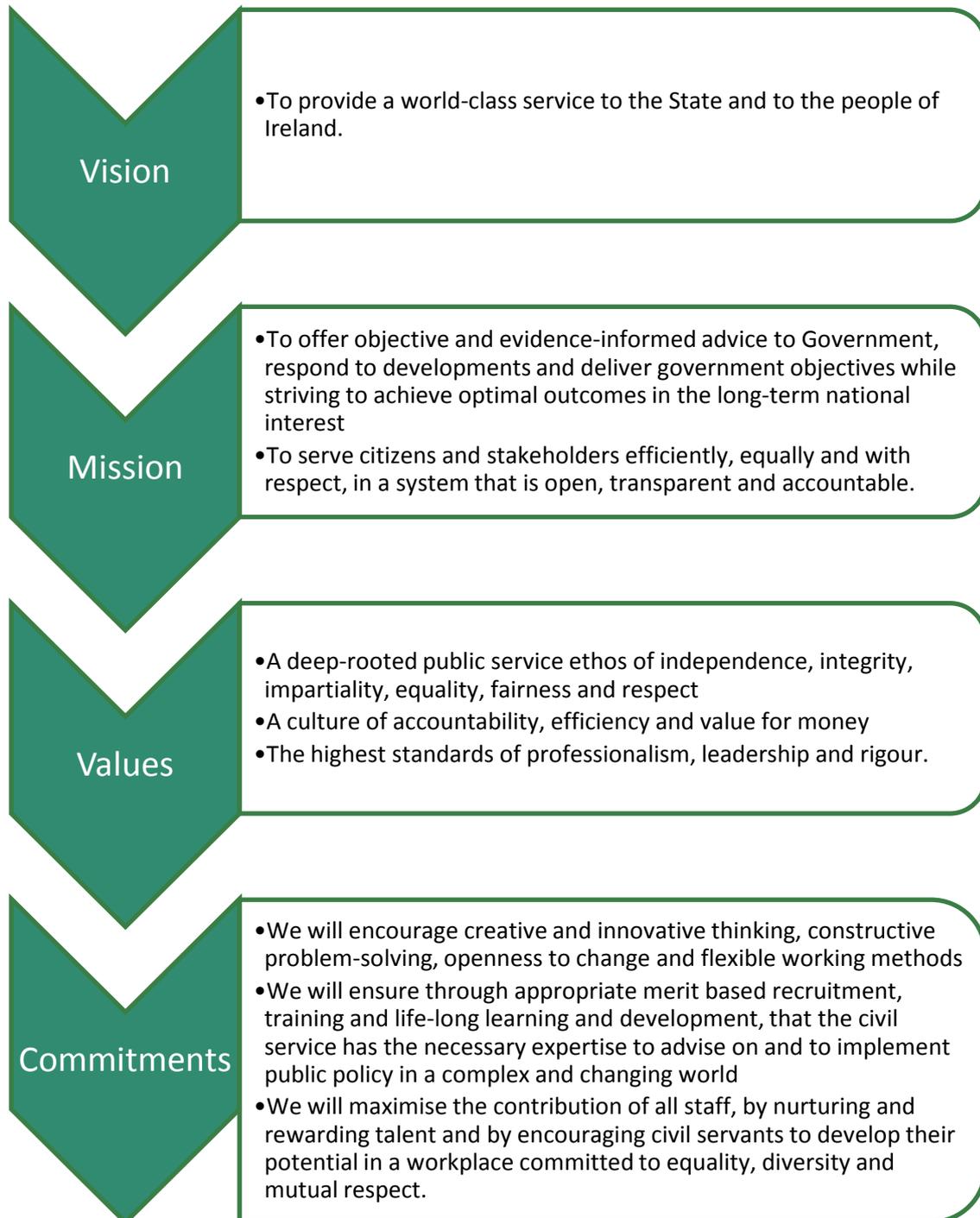




Annual Report 2015
Civil Service Management Board

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



Foreword from the Civil Service Management Board

The establishment of the Civil Service Management Board (CSMB) in November 2014 was a pivotal step in setting the future direction and strategic leadership of the Civil Service. The Board is unique in its format as it is the first time all Secretaries General and Heads of Offices meet collectively for strategic discussions on the shared issues and challenges that are common across all Government Departments and Offices. There is significant potential in this new model of collective working and decision making.

