



Annual Report 2016

Civil Service Management Board

Civil Service Renewal – the Vision, Mission, Values and Commitments

VISION

To provide a world-class service to the State and to the people of Ireland.

MISSION

To offer objective and evidence-informed advice to Government, respond to developments and deliver government objectives while striving to achieve optimal outcomes in the long-term national interest

To serve citizens and stakeholders efficiently, equally and with respect, in a system that is open, transparent and accountable.

VALUES

A deep-rooted public service ethos of independence, integrity, impartiality, equality, fairness and respect

A culture of accountability, efficiency and value for money

The highest standards of professionalism, leadership and rigour

COMMITMENTS

We will encourage creative and innovative thinking, constructive problem-solving, openness to change and flexible working methods

We will ensure through appropriate merit based recruitment, training and life-long learning and development, that the civil service has the necessary expertise to advise on and to implement public policy in a complex and changing world

We will maximise the contribution of all staff, by nurturing and rewarding talent and by encouraging civil servants to develop their potential in a workplace committed to equality, diversity and mutual respect.

Foreword from the Civil Service Management Board

We are pleased to present our second Annual Report which brings us past the half-way point in implementing the three year Civil Service Renewal Plan. All 25 headline actions have been initiated with several actions completed including new common governance standards across all departments and offices, new mechanisms to improve project management capacity, a new Civil Service Excellence and Innovation Awards Scheme and the first ever Civil Service wide staff survey which will be repeated in 2017.

2016 saw the development of a new shared model of learning and development, putting in place a new simplified PMDS rating system, the commencement of a programme of Organisational Capability Reviews, the development of a pilot mobility scheme for staff up to Executive Officer level and a new mobility scheme for principal officers.

We look forward to another productive year in 2017 where our focus will be on delivering training and up-skilling opportunities through a learning and development portal, extending the pilot mobility scheme and further developing talent management programmes for all grades. The Civil Service Renewal agenda will continue to be anchored in future Public Service Reform Plan/Programmes.

Over 27 Town Hall meetings have taken place since the launch of the Renewal Plan to December 2016 facilitating dialogue across all grades and services. This year we adopted a thematic approach with the Town hall meetings focusing on specific actions such as performance management, staff mobility, learning and development and talent management. These meetings proved to be a great success in keeping staff informed of developments, hearing their views and giving staff an opportunity to input into the implementation process. We will continue to hold the Town Hall meetings in 2017 and will publish a schedule of events on <http://www.per.gov.ie/en/civil-service-renewal/>

The Civil Service's ability to carry out the work of Government and deliver world class public services is dependent on the commitment civil servants make, often in challenging circumstances. In an increasingly dynamic global environment, Ireland requires a strong, capable Civil Service that can respond to the pace and complexity of changes both at home and abroad. The Renewal Plan reflects our commitment to developing the capacity and capability required for the future so that the Civil Service can meet the challenges facing the country with confidence.

Civil Service Management Board

Summary of Progress

A second progress report on implementation of the actions in the Renewal Plan has been published by the Minister for Public Expenditure and Reform in [July 2016](#). All 25 actions in the Plan have now been initiated and there has been significant progress on implementation, including:

