9% in Canada.²
- Recent recruitment patterns may lead to an improved gender balance at senior levels. At year end 2013, of the 1,600 staff now in the grades of Assistant Principal and Principal recruited since 1995, some 50% are women.¹

Sources: (1) Department of Public Expenditure and Reform, (2) OECD 2011, Survey on Gender in Public Employment

Less than 4% of the 35,000 employed in the Civil Service are senior managers

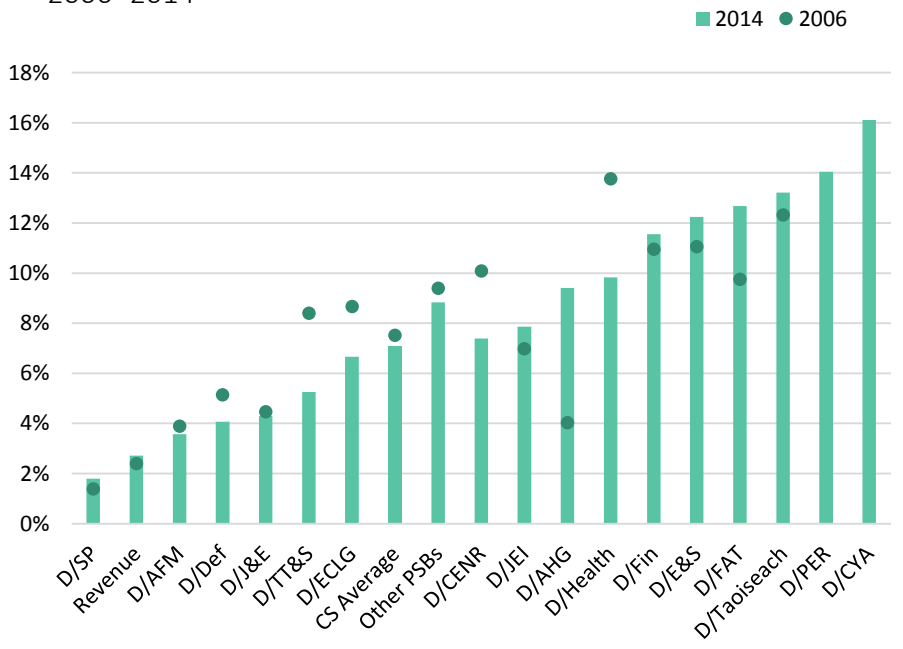
The Civil Service manages through a pyramid structure similar to other large organisations

Numbers employed at each grade, 2014



The size of senior management groups varies across organisations

Senior management as a proportion of all staff in each Department, 2006 -2014



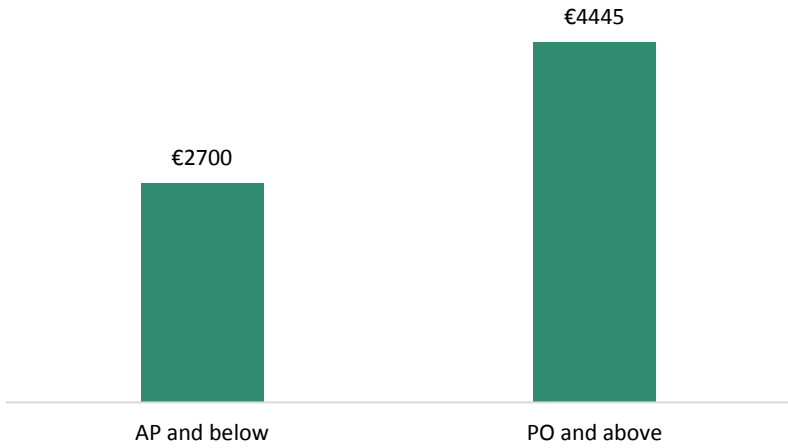
- 96% of the Civil Service is made up of staff managing the day-to-day operations of the Civil Service.¹
- In total, senior managers make up only 4% of the Civil Service.¹
- Within Departments, the size of senior management groups varies depending on the size and function of the organisation.¹