Meeting monthly, the focus of the CSMB for 2015 has been to progress implementation of the 25 actions in the Civil Service Renewal Plan. Each Secretary General is leading the delivery of specific actions supported by project managers from across the system in conjunction with the Renewal Programme Management Office.

While there are plenty of challenges ahead, much has been achieved during the first year of operation. This includes putting in place a performance review process for Secretaries General, completion of the first ever [Civil Service-wide staff survey](#), recruitment competitions held across most grades in 2015 and the inaugural Civil Service Excellence and Innovation Awards recognising staff excellence held in December. A progress report was published in July setting out progress achieved in the first 200 days which is available [here](#).

We look forward to another productive year in 2016, responding to the results of the staff survey, developing the new shared model for delivering learning and development, implementing a new simplified PMDS rating system, commencing a programme of Organisational Capability Reviews and putting in place a new common governance standard across all departments and offices. A new Government in 2016 will bring a new strategic planning cycle to which the CSMB will contribute collectively.

Over 20 Town Hall meetings have taken place to December 2015 facilitating dialogue across all grades and services and the CSMB has heard at first hand the issues that are important to staff such as improving services, opportunities for staff mobility and promotion and improving communications. These engagements will continue into 2016 and the CSMB members thank all staff for their work and contribution to the Civil Service Renewal programme and for their continued ambition to provide an excellent service.

Civil Service Management Board

Summary of Progress

Since the CSMB was established in November 2014, there has been significant progress on implementation of the actions in the Renewal Plan, including

Action 1	<ul style="list-style-type: none"> The Accountability Board was established with external members to oversee Civil Service performance and has met twice
Action 2	<ul style="list-style-type: none"> The Civil Service Management Board was established and meets monthly to drive implementation of the Civil Service Renewal Plan
Action 3	<ul style="list-style-type: none"> Common governance standard published for implementation in all Departments by Q1 2016
Action 5	<ul style="list-style-type: none"> Three pathfinder projects selected to test new approaches for Whole of Government work - Public Services Card, National Cyber Security and National Suicide Prevention
Action 8	<ul style="list-style-type: none"> Open recruitment campaigns held across most grades in 2015. A new Graduate Development Programme for Administrative Officers and Junior Diplomats was introduced this year
Action 9	<ul style="list-style-type: none"> New shared model for delivering learning and development for Civil Service staff is agreed
Action 11	<ul style="list-style-type: none"> A new simplified two-point PMDS rating system has been implemented for the 2016 PMDS cycle New revised Disciplinary Code developed to help managers more effectively tackle underperformance
Action 12	<ul style="list-style-type: none"> First ever system of performance reviews agreed for Secretaries General to be rolled-out in 2016 along with an enhanced process for Assistant Secretaries
Action 13	<ul style="list-style-type: none"> New Civil Service Awards recognising excellence and innovation held in December 2015
Action 15	<ul style="list-style-type: none"> A Principal Officer mobility policy was implemented in July 2015 and work is underway to develop and implement a new Interdepartmental Mobility Scheme
Action 20	<ul style="list-style-type: none"> Programme of organisational capability reviews encompassing all Departments agreed with the first review to commence in 2016
Action 21	<ul style="list-style-type: none"> Departments publishing assignment of responsibilities for all senior staff across Departments on www.whodoeswhat.gov.ie Guidelines have been developed and agreed to inform a standardised approach to managing the efficient reorganisation of Departmental structures or functions
Action 22	<ul style="list-style-type: none"> New system of Open Policy Debates developed promoting open discussion on policy development with 21 held in 2015
Action 23	<ul style="list-style-type: none"> Robert Watt has been appointed spokesperson for the Civil Service
Action 25	<ul style="list-style-type: none"> First ever Civil Service wide Staff Survey completed and results published

First 200 Days priorities (to July 2015)

A new model for implementing effective change collectively in the Civil Service has been established for driving progress:

- A Civil Service Renewal Programme Management Office is in place with a multi-disciplinary team, who have expertise in project/programme delivery, and are from a range of Government Departments.
- All Heads of Departments and major Offices on the CSMB are actively leading the implementation of one or more actions.
- A network of project managers across the Civil Service are working with CSMB Secretary General sponsors to manage the implementation of each action.

