



Minutes of CSMB People, Leadership and Talent Sub- Group Meeting 9th March 2017

Attendance

CSMB

Members

Robert Watt, Maurice Buckley, John McCarthy, Fiona Tierney, Noel Waters, Orlaigh Quinn, Niall Cody, Damien Moloney, Pdraig Dalton, Graham Doyle

Support:

Lucy Fallon-Byrne, David Cagney, Denis Breen, Sheila O'Brien

Apologies:

Martin Fraser, Niamh O'Donoghue, Aidan O'Driscoll, Katherine Licken, Fergal Lynch, Niall Burgess

The following next steps were agreed:

Project	Actions agreed	Who	When
Action 8.5 Improving Gender Balance in the Civil Service	<p>Revise the paper for March CSMB meeting. Include a proposal to issue a communications message to all staff, regarding new initiatives to address gender imbalances. Propose that the message be signed by both the Secretary General (SG) of the Department circulating the message within his/her Department and Robert Watt, SG DPER. This approach allows the SG to tailor the message to suit his/her Department.</p> <p>CS Renewal PMO to eMail SGs with regard to Management Boards undertaking unconscious bias training if they have not already received this training.</p>	Niall Burgess Fiona Tierney Orlaigh Quinn Aidan O'Driscoll	March CSMB
Action 9 Learning & Development	<p>Key stakeholders to meet on 16th March to discuss functionality requirements for a technology platform taking into account procurement, data security and operational considerations with a view to proposing a technology platform solution for L&D. Brief SG DPER after meeting on 16th March on the proposal.</p> <p>Draft a paper on proposed technology platform solution for approval at March CSMB meeting.</p>	Niall Cody John McCarthy	March CSMB
Action 25 CS Employee Engagement Survey	<p>Submit paper on 2017 Civil Service Employee Engagement Survey for March CSMB.</p> <p>DG CSO to talk with the Chair of Revenue regarding Revenue's requirements for more detailed outputs from the survey results.</p> <p>Conduct research on methods used in other countries to increase survey response rates.</p> <p>Email SGs indicating that preparations are underway for the 2017 CS Employee Engagement Survey and that there will be further communications to all staff throughout the year to raise awareness.</p>	<p>Padraig Dalton</p> <p>Niall Cody</p> <p>Civil Service Renewal PMO</p> <p>Director of Civil Service Renewal</p>	March CSMB
Action 7 HR Strategy	<p>Update CSMB on timeline for finalising consultation process and CSMB sign-off of HR Strategy and Action Plan.</p>	Robert Watt David Cagney	March CSMB

Civil Service Management Board – 31th March 2017

The list of attendance is appended.

1. For Approval

Action 8.5 Improving Gender Balance

The CSMB noted the progress on measures previously agreed. The CSMB noted the establishment of a Gender Working Group to advance the measures in respect of Gender Balance. There was a discussion on some of the trends and features of flexible working arrangements and the numbers of women applying for and being successful in promotional competitions. It was noted that the ESRI work on gender equality will have completed its consolidated report including qualitative and quantitative analyses for consideration by the CSMB in June.

The CSMB will review progress on actions to improve gender balance on a quarterly basis. The draft communication on the new initiatives will be issued under the signature of the CSMB as a strong signal of collective commitment to tackle gender imbalances in the Civil Service. In respect of the latter, individual SGs have the option to issue a cover note if that is deemed appropriate in respect of any specific local issues.

Action 9 Learning and Development

Following recent discussions at CSMB and elsewhere, the L&D team was asked to outline the possible procurement and operational approaches to deliver on this functionality. The CSMB emphasised again the urgency in progressing the L&D platform. Having considered the technology options and challenges outlined in the paper, the CSMB agreed to the recommendation that the procurement of an on-premise solution should be progressed as soon as possible. Subject to advices of the OGP and CSSO on procurement, this should not preclude discussion of product development roadmaps, and outline how their current on-premise offerings could be positioned (or revised) vis-à-vis the Cloud in subsequent years.

2. Civil Service Customer Survey (Action 23)

The CSMB noted the findings of the seventh survey and the comparison with previous years. It was noted that the results (including an info graphic) will be published by the Department of Public Expenditure and Reform in early April 2017, to be accompanied by a press release from the Minister. The survey will be available on the DPER website and the Reform and Delivery Office portal. CSMB suggested that it would be useful to incorporate some of the trend data in the one-page info graphic to the extent possible to highlight the improvements being achieved.

It was noted and agreed that the survey results will be presented to the Quality Customer Service Officers' Network. The Network will be asked to report back to the CSMB on additional specific measures to be taken in response to the survey findings.