Action 1	<ul style="list-style-type: none"> The Accountability Board, reconstituted following formation of a new Government, met twice in 2016 to review progress
Action 2	<ul style="list-style-type: none"> The Civil Service Management Board meets monthly to drive implementation of the Civil Service Renewal Plan and met eight times in 2016
Action 3	<ul style="list-style-type: none"> New Corporate Governance Frameworks in place across all Departments
Action 4	<ul style="list-style-type: none"> CSMB agreed a new approach to contribute collectively to the National Risk Assessment and Strategic Planning processes
Action 5	<ul style="list-style-type: none"> Implementation plans agreed for each of the three pathfinder projects selected to test new approaches for Whole of Government work - Public Services Card, National Cyber Security and Youth Mental Health
Action 6	<ul style="list-style-type: none"> A programme of sharing service is underway through the National Shared Services Office; The Office of Government Procurement; and The Office of the Government Chief Information Officer
Action 7	<ul style="list-style-type: none"> A cross-departmental Strategic Human Resources Steering Group has been established and is working on developing an overarching HR strategy for the Civil Service
Action 8	<ul style="list-style-type: none"> Further open recruitment campaigns have been held in 2016 and new initiatives developed to improve gender balance in the Civil Service
Action 9	<ul style="list-style-type: none"> Head of Learning and Development appointed Q3 2016 and new core curriculum agreed for all grades
Action 10	<ul style="list-style-type: none"> Talent Management pilot programme for Assistant Secretary cohort underway and development of talent management programmes for Principal Officer
Action 11	<ul style="list-style-type: none"> A new Disciplinary Code was launched in September 2016 and an Underperformance Policy went live in January 2017 to help managers more effectively tackle underperformance
Action 12	<ul style="list-style-type: none"> A new performance review process for Secretaries General is in place
Action 13	<ul style="list-style-type: none"> The second annual Civil Service Excellence and Innovation Awards ceremony took place celebrating excellence and innovation in the Civil Service
Action 14	<ul style="list-style-type: none"> Work underway to create and foster professional streams within the Civil Service

Action 15	<ul style="list-style-type: none"> • New Mobility scheme for principal officers and agreement on the principles for a service wide mobility scheme up to executive officer level
Action 16	<ul style="list-style-type: none"> • General agreement on the integration of the SO and EO grades with some residual issues referred to the Arbitration Board under the Conciliation and Arbitration Scheme for the Civil Service for recommendation
Action 17	<ul style="list-style-type: none"> • Launch in December 2016 of Project Managers Network and new Guidance Handbook and Toolkit to improve project management capacity
Action 18	<ul style="list-style-type: none"> • Increased authority and flexibility for staffing has been rolled out across Departments and most agencies
Action 19	<ul style="list-style-type: none"> • Implementation of the Public Service ICT Strategy is underway and a suite of common applications has been identified to be developed centrally
Action 20	<ul style="list-style-type: none"> • First Review under the programme of organisational capability reviews undertaken in the Department of Transport, Tourism and Sport
Action 21	<ul style="list-style-type: none"> • New Accountability Code and Induction Programme for Special Advisers and • publication of 'Transfer of Functions Guidelines and Best Practice Handbook'
Action 22	<ul style="list-style-type: none"> • Work underway on developing proposals for strengthening policy-making and 17 Open Policy Debates held in 2016
Action 23	<ul style="list-style-type: none"> • Continued communication and dialogue on Renewal during 2016 including publication of second progress report in July and 7 Town hall events held
Action 24	<ul style="list-style-type: none"> • Work has commenced on proposals for a National Data Infrastructure
Action 25	<ul style="list-style-type: none"> • Results from the Civil Service Engagement Survey published in Q1 2016 driving ongoing organisational improvements to enhance staff engagement

'Next 200 Days' Priorities – Phase 2 (to May 2016)

The following Actions were identified as priorities for Phase 2 which concluded in May 2016.

Action 3	Set a common governance standard
Action 11	Strengthen the performance management process
Action 12	Design and implement a robust performance review process for Secretaries General and Assistant Secretaries
Action 13	Publicly recognise staff excellence and innovation
Action 15	Expand career and mobility opportunities for staff across geographic, organisational and sectoral boundaries
Action 20	Implement a programme of Organisational Capability Reviews
Action 23	Nominate a Civil Service Spokesperson to communicate on behalf of the Civil Service

Action 3 Set a common governance standard

During 2016 all Departments published their own governance frameworks in accordance with the common governance standard developed and published in November 2015. Good governance is central to the effective operation of Government Departments. It is vitally important in effectively discharging their statutory and policy obligations. It ensures that a framework of structures, policies and processes are in place to deliver on these obligations and it allows for an objective assessment of management and corporate performance. The standard sets out core principles relating to the various key roles within Departments including Management Boards and the interaction between them. Some of the core elements covered by the governance framework include audit assurance and compliance arrangements and oversight of bodies under the aegis of a Department.

