Civil Service Management Board – 24 April 2015

The list of attendance is appended.

1. Specific Actions:

(i) Common Governance Standard (Action 3)

The CSMB approved the Common Governance Standard circulated subject to a number of drafting suggestions raised. Any further comments are to be provided by Wednesday 29th April. Subject to approval of M\PER, it is then proposed to submit to Government for approval to publish for consultation.

(ii) Secretary General Performance Reviews (Action 12)

The CSMB discussed the paper circulated and agreed to the proposed approach, subject to a number of amendments suggested. It was agreed that the next stage would be to brief the Taoiseach and M\PER on the proposed approach.

(iii) Staff Engagement Survey (Action 25)

The CSMB was briefed on the draft survey instrument which it is proposed to pilot shortly. Following the pilot, it will be refined as necessary and launched in September with a view to high level results by end-2015. A number of comments\questions were raised in relation to the draft, and it was agreed that any further questions at this stage would be forwarded directly to the CSO.

2. Overview of HR Related Actions

The CSMB considered the Overview paper circulated which captured ongoing work in relation to the following actions:

- Open up Recruitment and Promotion
- Mobility
- Talent Management
- Strengthen Performance Management
- Learning and Development

A number of aspects were discussed including in relation to revisions to the PMDS model, opening-up recruitment and promotion, and mobility. It was agreed that any further comments would be provided to the PMO (who would forward to sponsor SGs) within two weeks, all CSMB members were welcome to attend the next meeting of the People Sub-Group, and proposals would come back for sign-off to the May CSMB meeting.

3. Whole of Government Pilots (Action 5)

The CSMB briefly considered notes circulated in relation to Cyber-security and the Public Services Card, and agreed that both should be taken forward as pilot projects, in addition to the Suicide Prevention Framework agreed last month. It was agreed that options for operationalising these three pilots would now be developed through the nominated lead Secretary Generals for consideration by the CSMB.

4. Overview of Progress on other Actions \ Update from PMO

The CSMB noted the overview on progress with other Actions in the Renewal Plan.

It was agreed that the CSMB would review the scheduling of different Actions in the Plan and working methods in July, following completion of the first phase of work.

5. Open Policy Debates

The draft list was noted, including three which have already taken place, and it was agreed that other Departments would contact the PMO to nominate other events for inclusion.

6. CSMB Work Programme

The CSMB noted the schedule of Actions arising for decision at upcoming meetings and agreed that the May meeting would get proposals for sign-off in relation to the Accountability Board (Action 1), the Framework for Assignments of Responsibilities (Action 21) as well as on HR-related Actions.

7. Survey of Civil Service Customers

The CSMB received a short presentation on the Survey findings. There will be a detailed briefing for Assistant Secretaries on the Reform Innovation Network next week, while further information is available as requested by Departments. It is proposed to publish the results on 6 May and briefing will be provided for use within Departments at that stage. A similar survey for business users is planned for later this year.

Attendance

Martin Fraser, D\Taoiseach (Chair)
Robert Watt, D\PER
Seán Ó'Foghlú, D\ES
Liam O'Daly, AGO
Derek Moran, D\Finance
Mark Griffin, D\CENR
Niamh O'Donoghue, D\SP
Padraig Dalton, CSO
Niall Cody, Revenue
Maurice Quinn, D\Defence
Clare McGrath, OPW
Joe Hamill, D\AHG
Noel Waters, D\JE
John McCarthy, D\ECLG
Fergal Lynch, D\CYA
Jim Breslin, D\Health
Tom O'Mahony, D\TTS

Apologies
Niall Burgess, D\FA
Aidan O'Driscoll, D\AFM
Fiona Tierney, PAS
John Murphy, D\JEI

Secretariat
John Shaw, D\Taoiseach
Orlaigh Quinn, D\PER

Appendix – Minutes of Sub-Group Meetings

CSMB Governance Steering Group Meeting 16 April 2015

Minutes

Attendance

Members: Martin Fraser(Chair), Robert Watt , Fergal Lynch, John Murphy, Mark Griffin, Maurice Quinn, Seán Ó Foghlú, Derek Moran and Jim Breslin

Apologies: Niall Burgess and Mark Griffin

Secretariat/Support: Orlaigh Quinn, Rhona Gaynor, Denis Breen, John Shaw, Aine Stapleton, Derek Tierney, Triona Quill and Barry O'Dwyer

Report: Discussion took place on the Governance actions with the following next steps agreed:

Action	What	Who	When
1 – Accountability Board	Public Appointments' Service overseeing independent assessment of applications for external members	Martin Fraser and Robert Watt	Update at May Steering Group meeting
2 – Civil Service Management Board	CSMB established - Action complete	Martin Fraser and Robert Watt	Completed
3 – Common governance standard	Some adjustments to the paper required to reflect the discussion	Derek Moran, Mark Griffin and John Murphy	Paper for sign off at April CSMB meeting
4 – Strategic planning and business planning	Working group yet to meet	Derek Moran, John Murphy and Martin Fraser	Update at May Steering Group meeting
5 – Delivery of shared whole-of -government projects	Work required on options to implement the pilot projects	Mark Griffin, Fergal Lynch and Seán Ó Foghlú	Presentation to April CSMB on options for second pathfinder project
12 – Performance review process for Senior Management	Meeting of working group scheduled for next week	Jim Breslin, Niall Burgess, Martin Fraser and Robert Watt	Paper for sign off at April CSMB meeting
20 – Organisational Capability Reviews	Working group to set out options on models and methodology	Seán Ó Foghlú, Mark Griffin, and Maurice Quinn	Discuss options at May Steering Group meeting
21 – Assignment of Responsibilities	Draft framework circulated and work advanced on other sub-actions	Jim Breslin and Maurice Quinn	Draft framework for sign off at May CSMB meeting
23 – Civil Service Spokesperson	Working group yet to meet	Robert Watt and Niall Burgess	Update at May Steering Group meeting

Next Meeting of the Group

20 May 2015 at 11:00am, Room 301 Government Buildings.

CSMB Systems Steering Group Meeting Minutes

16 April 2015

Attendance:
Members: Robert Watt (Chair), Clare McGrath, Niall Cody, John McCarthy, Padraig Dalton, Aidan O'Driscoll, Martin Fraser.