The Civil Service Renewal Plan identified the following six priority actions for delivery during the first 200 days.

Action 1 Establish an Accountability Board for the Civil Service

Action 2 Create a Civil Service Management Board

Action 8 Open up recruitment and promotion processes at all levels

Action 11.3 Identify available options to strengthen the Disciplinary Code

Action 12 Establish the first performance review process for Secretaries General

Action 25 Carry out the first Civil Service wide engagement survey

In July 2015 the Minister for Public Expenditure and Reform published the first [progress report](#) which set out the progress achieved at the end of the 'First 200 Days'.

Action 1 Establish an Accountability Board for the Civil Service

One of the key recommendations from the Independent Panel was to establish a high level accountability mechanism to oversee Civil Service performance in the delivery of agreed priorities. An Accountability Board was established to bring together Civil Service, Ministerial and external perspectives on performance and accountability for the first time. The Terms of Reference for the Board were approved in Q1 2015 and, following a State Boards recruitment process for external members, the Board was formally appointed in Q2 2015. Two meetings have taken place to date – July and November 2015. The membership of the board is set out at Appendix 3.

Action 2 Create a Civil Service Management Board

The CSMB was established to bring together all Heads of Departments and major Offices into a cohesive whole-of-Government executive management team. The Board met for the first time in November 2014 and has met 11 times to date. Board members include all Heads of Government Departments and major Offices totalling 21 members. Meetings are chaired by the Secretary General to the Government, Martin Fraser, and minutes of the meetings are published on an ongoing basis on the website of the Department of Public Expenditure and Reform. Two sub-groups drive progress and aid implementation (Governance, Systems and Process; and People, Leadership and Talent). The membership of the board is set out at Appendix 4.

The Board has been assigned collective responsibility for implementing the Civil Service Renewal Plan and all Board members lead one or more Renewal Plan actions. Project Managers are appointed to support, to drive their action and work collaboratively with all other Project Managers under the direction and coordination of a central Programme Management Office (PMO), which is managed by the Public Service Reform Programme Director in the Department of Public Expenditure and Reform. The PMO coordinates and drives implementation allowing for an integrated approach with other reform initiatives already underway in the Civil Service.

Action 8 Open up recruitment and promotion processes at all levels

Open recruitment campaigns were held for Principal, Assistant Principal, Administrative Officer, Executive Officer and Clerical Officer grades in the Civil Service in 2015. This built on the existing arrangements for open competition at top management levels. Open competitions are also underway to fill identified specialist and technical skills gaps. A Graduate Development Programme was established in Q2 2015 for new Administrative Officers and Junior Diplomats.

Action 11.3 Identify available options to strengthen the Disciplinary Code

Options to strengthen the Civil Service Disciplinary Code to enable managers to take more effective and decisive action to tackle under-performance have been identified. A revised Code has been finalised. It has been endorsed by the Civil Service Management Board and agreed through the appropriate consultation process. It will be rolled out across the Civil Service in 2016.

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

A new performance review process agreed for Secretaries General to be rolled-out in 2016, will be overseen by the Civil Service Accountability Board. It is a three stage process which will involve each Secretary General meeting with their Minister at the start of the year to agree priority objectives for the year ahead which will be submitted collectively to Government for approval. They will meet and review progress at the mid-year point and reprioritise objectives as required. The Accountability Board will formally review the performance of Secretaries General at year end with input from Ministers. An enhanced performance review process for Assistant Secretaries has been developed and the new model is being fully implemented during 2016.

Action 25 Carry out the first Civil Service wide engagement survey

In September 2015 the Civil Service carried out the first ever Employee Engagement Survey. Over 15,500 Irish civil servants worldwide took part, providing their views on areas like employee engagement, well-being, coping with change and commitment to the organisation.