Action 11 Strengthen the performance management process

A new performance management policy has been developed with the introduction of a new 2-point rating format for the Performance Management and Development System (PMDS). This brings a sharper focus to the assessment of performance as being either acceptable or not acceptable. Alongside the new ratings system other new measures introduced Code to enable managers to take more effective and decisive action to tackle under-performance include the new Civil Service Disciplinary Code which came into effect in September 2016 and a new under-performance policy to

be implemented from 1 January 2017. Underpinning the performance management framework is a strengthened approach to learning and development helping Civil Servants to develop in a continuous fashion to identify and address any capacity issues or gaps in skills.

Action 12 Design and implement a robust performance review process for Secretaries General and Assistant Secretaries

A new performance review process for Secretaries General was initiated during 2016. The change of Government provided a number of challenges to the implementation of the full year cycle in 2016 but the learning has usefully informed the process for 2017. It is a three stage process which will involve each Secretary General agreeing priority objectives for the year ahead with the relevant Minister, review progress at the mid-year point and again at year end. This process is being overseen by a Performance Review Group, whose role is to validate the objectives, review progress and provide feedback and report on the process to the Civil Service Accountability Board. An enhanced performance review process for Assistant Secretaries, including 360 degree feedback, was fully implemented in 2016, following the successful pilot in 2015.

Action 13 Publicly recognise staff excellence and innovation

The second Civil Service Excellence and Innovation Awards were held on 6th December 2016. The awards celebrate the significant contributions that civil servants make and showcase innovations in policy and service delivery across the Civil Service. The ten winning projects were chosen from a shortlist of 32 finalists chosen by the Independent Selection Committee. The Awards were presented by the Taoiseach and the Minister for Public Expenditure and Reform at a ceremony in the Royal Hospital Kilmainham. A list of the ten winning projects is set out at Appendix 4.



2016 Civil Service Excellence and Innovation Awards winners

Action 15 Expand career and mobility opportunities for staff across geographic, organisational and sectoral boundaries

A new Civil Service wide Interdepartmental Mobility Scheme for all staff has been developed which will be rolled out on a phased basis. A pilot scheme to test the proposed scheme for staff up to Executive Officer level in Wexford and Cork City has been finalised and will commence in Q1 2017. Staff Mobility programmes put in place for Principal Officer and Senior Public Service grades are continuing to operate effectively to support and enhance career development and relocation choices of staff in line with workforce requirements.

Action 20 Implement a programme of Organisational Capability Reviews

The new Organisational Capability Review programme with a dedicated review team was established in Q2 2016 and has undertaken the first pilot review in the Department of Transport, Tourism and Sport with a report to issue in Q1 2017. The learning from this first review will be used to further strengthen the methodology for the next upcoming review being undertaken. The process seeks to examine the general performance of Departments in meeting their overall objectives, identify strengths and weakness and make recommendations.

The Review report, and the Departmental Action Plan arising out of it, will be submitted to Government and subsequently published by the Department as will annual implementation progress reports. The Accountability Board will also consider implementation of Departmental Action Plans and the effectiveness of the overall process.

Action 23 Nominate a Civil Service Spokesperson to communicate on behalf of the Civil Service

A programme of engagement and communications with staff has continued during 2016 through regular Town Hall events across the country. 7 such Town Hall events were held on various themes during the year with over 700 civil servants in attendance. These events provide for direct engagement between senior leaders and staff in the Civil Service with regular attendance by CSMB members including the Civil Service Spokesperson (Robert Watt) and the chair of the CSMB (Martin Fraser). Regular updates and a dedicated Renewal portal ensure all aspects of the Civil Service Renewal Plan are communicated to staff. The publication early in 2016 on the results of the first ever Civil Service wide staff engagement survey and the second progress report published in July 2016 provided further opportunities to highlight the renewal work to the wider public. Further information can be found at <http://www.per.gov.ie/en/civil-service-renewal/>



Town Hall events

Phase 3 priorities (to March 2017)

During 2016 the Civil Service Management Board identified the following seven priority actions for delivery during Phase 3. The challenge in this phase is to maintain momentum and ensure continued progress on all projects previously initiated and ensure all remaining actions are initiated in order to facilitate delivery of the three year Renewal Plan by the end of 2017.