Secretariat/Support: Orlaigh Quinn, John Shaw, Bernadette Browne, Peter Collins.
Action 9 Project Manager: Eilish Keegan

Report: Discussion took place on the System and Processes actions with the following next steps agreed:

Project	Actions agreed	Who	When
Action 25 – Staff Engagement	• Submit feedback/proposed amendments to survey questions	Steering Group Members	**April - CSMB**
	• Refine and consolidate draft survey based on feedback from Steering Group and staff workshops	Padraig Dalton	**April - CSMB**
	• Define each Departments survey requirements (paper/accessibility etc).	Padraig Dalton	**May - Systems Steering Group**
Action 9 – Learning & Development	• Prepare detailed paper on proposed shared L&D model	John McCarthy Niall Cody	**June Systems Steering Group**
Action 13.1 – Annual Staff Awards	• Implement Plan	PMO	**May - Systems Steering Group**
Action 6 – Sharing Expertise	• Governance of this action remains with the SG Shared Services Steering Board	Robert Watt Hilary Murphy-Fagan	**On-going**
Action 17 – Project Management	• Prepare scoping paper on approach to this, including reviewing current PM capacity and approaches in CS	Clare McGrath Aidan O'Driscoll	**Initial meeting to take place in April. Commence in Qtr 3**
Action 19 – ICT Strategy	• OGCIO to provide implementation timeframe for next CSMB meeting	Michael McGrath	**April - CSMB**
Action 24 – Data Management	• OGCIO to provide update at future CSMB meetings	Michael McGrath, PMO	**On-going**
Action 22 – Open Policy	• Invite DPER officials to provide update at future Steering Group meeting	PMO	**May - Systems Steering Group**

Next Meeting of the Group: May 18th 2015 – 2pm - Room 1.15, 1st Floor, South Block, Government Buildings

Minutes of 4th CSMB People Steering Group Meeting

16th April 2015

Attendance:

Members:	Robert Watt (Chair), Martin Fraser, Tom O'Mahony, Maurice Quinn, John Murphy, and Joe Hamill.
Secretariat/Support:	Orlaigh Quinn, Sheila O'Brien, John Shaw, Tadgh O'Leary, Louise McGirr, and Elaine Cassidy.
Apologies:	Niamh O'Donoghue, Noel Waters, Liam O'Daly and Fiona Tierney
Invitees:	Niall Burgess and Jim Breslin were invited to the meeting but were unable to attend.

A discussion took place on the People Actions. The following next steps were agreed:

Project	Actions agreed	Who	When
11.3 – Review of the Disciplinary Code	• Revised Disciplinary Code to be drafted by end of April. • Code submitted.	Liam O'Daly Tom O'Mahony	May People Steering Group
8 – Opening up Recruitment	• Proposal paper on 8.3 & 8.4 to Niamh O'Donoghue (DSP), Niall Burgess (D/Agric) and Niall Cody (Revenue) for their observations. • To establish legal opinion regarding existing panels.	Fiona Tierney Niamh O'Donoghue Maurice Quinn	May People Steering Group
	• Proposal paper on 8.3 and 8.4 to CSMB.	Fiona Tierney Niamh O'Donoghue Maurice Quinn	April CSMB
15 – Mobility	• Possibility of including mandatory element in Principal Officer Mobility will be considered following completion of initial pilot. • Evidence-gathering is continuing to support the development of proposals for increasing inter-departmental mobility at all levels across the Civil Service.	Fiona Tierney Niamh O'Donoghue Maurice Quinn	May People Steering Group
	• Proposal paper on Principal Officer Mobility to CSMB.	Fiona Tierney Niamh O'Donoghue Maurice Quinn	April CSMB

7 – Strategic HR Capability in CS	• Work ongoing - CSHR Division is undertaking a series of facilitated workshops to explore the role of DPER in supporting greater professionalisation of HR in the Civil Service.	Robert Watt	Ongoing
10 – Talent Management	• Discussion paper on Talent Management to April CSMB for decision on future direction.	John Murphy Noel Waters Joe Hamill	April CSMB
11 – Performance Management	• Action 11.1 - New rating scheme agreed in principle. This change will be implemented in tandem with a package of supporting measures to move PMDS to a developmental focus. • Action 11.5 – Develop follow-up action document.	Robert Watt	Ongoing
	• Information paper on proposed approach to improving PMDS to CSMB.	Robert Watt	April CSMB
18 – Resource Delegation	• Work ongoing	Robert Watt	Ongoing
Other Item	• Overview paper on emerging direction of People Actions to include progress to date, emerging policies and linkages between Actions.	PMO CSHR Division	April CSMB

Next Meeting of the Group: 18th May 2015 at 3.30 pm in Room 0.5, 7 - 9 Merrion Row, Dublin 2.