The results are positive - overall Employee Engagement is high at 70% and civil servants are highly engaged, competent and resilient employees. This result compares well internationally. The vast majority of staff feel skilful at work, confident in their abilities and that the work they do is important in serving the public and the State. The results also highlight a number of challenges for us as an organisation, for example: leadership, career development and organisational support and perceptions of how civil servants' work is valued by the general public – these are areas that require focused attention. The survey provides valuable information to leaders within the Civil Service to effect change based on sound analysis.

'Next 200 Days' Priorities (to May 2016)

The following Actions were identified as priorities for the 'Next 200 Days' to May 2016.

Action 3	Set a common governance standard
Action 11	Strengthen the performance management process
Action 12	Implement new performance management reviews for Assistant Secretaries and Secretaries General
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	Internal Civil Service Communications

Action 3 Set a common governance standard

To strengthen corporate governance in the Civil Service in line with international best practice a common governance standard was approved and published in November 2015. The standard sets out core principles relating to the various key roles within Departments including Management Boards and the interaction between them. Each Department is required to prepare its own Governance Framework during Q1 2016 in accordance with the published standard.

Action 11 Strengthen the performance management process

Implementation of an enhanced Performance Management Development System (PMDS) for civil servants was approved in Q4 2015 and introduced in 2016. Following Union negotiations a two point PMDS rating system has replaced the five point scale. There will be a sharper focus on the developmental objectives of PMDS, supporting managers and addressing underperformance when it occurs.

Action 13 Publicly recognise staff excellence and innovation

The inaugural Civil Service Excellence and Innovation Awards were held on 3rd December 2015. Almost 100 projects were submitted from all departments and a shortlist of 32 was compiled by a cross-departmental group. The ten winning projects were chosen by an external Selection Committee. The Awards recognise and showcase innovations in policy and service delivery across the Civil Service (Appendix 5).

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

Work has commenced on a new Interdepartmental Mobility Scheme to be implemented during 2016 underpinned by the need to support and enhance career development and relocation choices of staff while enhancing an organisation's workforce capability in a cost effective way. The first mobility Civil Service wide policy and programme has commenced for Principal Officer grades. This builds on the existing Senior Public Service mobility protocol in operation for Assistant Secretaries. Work is underway to identify a range of opportunities to further extend mobility.

Action 20 Implement a programme of Organisational Capability Reviews

The new Organisational Capability Review programme will see a dedicated review team established in Q2 2016 to undertake the first pilot reviews. The reviews will examine the general performance of Departments in meeting their overall objectives, identify strengths and weakness and make recommendations. They will be developmental in nature with the aim of assisting Departments in being fully fit for purpose in delivering on their business agenda.

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

Robert Watt, Secretary General of the Department of Public Expenditure and Reform, was appointed as a Civil Service Spokesperson to build on the strong engagement through town halls and the staff survey. Regular updates and a dedicated Renewal portal ensure all aspects of the Civil Service Renewal Plan are communicated to staff.

Town Hall Meetings

From development through the implementation of the Renewal Plan a series of Town Hall meetings have been held with civil servants throughout the country. The primary purpose of these events is to gather observations and suggestions from all civil servants and to build confidence and trust. These innovative events facilitate regional input into the Civil Service Renewal Plan and allow staff an opportunity to network outside their normal work space. A panel consisting of senior civil servants facilitate discussions driven by audience questions. Key topics raised have been Mobility within the Civil Service, Open Recruitment and Learning and Development. 20 meetings, hosted by CSMB members, have been held with an attendance of over 1,000 staff. This is in addition to engagement with more than 2,000 staff and stakeholders during the development of the Plan.

Renewal in 2016

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 4 Strengthen strategic planning and business planning processes

The current three year strategic planning cycle, as set out under the Public Sector Management Act, will be maintained for the next round of Strategy Statements and the Civil Service Management Board will collectively review draft Strategy Statements in 2016. The Department of Public Expenditure and Reform will continue to work with Departments and the Oireachtas on the performance budgeting initiative. The CSMB will also collectively consider and contribute to the annual National Risk Assessment process.