- Action 5** Improve the delivery of shared whole-of-Government projects
- Action 7** Significantly develop strategic HR capability
- Action 9** Establish a new shared model for delivering learning and development
- Action 10** Introduce structured and transparent talent management programmes to develop future leaders
- Action 14** Strengthen professional expertise within corporate functions
- Action 17** Improve project management capacity
- Action 22** Strengthen policy-making skills and develop more open approaches to policy-making

Action 5 Improve the delivery of shared whole-of-Government projects

The model which is being tested across the three selected cross-government pathfinder projects comprises of the following elements: ownership, shared objectives; Section (12) Public Service Management Act 1997, accountability and governance, secretariat, resource, expertise and funding. Implementation plans have been agreed setting out in detail the objectives, approach and associated timelines for each project. Three review points, October 2016, April and October 2017, were agreed for each pathfinder. Some emerging issues from testing the elements of the model include the value of applying project management methodology; securing the appropriate level of funding and resources for implementation; and mechanisms to allow for sharing across bodies if applicable and how that is captured in the budgetary process.

The three pathfinder projects to pilot new models for delivering Whole-of-Government work are the Public Services Card, the National Cyber Security Strategy and Youth Mental Health.

Action 7 Significantly develop strategic HR capability

Work was advanced on a new Civil Service HR Strategy which will set out the strategic HR agenda for the next three years based on three key cross-cutting strategic HR challenges faced by all Departments and Offices irrespective of the nature of their business. The Strategy will help inform organisational HR Strategies and assist with the embedding of Civil Service Renewal HR initiatives, such as recruitment, learning and development, performance management, as key business processes. The HR Managers Forum was also established to provide a collaborative platform, amongst the Civil Service HR Community, for effective discussion and feedback in relation to HR policy development and implementation.

Action 9 Establish a new shared model for delivering learning and development

Work is well advanced on putting in place the new shared model for learning and development for the Civil Service. This will support the highest levels of organisational performance by creating opportunities for staff to learn and develop a range of prioritised skills and competencies throughout their Civil Service career. A new Head of Learning and Development and a Technology Lead were appointed during 2016. A new common suite of learning and development programmes and courses has been designed which contains approximately 70 new training interventions all aligned to the Public Service competency framework, including an agreed high level design of a new Induction programme for all new entrants. The design of a new Civil Service Skills and Qualifications register is also underway. A procurement process is currently evaluating potential providers to deliver this core curriculum and an online portal will also be created to provide access to these new learning and development training options. Proposals are being considered for the establishment of the new Learning and Development Centre which will include a suite of staff training facilities.

Action 10 Introduce structured and transparent talent management programmes to develop future leaders

To support a strong culture of leadership, excellence and continuous development, a talent management programme has been developed to identify and support future leaders at key career stages. The Senior Public Service programme was launched in Q3 2016 with 19 participants from a wide number of Departments/Offices following a procurement process to design and deliver the programme. A similar programme for a Principal Officer Executive Leadership programme has also been developed and will be implemented in Q2 2017. In addition, a cross-departmental working group has been meeting to agree a framework for supporting talent management in respect of emerging leaders at other grades.

Action 14 Strengthen professional expertise within corporate functions

Several streamed competitions have been held to date in the areas of ICT, HR and Finance and targeted competitions at other specialised grades have been planned. Work is ongoing to identify and prioritise corporate professions to undergo further professionalisation and to consider the feasibility of a Head of Profession in each case. The ongoing professionalisation of the HR function is likely to be developed as part of the overarching HR strategy and a Chief HR Officer for the Civil Service has been appointed as Head of Profession for HR.

