

Civil Service Management Board – 22nd February 2019

The list of attendance is appended.

Discussion

1. Significantly Develop Strategic HR Capability (Action 7)

D Cagney presented the paper noting that papers had already circulated and observations provided by all SGs. It was noted that the intention of the process is to create a broad framework from which a bespoke solution for individual departments can be selected. There is no ambition to centralize HR, rather to ensure that there is sufficient expertise available centrally, particularly for smaller departments who do not have scale or volume to build in-depth specialist expertise in all areas of case management.

The objective is to ensure there is a good supportive relationship between HR and staff – while ensuring that we continue to see and support the role of managers in human resource management.

The next steps are that the principles will be developed to a more detailed design stage with consideration as to how they might apply to Departments and Offices. It is anticipated that there will be a model developed by end May which will have a good degree of detail for consideration and/or for piloting as appropriate.

Related HR issues which were mentioned include:

- the challenges/limitations of the current ICT platform is problematic – it was noted that there is a technology steering group but we need to go to market on a new solution at some point.
- Whether consideration might be given to centralizing processing of all recruitment both internal and external through PAS.
- Specialist HR expertise – both building capacity and having structured career path/mobility opportunities across the system.

CSMB agreed:

- Civil Service HR is good but that for the size and complexity of the Civil Service we can make improvements.
- Language referring to “*formalizing HR expertise through 4 units centrally....*” should be changed in the paper to avoid pre-empting the outcome of the design stage. Rather, the focus should be on “*strengthening the level of expertise.....*”
- It was noted that A/Sec corporate (beyond the four pilots) should continue to be involved as the framework is developed.
- It was reiterated that the final approach will be brought back to CSMB for discussion and approval. There is an understanding gap as to how this will play out in individual departments and exemplars would be helpful.

2. Strengthening Policy Making (Action 22)

It was noted that these papers were circulated for initial feedback and there will be a full discussion at the March meeting.

3. Civil Service Excellence Awards

The timeline for 2019 was noted and the proposed revision of awards categories. It was noted that in three areas it is proposed to allow applications where the Civil Service has collaborated with the Public Service ("Leading Reform"/"Excellence in Innovation"/"Excellence through Collaboration". This was agreed but it was emphasized that Departments need to be the clear lead.

It was also noted that in-house Awards arrangements are being encouraged as a pre-cursor to the CS-wide awards programme for appropriately sized departments.

N Cody asked if consideration could be given to an award category in respect of employee engagement.

4. 2018 Progress Report

The final Progress Report was circulated. Any observations on the draft are to be provided by Wednesday 27th February. Publication will be considered in conjunction with the second Civil Service Renewal Plan.

5. Updates

Communications (Action 23)

The update was noted. SGs were asked to ensure that draft campaign and events templates for 2019 were reviewed for completeness. LC asked SGs to remind teams that large communications campaigns over €50,000 need to submit a campaign brief to GIS.

Civil Service Employee Engagement Survey (Action 25)

There was a short discussion on the timing of the new CSEES. On the one hand, there was concern that there was not sufficient time between surveys to fully implement Departmental Action Plans devised to respond to the outcomes of the 2017 survey. On the other hand, there was concern to sustain the effort and momentum and ensure that the series of surveys are comparable over time.

It was agreed that this would be discussed again at the March meeting to sign off on a date – a note on the implications of different dates would be prepared.

Business Customer Survey 2018 (Action 23)

CSMB noted the results of the 2018 Survey, agreed on dissemination arrangements internally and externally. The response to the results will be advanced through existing initiatives – Quality Customer Services, Action 4 of the Public Service Reform Plan (OPS 2020), implementation of the ICT Strategy for the Public Service etc.

It was noted that digital exclusion also needs to be considered.

This survey will be complemented by a survey of general public customers in 2019. It was noted that it is proposed to repeat the business survey in 2020.

6. Update on the Digital Leadership (Action 19)

CSMB noted a subgroup of CSMB has been established to create sustained momentum for the advancement of digitization across the Civil Service.

It was noted that the Data Sharing Bill passed on Wednesday which underpins the data sharing capacity across the system and removes some of the real and perceived barriers to data sharing.

7. Update on Civil Service Renewal Plan 2019-2021

The work to date was noted. However, it was agreed that the outcome of the Brexit negotiations will have to be considered before a plan could be finalised.

8. Programme Director's Monthly Report

The PMO's Report was noted including the following:-

- L&D (Action 9): The L&D Project, Action 9, is drawing to a close. Remaining outstanding items are being finalised by the project team. A transition plan for hand over to OneLearning is currently being prepared. An LMS and functionality rollout proposal was presented to the Working Group meeting on the 6th February, and agreed. This was the penultimate meeting of the group with the final meeting to be scheduled in March. It was suggested that a closing presentation should be included on the April/May CSMB agenda to mark the end of the project and the handover to OneLearning, and that this CSMB could be held in the new OneLearning training facilities at Mountjoy Square.
- Mobility (Action 15): Phase 1A (CO-EO outside Dublin) in progress with c.100 moves now completed. Phase 1B (CO-EO Dublin) – discussions have commenced with FORSA and the HR Working Group with planned launch by end of H1 2019.
- Professionalisation (Action 14): ICT Apprenticeship scheme launched with national advertisements posted on February 8th 2019.

9. AOB

Mr Fraser referred to the considerable work involved in supporting Brexit preparations across government. The strong performance of the civil service to date in working systematically and collaboratively through a range of legislative, policy and communications requirements associated with Brexit was noted.

22nd February 2019

Attendance

Martin Fraser, D\Taoiseach (Chair)
Jim Breslin, D\Health
Maurice Buckley, OPW
Niall Burgess, D\FA&T
Niall Cody, Revenue
Pádraig Dalton, CSO
Graham Doyle, D\TTS
Brendan Gleeson, D/AFM
Mark Griffin, D\CCA
Katherine Licken, D\CHG
Fergal Lynch, D\CYA
Kevin McCarthy, D/R&CD
John McCarthy, D\HPLG
John McKeon, D\EASP
Oonagh McPhillips, D\JE
Seán Ó Foghlú, D\ES
Maurice Quinn, D\Defence
Orlaigh Quinn, D\BEI
Robert Watt, D\PER

Apologies

Shirley Comerford, PAS
Derek Moran, D\Finance
Damien Moloney, AGO
Aidan O'Driscoll, DJE

Other/Secretariat

Liz Canavan, D\Taoiseach
Lucy Fallon-Byrne, D\PER
David Cagney, D\PER