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

Three pathfinder projects have been selected to pilot new models for delivering Whole-of-Government work regarding elements of:

- The Public Services Card which has been developed to establish and authenticate an individual's identity for the purposes of access to public services.
- The National Cyber Security Strategy which focuses on the security of the country's computer networks and associated infrastructure.
- The National Suicide Prevention Strategy which seeks to reduce suicide.

The focus to date has been on seeking to develop an innovative working model that addresses practical issues of ownership, accountability and resource allocation in cross-government projects.

Action 7 Significantly develop strategic HR capability

A new Chief Human Resources Officer for the Civil Service was appointed in Q4 2015. New proposals for a model of Strategic Human Resource Management for the Civil Service are being developed to enhance HR capability and support higher performance across the system.

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

Work is advancing on a new shared model for learning and development to 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. It is intended this will involve a new Civil Service Learning and Development Centre which, along with dedicated Departmental Business Partners, will have responsibility for the development and implementation of a Civil Service wide Learning and Development Strategy. Under the new model, an online portal will be created to provide access to a core Civil Service curriculum and a skills register will be developed. The broad model for delivering learning and development has been agreed and a project team is in place focusing on the development of a core curriculum and skills matrix.

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

The responsibilities of senior officials, and who they report to, in each Department are now publicly available on www.whodoeswhat.gov.ie. This information will be maintained by individual Departments and updated according to staff or assignment changes.

The Transfer of Functions Guidelines and Best Practice Handbook has been finalised for circulation to Departments in early 2016. This will assist in a standardised approach for managing the efficient reorganisation of Departmental structures or functions when requested by Government.

A draft Code of Standards and Behaviour for Special Advisers has been developed based on the existing Civil Service Code of Standards and Behaviour which has been revised and updated. These together with a new induction programme for advisers is designed to clarify the responsibilities and accountabilities of senior managers and Special Advisers and ultimately to ensure clear public accountability.

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

A series of open policy debates have been held to promote a culture of innovation and openness by involving greater external participation and consultation in policy development. These debates aim to promote 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. To date twenty one debates have taken place in a variety of host Departments involving networks of practitioners, academics and experts in a range of policy issues, including: Education Reform; National Risk Assessment; Cultural Policy; and Future Investment in Early Years Education. This allows the development and debate of policy options at an early stage.

Conclusion

The focus in 2016 will be completion of the Phase 2 Priority Actions and the initiation of the Phase 3 Actions. Following the formation of a new Government in 2016, a new strategic planning cycle will commence. This will present an opportunity for the Civil Service Management Board to collectively review draft Strategy Statements prepared in 2016 and to reflect on cross-cutting priorities and common themes and challenges.

During 2016 further work will be undertaken to develop a range of Key Performance Indicators to assess the performance of key Renewal Plan objectives. Part of the challenge will be to take account of the measurement frameworks and related initiatives in place already including Departmental Strategy Statements, Annual Reports, the Annual Estimates process, Policy Evaluations and Reviews.

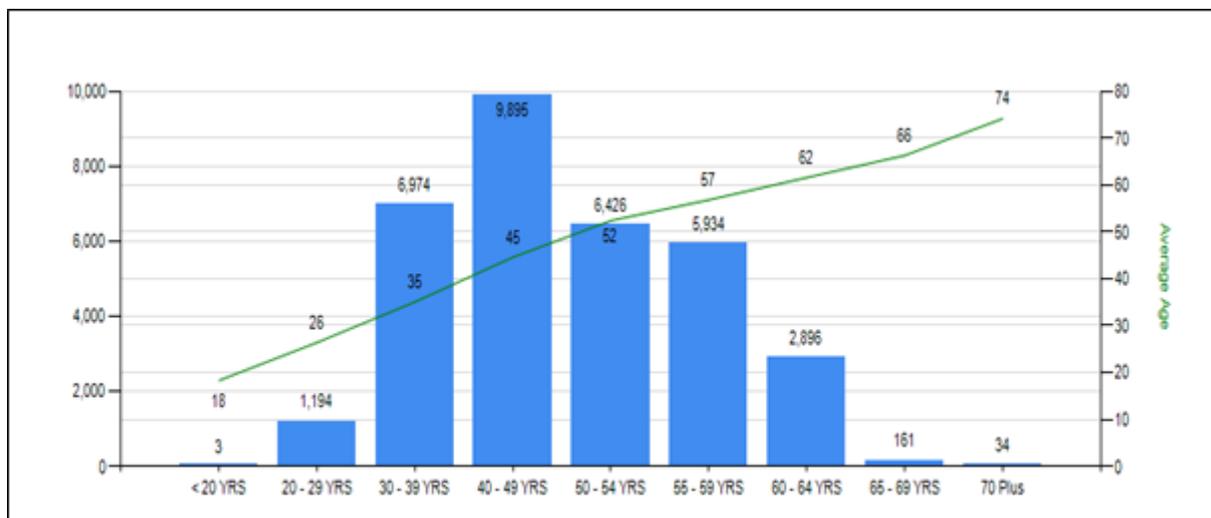
The Renewal Plan presents a major opportunity to lead transformational change and respond to the challenges and opportunities ahead – to preserve and protect the values and strengths that matter most and tackle the things that will enhance service delivery.