Action 17 Improve project management capacity

The Project Managers' Network (PMN) in the Irish Civil Service was launched in December 2016. A Project Management Leaders' Advisory Service has also been established which will form the core of the broader PMN for the Civil Service. The launch seminar was attended by 300 project managers and project team members from across the Civil Service and guest organisations. The event also saw the launch of a knowledge portal hosting a Project Management Handbook and toolkit which has been disseminated to the wider Civil Service cohort. Further seminars will take place in 2017 focusing on specific stages of the project management cycle.



Launch of the Project Managers Network

Action 22 Strengthen policy-making skills and develop more open approaches to policy-making

Work commenced in 2016 to develop proposals to strengthen policy making across the Civil Service. This included an examination of the wide range of activities across Government Departments and Offices that form part of policy making and a mapping of related initiatives already underway. The next step is to conclude the mapping exercise and to develop a policy framework that highlights its essential features and can be adopted as guidance for the Civil Service as whole. A further 17 open policy debates were held in 2016 to promote a culture of regular open discussion with a wide range of academics and practitioners to hear informed, expert, opposing and challenging views as part of the policy development process.

Renewal in 2017

In addition to the focus to be given to the priority actions identified above, the CSMB continues to work at advancing other actions in the plan, including:

Action 8 Civil Service Recruitment and Gender Balance

Open recruitment campaigns were held for Assistant Principal, Administrative Officer, Higher Executive Officer, Executive Officer and Clerical Officer grades in the Civil Service in 2016 alongside specialist competitions in ICT, HR and Finance.

A range of initiatives to improve gender balance at each level were developed in 2016. These measures which were announced by the Minister for Public Expenditure and Reform early in 2017 are framed around practical HR and organisational considerations. These initiatives include the target of 50/50 for senior level appointments, insofar as practicable, ensuring that the merit principle underpins all appointments. In such cases, where candidates who compete for TLAC positions are deemed to be of equal merit, then priority would be given to the female candidate where they are under-represented on the Management Board of the Department/Office in question. A new Senior Public Service Executive Leadership Programme was launched in December 2016 and a Principal Officer Level Leadership Programme will be launched early in 2017. There is a strong expectation that nominations for these Leadership Programmes would be balanced 50/50 from a gender perspective.

The Economic and Social Research Institute are conducting research based on the 2015 Civil Service Employee Engagement Survey. The research will also include in-depth interviews with staff from across the civil service. This approach of combining quantitative and qualitative research will provide a more complete picture of the factors influencing the under-representation of women at the senior grades of the civil service.

Action 19 Expand the ICT capacity of Departments and increase efficiencies by creating common systems and infrastructure.

Implementation of the Public Service ICT Strategy, to deliver better outcomes and efficiency through innovation and excellence in ICT, is underway. Proposals to develop the various strands under the 'Build to Share' pillar have been progressed and opportunities have been identified for a suite of common applications to be developed centrally for use by all Departments to drive efficiencies and savings. This programme involves the alignment of processes that serve our common corporate needs through the rollout of shared applications, reducing the overhead of delivering these individually.

Action 21 Publish the Framework for assignment of responsibilities for all Departments

The 'Transfer of Functions Guidelines and Best Practice Handbook', which provides a standardised approach for managing the efficient reorganisation of Departmental structures or functions when requested by Government, was published in April 2016. An induction programme for Special Advisers was developed and took place following the formation of the new Government in May 2016. An Accountability Code for special advisers was developed and submitted to the Standards in Public Office Commission (SIPO) in advance of finalisation and submission to Government for approval.

Action 24 Improve how data is collected, managed and shared

Achieving a more data-driven approach to policy-making will require a wide programme of activities including new legislation, an agreed governance model, the development of systems of technology and processes and more robust use of identifiers. Work has commenced on proposals for a National Data Infrastructure (NDI). The NDI is a mechanism for improving the effective sharing of data between Departments subject to legislative and administrative requirements. In 2017 'NDI champions' in Departments will be identified to work on the development of the approach in conjunction with the Office of the Government Chief Information Officer (OGCIO).