3. Civil Service Employee Engagement Survey (Action 25)

The CSMB noted that the 2nd Survey will go-live on Monday 18th September for completion by a generic on-line link. In discussion it was noted that the survey will only be available for completion on-line. Arrangements are being progressed with Department/Offices who utilised paper returns in the last iteration.

Communication on the Survey will seek to improve overall response rates and achieve greater consistency in responsiveness across Departments. CSMB noted that this should highlight the initiatives which derived from the last survey in 2015 as well as promoting completion of the new survey. The CSMB will review proposed communications to staff on the Survey at the next meeting.

4. Programme Director's Monthly Report

The Programme Director's Report was noted. The priority actions for Phase 3 are being progressed.

The Programme Director noted:-

- 43 open Policy Debates have been held to date (21 in 2015, 17 in 2016 and 5 in 2017).
- A Project Management Network meeting was held on the 8th March with attendance of over 180 participants.
- The 4th meeting of the Civil Service Employee Engagement Survey (CSEES) Working Group (PMO, CSO and department nominees) was held on 6th March. This group shared their experiences on the initiatives developed and implemented within their Departments in response to the 2015 CSEES results.
- A quarterly Civil Service Renewal Newsletter will issue to all civil servants shortly.
- The Public Appointments Service (PAS) hosted an event in Dublin Castle on Wednesday, 8 March, to mark International Women's Day.

It was noted that the programme of Town Halls would re-commence in May. The format and content is currently being considered.

It was also noted that training has commenced in respect of the Disciplinary Code (which came into effect on 1st September last. The scale of training required is challenging. David Cagney will follow up and report back to CSMB on progress.

5. For Update

Action 7 HR Strategy : David Cagney provided an updated timeline to the CSMB. This allows for finalisation of HR strategy by the end of May. A draft of the Strategy will be reviewed by the CSMB sub-group in both April and May prior to being tabled for the plenary group.

Action 20 Organisational Capability Reviews: Seán Ó Foghlú provided an update on the preliminary findings from the pilot OCR carried out in respect of the Department of Transport, Tourism and Sport. These findings will assist in streamlining the process and speeding up the next iteration of reviews. While a further organisation has already been selected for the next OCR, it is also suggested that a pipeline of organisations to be reviewed over the coming 18 months would assist in maintaining momentum on the programme.

Action 22 Strengthen policy-making: Liz Canavan outlined progress to date including a meeting of the Sponsors Group to consider a first discussion paper on 6th March last. A further iteration of the paper is currently being prepared. Ms Canavan also noted that an invitation had been received to a cross-jurisdictional policy symposium in Belfast on 21st April next. The intention is that a number of senior policy-makers from a range of departments would be represented. It was agreed the invitation would be re-circulated to SGs and to ensure a good cross-departmental showing in filling the available places.

Action 6 Financial Management Shared Services: Connie Costello and Hilary Murphy-Fagan provided an update on progress towards the delivery of the Financial Management Shared Service Project. The CSMB emphasised the importance of the new system delivering the required control from the Accounting Officer point of view. There was also a discussion on the importance of establishing the role of the retained functions in departments in order to achieve all of the benefits intended from the project.

6. AOB

It was noted that the Pilot **Mobility Scheme** has gone live. There has been considerable interest and a number of moves are already in the pipeline. An update on the pilot, including lessons learned and a plan to replicate or roll-out the programme, will be taken at the next meeting of the CSMB.

There was a mention of the launch of **MyGov.ie** by the Minister for Public Expenditure and Reform and the Minister for Social Protection. The importance of this initiative and related communications to build the numbers of people registering for a public services card was emphasised. The Chair asked that Barry Lowry and Tim Duggan provide an update at the next meeting of the CSMB.

31 March 2017

Attendance

Jim Breslin, D\Health
Maurice Buckley, OPW
Niall Burgess, D\FAT
Niall Cody, Revenue
Mark Griffin, D\CCAE
Fergal Lynch, D\CYA
John McCarthy, D\HCPLG
Derek Moran, D\Finance
Niamh O'Donoghue, D\SP
Seán Ó Foghlú, D\ES
Maurice Quinn, D\Defence
Orlaigh Quinn, D\JEI
Fiona Tierney, PAS
Noel Waters, D\JE
Robert Watt, D\PER (Chair)

Apologies

Martin Fraser, D\Taoiseach (Chair)
Graham Doyle, D\TTS
Aidan O'Driscoll, D\AFM
Padraig Dalton, CSO
Katherine Licken, D\AHRRGA
Damien Moloney, AGO

Other/Secretariat

Elizabeth Canavan, D\Taoiseach
Lucy Fallon-Byrne, D\PER
David Cagney, Chief Human Resources Officer, D\PER
Hilary Murphy-Fagan, Chief Executive Officer, NSSO
Connie Costello FMSS Programme Director