Appendix 1 The Civil Service in 2015

Every day the Civil Service makes a vital contribution to Irish life. It exists as an independent, impartial body to serve the State and the people of Ireland by carrying out the work of Government and delivering public services efficiently and effectively. The recent economic and fiscal crisis tested the Civil Service and highlighted strengths and weaknesses in our capability as an organisation. Collectively, we have responded to the combined pressures of reduced expenditure, reduced staffing levels, increased complexity, increased demand for services and strongly critical commentary by driving huge changes in how we work.

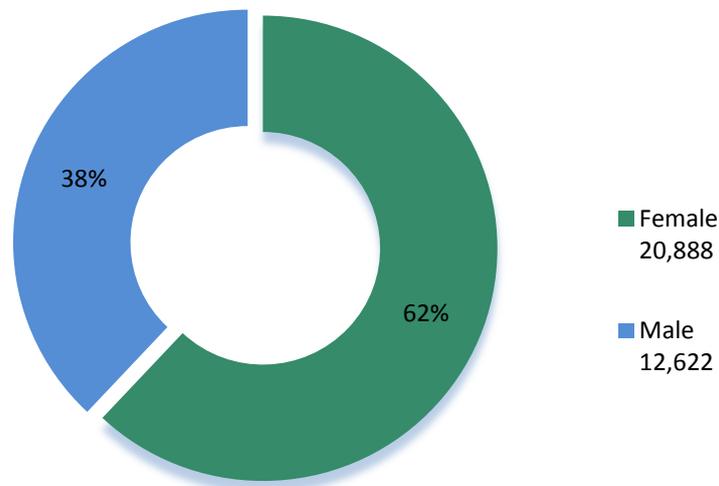
The Civil Service¹ consists of 31,431 Full Time Equivalent (FTE) staff equating to almost 34,000 individuals. The range of work undertaken by staff is extremely diverse, ranging from frontline services to the public to policy and legislative development, with many staff having an opportunity to experience this diversity through the various positions they hold during their career within the civil service.

The average age of Civil Servants is 47.



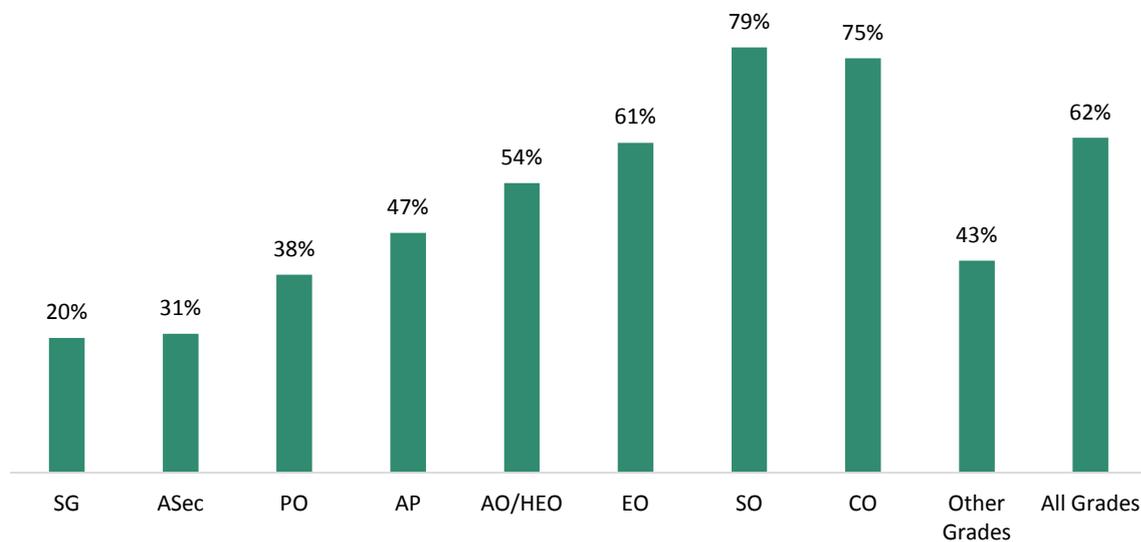
¹ All figures are as at end-Dec. 2015 and are headcount unless otherwise stated. They do not include certain groups, i.e. Prison Officer grades, National Gallery or Foreign Affairs and Trade local recruits serving abroad.