Action 25 Civil Service wide engagement survey

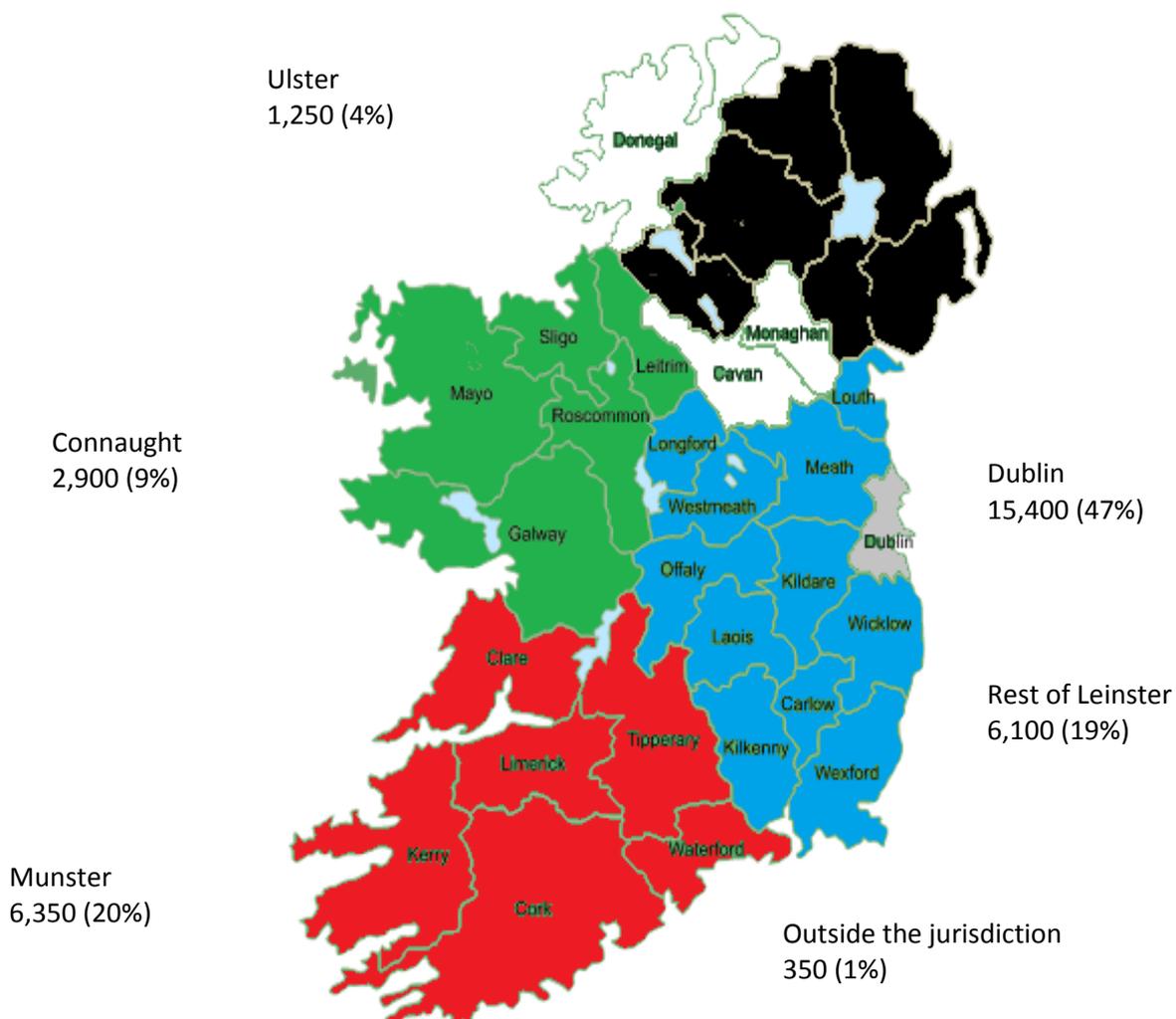
The results of the first ever Employee Engagement Survey were published in Q1 2016. The results from the survey completed by over 15,500 Irish civil servants across 60 Civil Service organisations were largely positive but highlighted some challenges. During 2016 Departments have been supported to develop and implement initiatives in direct response to the results. These initiatives span a range of measures including training, mentoring, improved communications and staff wellness at work activities. Preparations are underway for the next Civil Service Employee Engagement Survey to be carried out in Q3 2017.