Sources: (1) Department of Public Expenditure and Reform

Investment in learning and development (L&D) varies considerably between organisations and between grades in the Civil Service

The average investment in L&D varies between grade cohorts

Average spend on post-second level for staff and senior managers, 2012



At the Civil Service level, investment in L&D per head varies considerably across organisations

Variation in investment per capita, 2013



- In 2012, the Civil Service invested €22million in Learning and Development across Departments and Offices.¹
- 60% of all Learning and Development investment was evaluated in 2012.¹
- 12 Departments completed a skills audit within the last 4 years.²
- 97% of survey respondents placed L&D provision in the ‘important’ or ‘very important’ category
- Functional categories (Legal, IT, Accounting, Finance, HR, Procurement) account for 36% of all funded courses

Sources: (1) Learning and Development Baseline Report prepared for DPER (2013), (2) Department of Public Expenditure and Reform

ANNEX A: Understanding and interpreting the data

PLEASE NOTE:

- This analysis has been prepared by staff in the Department of Public Expenditure and Reform with the support of the Irish Government Economic and Evaluation Service.
- It is the first time cross-organisational, Civil Service wide data of this kind has been consolidated. In the process, a series of gaps and limitations (Annex B) were identified. These gaps will be reduced over time to improve the available data and analysis for the Civil Service (Action 24, Civil Service Renewal Plan).
- No person should place reliance on the accuracy of the data and should not act solely on the basis of the presentation itself.
- All estimates of Civil Service numbers are calculated using full-time equivalents (FTE) unless otherwise indicated.
- To control for missing data the Civil Service numbers estimates are indicative based on a 90% subset of the total number of FTE Civil Service.
- The definition of the Civil Service and any estimates of total size include general Civil Service grades only and do not include industrial grades.
- All data has been rounded for ease of analysis.
- Senior management refers to all grades at Principal and above.

ANNEX B: Developing a complete baseline of the Civil Service

The research for the evidence base revealed data limitations and management information gaps in sourcing complete data for the Civil Service in the following areas:

- Profile data, including grades, gender, length of service, age and location;
- Skills profiles;
- Diversity metrics;
- Performance information for Assistant Secretaries and above;
- Mobility and promotions data;
- Dismissals and disciplinary procedures;
- Attitudes and morale levels;
- Roles and activities of Civil Servants;
- End-user attitudinal and client outcome data; and
- Key Performance Indicators (KPIs) for organisational performance.

ANNEX C: Classifications

Grading Structure

To ensure ease of comparability, the grades under analysis have been characterized as follows (unless otherwise stated):

SG	Secretaries General, Second Secretaries and Deputy Secretaries
ASec	Assistant Secretaries and equivalents
PO	Principals and equivalents
AP	Assistant Principals and equivalents
AO/HEO	Administrative Officers, Higher Executive Officers, Third Secretaries and equivalents
EO	Executive Officers and equivalents
SO	Staff Officers and equivalents
CO	Clerical Officers and equivalents
Other	All other grades

Organisation Structure

For the purposes of analysis, this document is based on 17 Departments and Offices (unless otherwise stated):

- DAFM Dept. Agriculture, Food and the Marine
- DAHG Dept. Arts, Heritage and the Gaeltacht
- DCYA Dept. Children and Youth Affairs
- DCENR Dept. Communications, Energy and Natural Resources
- DDEF Dept. Defence
- DES Dept. Education and Skills
- DECLG Dept. Environment, Community and Local Government
- DFAT Dept. Foreign Affairs and Trade
- DFIN Dept. Finance
- DOH Dept. Health
- DJEI Dept. Jobs, Enterprise and Innovation
- DJE Dept. Justice and Equality
- DPER Dept. Public Expenditure and Reform
- DSP Dept. Social Protection
- DOT Dept. Taoiseach
- DTTS Dept. Transport, Tourism and Sport
- REV Office of the Revenue Commissioners

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