More than 60% of Civil Service staff are women



Proportion of women at different grade levels

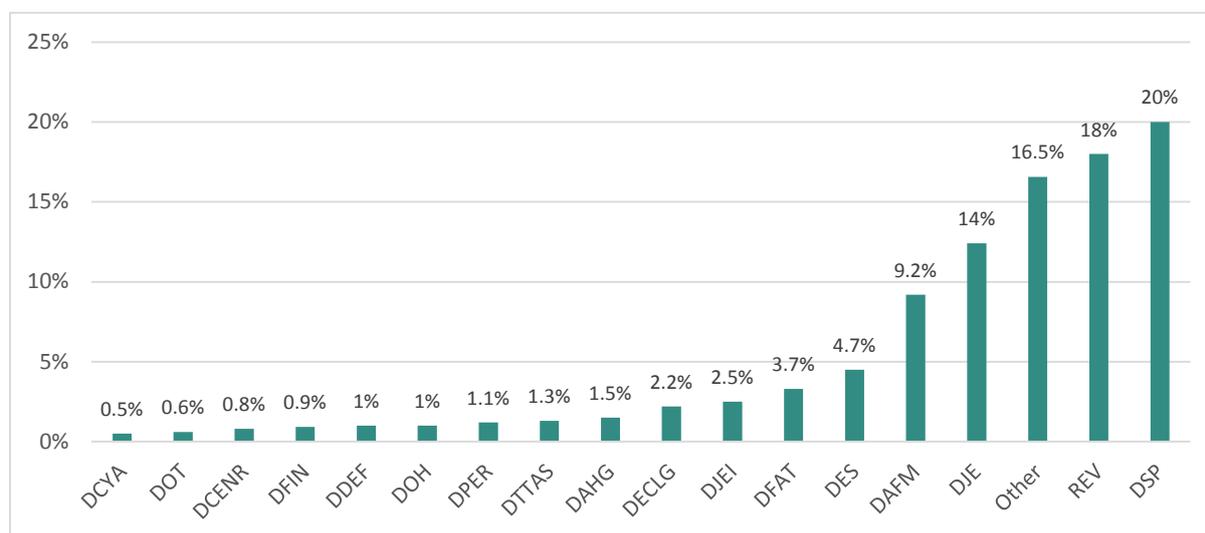
The proportion of women decreases as the seniority of the grade increases e.g. 75% of Clerical Officers are women while the same figure for Secretaries General is only 20%. Across all grades the composite figure is 62%.



SG - Secretary General	AO/HEO - Administrative Officer/Higher Executive Officer
ASec - Assistant Secretary	EO - Executive Officer
PO - Principal Officer	SO - Staff Officer
AP - Assistant Principal	CO - Clerical Officer

Departments and Offices vary significantly in size and scope

The largest proportion of civil servants work in the Department of Social Protection and the Revenue Commissioners. These two departments alone account for 38% of the workforce.