Appendix 1 The Civil Service in 2016

The Civil Service¹ consists of 31,400 Full Time Equivalent (FTE) staff, working across a range of diverse roles, ranging from frontline services to the public to policy and legislative development.

With enhanced mobility opportunities many staff will have an opportunity to experience this diversity through the various positions they hold during their career within the Civil service.

The majority of civil servants are based in Dublin (47%) with only 1% located outside the jurisdiction.



¹ All figures are as at end-Nov. 2016 and are headcount unless otherwise stated. They do not include certain groups, i.e. Prison Officer grades, National Gallery or Foreign Affairs and Trade local recruits serving abroad or temporary clerical officers.

Appendix 2: Civil Service Management Board Membership 2016

Martin Fraser (Chair)	Department of the Taoiseach
Robert Watt	Department of Public Expenditure and Reform
Jim Breslin	Department of Health
Maurice Buckley*	Office of Public Works
Niall Burgess	Department of Foreign Affairs and Trade
Niall Cody	Office of the Revenue Commissioners
Pádraig Dalton	Central Statistics Office
Graham Doyle	Department of Transport, Tourism and Sport
Mark Griffin	Department of Communications, Climate Action and Environment
Joe Hamill	Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs
Fergal Lynch	Department of Children and Youth Affairs
John McCarthy	Department of Housing, Planning, Community and Local Government
Derek Moran	Department of Finance
Liam O'Daly	Office of the Attorney General
Niamh O'Donoghue	Department of Social Protection
Aidan O'Driscoll	Department of Agriculture, Food and the Marine
Seán Ó Foghlú	Department of Education and Skills
Maurice Quinn	Department of Defence
Orlaigh Quinn**	Department of Jobs, Enterprise and Innovation
Fiona Tierney	Public Appointments Service
Noel Waters	Department of Justice and Equality

*Replaced Clare McGrath November 2016

** Replaced John Murphy November 2016

Appendix 3: Civil Service Accountability Board Membership 2016

The Taoiseach, Enda Kenny, T.D. (Chair)

The Tánaiste, Frances Fitzgerald T.D.*

The Minister for Public Expenditure and Reform, Paschal Donohoe T.D.**

The Minister for Children and Youth Affairs, Katherine Zappone 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

External Member, Bernie Gray

External Member, Shane Bissett

External Member, Jane Williams (Chair of the Top Level Appointments Committee)****

*Replaced Joan Burton T.D. July 2016

**Replaced Brendan Howlin T.D. July 2016

***Replaced Minister for Finance, Michael Noonan T.D. July 2016

****Replaced Dorothy Scally December 2016

Appendix 4

Civil Service Excellence and Innovation Awards 2016

<i>Award</i>	<i>Project</i>	<i>Department</i>
Leading Civil Service Renewal	Engagement and Innovation: Results Focused Partnership	Department of Social Protection
Digital Excellence	Common Agricultural Policy – Direct Payments Systems	Department of Agriculture, Food and the Marine
Insight & Analysis Award	Identifying new Designer Drugs in Post-Mortem Forensic Toxicology	The State Laboratory
Excellence in Policy Award	Early-Years Education-Focused Inspection	Department of Education and Skills
Excellence in Customer Service Award	Euro 2016	Department of Foreign Affairs and Trade
Excellence in Innovation	Catchements.ie – Water from Source to Sea	Department of Housing, Planning, Community and Local Government
Excellence in Skills Development Award	Investment in New Recruits	Office of the Revenue Commissioners
Excellence through Collaboration Award	“Digital First” – Spatial Data Solution	Property Registration Authority
World Class Civil Service Award	My GovID - SAFE	Department of Social Protection
Citizen Impact	Ireland 2016 Centenary Programme	Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs – Whole of Government