Departments/Office abbreviations

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

Appendix 2: Civil Service Renewal - Background

In 2013 a 12 month process to renew the vision and strategy for the Civil Service was led by a Civil Service Renewal Taskforce, made up of civil servants from all Government Departments. The engagement process involved face-to-face consultations with almost 2,000 staff and stakeholders to gauge their views on what works well in the Civil Service and what is in need of change. Government Ministers and members of both Houses of the Oireachtas, the heads of Departments and Offices of State, members of the public, international parties and expert bodies were also invited to contribute.

The purpose of this deliberative process was to understand, from a range of perspectives, what the Civil Service does well and where it needs to do better. More than 1,500 specific ideas were submitted by staff in response to the question: if you could change one thing to make the Civil Service more effective what would it be?

In parallel, the Government asked an Independent Panel to report on strengthening Civil Service accountability and performance. It hosted a public consultation process on these issues. More than 40 submissions were also received by the Independent Panel during the public consultation process on Civil Service accountability and performance.

On 30th October 2014 the Taoiseach and the Minister for Public Expenditure and Reform launched the Civil Service Renewal Plan which brought the work of the Taskforce and the Independent Panel together. This ambitious plan incorporates a vision and a three year action plan identifying 25 major but practical actions that will strengthen capacity, capability, accountability and leadership and represents a fundamental new vision and direction for the Civil Service. The Civil Service Renewal Plan has created a roadmap to a professional, pro-active, open administration, and one which seeks to serve the public at all times in a fair and efficient manner. By implementing the Civil Service Renewal Plan and demonstrating an enduring commitment to public service, the Civil Service can create a more unified, professional, responsive, open and accountable organisation that inspires trust and confidence within Ireland and internationally.

Appendix 3: Civil Service Accountability Board Membership for 2015

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

The Tánaiste, 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

External Member, Bernie Gray

External Member, Shane Bissett

External Member, Dorothy Scally (Chair of the Top Level Appointments Committee)

Appendix 4: Civil Service Management Board Membership

Martin Fraser (Chair)	Department of the Taoiseach
Robert Watt	Department of Public Expenditure and Reform
Jim Breslin	Department of Health
Niall Burgess	Department of Foreign Affairs and Trade
Niall Cody	Office of the Revenue Commissioners
Pádraig Dalton	Central Statistics Office
Liam O'Daly	Office of the Attorney General
Graham Doyle*	Department of Transport, Tourism and Sport
Mark Griffin	Department of Communications, Energy and Natural Resources
Joe Hamill	Department of Arts, Heritage and the Gaeltacht
Fergal Lynch	Department of Children and Youth Affairs
John McCarthy	Department of the Environment, Community and Local Government
Clare McGrath	Office of Public Works
Derek Moran	Department of Finance
John Murphy	Department of Jobs, Enterprise and Innovation
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
Fiona Tierney	Public Appointments Service
Noel Waters	Department of Justice and Equality

*Replaced Tom O'Mahony 1st November 2015

Appendix 5

List of Civil Service Excellence and Innovation Awards 2015

<i>Award</i>	<i>Project</i>	<i>Department</i>
Leading Civil Service Renewal	Payroll Shared Services for the Civil Service	Payroll Shared Services Centre - Department of Public Expenditure & Reform
Digital Excellence	Introducing METweb for Public Services	Department of the Environment, Community & Local Government
Insight & Analysis Award	Utilising digital geosciences through "Tellus"	Department of Communications, Energy and Natural Resources
Excellence in Policy Award	Modernising Irish Family Law to achieve social change 2015	Department of Justice & Equality
Excellence in Customer Service Award	Delivering a single secure access point for Revenue Customers	Revenue Commissioners
Excellence in Innovation	Community Return Programme: enhancing ex-prisoner resettlement	Probation Service & Irish Prison Service (Department of Justice & Equality)
Excellence in Skills Development Award	Improving education through the use of technology	Department of Communications, Energy & Natural Resources
Excellence through Collaboration Award	Facilitating compliance within the building industry	Department of Environment, Community & Local Government
World Class Civil Service Award	The Irish EU Presidency	Department of the Taoiseach – Whole of Government
Outstanding Contribution Award	Establishing "Intreo" – A National Employment and Entitlements Service	Department of Social Protection