Civil Service Management Board – 28th April 2017

The list of attendance is appended.

1. Update of key Renewal actions

Staff Mobility - Pilot (Action 15)

An update on the service wide mobility scheme was provided including details of the current pilot for CO-EO grades in Cork and Wexford town. Demand has exceeded expectations and there has been positive feedback from staff members regarding the initiative. A number of moves are currently underway on the scheme. A survey of participating staff and local HR units will be undertaken on completion of the pilot. A focus group will commence shortly to determine the locations for the nationwide scheme.

It was noted that Phase I will be further rolled out in September / October 2017 which will facilitate transfers between and within locations. Phase 1 will then integrate legacy CAF, Central Transfer Lists and Internal Regional Transfer lists. It is anticipated that Phase 2 (including HEO, AO and AP grades) will be launched in Q2 2018.

The CSMB noted the grood progress and positive feedback to date and that it will continue to monitor progress as this key initiative is rolled out.

Learning and Development (Action 9)

CSMB noted progress on the procurement process for the provision of training services for the new common suite of learning and development programmes. It is anticipated that these contracts will be awarded in the coming week. A framework of 9 successful tenderers will have been established and development of the full suite of new training programmes will then commence based on advised priorities. The full suite should be developed by the end of September.

CSMB also noted the development of a skills register and the introduction of a new induction programme for new entrants. Work on the technology solution for the shared learning and development platform is ongoing. At this stage, full deployment of the IT platform is not anticipated to be available until Q1 2018.

Once again, CSMB reiterated the priority attaching to this action which has biggest potential impact on the staff at every level.

Organisational Capability Reviews (Action 20)
As discussed at the March meeting, a pipeline of capability reviews was set out for consideration. This is to ensure a clear work programme for the OCR team and to support Departmental preparedness.

It was noted that a review of learning regarding the process from the initial OCR (Department of Transport, Tourism and Sport) would be considered at the next meeting. It was also noted that the Courts Service OCR is about to commence.

2. Performance Management – Feedback on 2017 process

PMDS Returns and Feedback (Action 11)
CSMB considered overall PMDS compliance for 2016 for all grades from Principal Officer Level and below. The CSMB considered that the overall rate for this stage of the year is not adequate and some departments have fallen considerably short of the average.

There was also a short discussion on the impact of the introduction of the binary system of performance. Without complete data, it is difficult to fully assess the impact of the changed system as it is still bedding down. The discussion emphasised the importance of the performance management conversation and recorded narrative to provide for the distinctions between good and exceptional performances, as well as to identify development opportunities for staff.

Assistant Secretary Process (Action 12)
CSMB considered LEADS data relating to A/Sec grades and above. This looked at compliance in respect of 2016 End-Year Reviews; 2017 Objective Setting; 2016 360 degree surveys; and attendance at effective feedback training sessions. The e-system has launched since July 2016 and all departments will be on-line for 2017 – nominated contacts in each department will now be able to monitor overall compliance locally.

In respect of both the PMDS and LEADS processes, Martin Fraser noted the importance of providing clear leadership across all Departments to underpin a high performance culture. Martin Fraser urged all SGs to revisit the process locally to improve on overall compliance in the coming weeks for discussion at the May meeting of the CSMB.

3. Whole of Government – Review of Pathfinder Projects (Action 5)

CSMB considered updates on the three projects i.e. Public Services Card, Cyber Security and Youth Mental Health.

The was a more detailed discussion of the Mental Health project as it is the most advanced and now requires decision relating to implementation. It was noted that SGs are currently in

the process of providing feedback on the suite of recommendations emerging from the output of phase 3.

As a first step it was agreed that the recommendation to utilise Section 12 of the Public Services Management Act to create a cross-government Youth Mental Health Team should be advanced. This will provide the practical example to "test" Section 12. Damien Moloney confirmed the AG's office readiness to assist with the drafting requirements relating to this recommendation.

It was also noted that to move further on other recommendations emerging from the phase 3 output will require resourcing. CSMB agreed generally that the momentum generated to date should not be lost but acknowledged that resourcing of both transitional arrangements and further implementation will need to be teased out. Robert Watt acknowledged the momentum generated to date and indicated that PER was willing to discuss what resourcing requirements would be involved to ensure follow through.

It was agreed Sponsors would revert on this pathfinder project at the next meeting. This would be an opportunity to present overall findings/recommendations from the project and identify specific next steps towards implementation.

4. ICT Strategy and MyGovID (Action 19)

Barry Lowry and Tim Duggan gave a detailed update to the CSMB on developments to date.

CSMB noted the investment to date in the SAFE II/PSC infrastructure, and the developments in Europe with the eIDAS regulations and the future dependence on MyGovID to ensure compliance. It was therefore agreed that OGCIO and DSP would continue to work with departments to ensure that dates were finalised and published for key eGovernment services to be accessible through the new Digital Gateway with verification underpinned by MyGovID.

Robert Watt asked colleagues to continue to explore the potential for further extending the use of the platform for services. Tim Duggan noted that there is a developmental team in place to support departments in exploring new areas for expansion of the MyGovID to other services. It was further agreed that Eircodes would be captured and deployed where possible. It was noted that communications would be key to successful adoption. This is currently being managed on a sector/service specific basis. It was acknowledged that for certain services more tailored approaches may need to be developed.

The CSMB also noted that work in respect of the exploration of appropriate options to take forward the delivery of a Public Service Data Centre has reached a conclusion. It was agreed that, while "renting" data centre space from a third party might be marginally cheaper, the political and public concerns around the storage of sensitive data and the availability of highly suitable accommodation in Back Weston meant that in this case, treating the existing

data centre provision in Saint John's Road West and Con Colbert Road as one campus, building an additional data centre facility at Back Weston and over time retiring other computer room/data centre facilities would represent the best way forward. Robert Watt said that it was necessary to do this in a clear structured way to ensure we get the value out of what will be a substantial investment in a self-build solution.

5. Civil Service Employee Engagement Survey (Action 25)

CSMB noted the update on initiatives being implemented across Departments/Offices in response to the 2015 CEE Survey results. Arrangements for the communications plan in the lead up to the 2017 CEE Survey in September were also noted.

The CSMB agreed that all SGs should promote awareness of the Survey and work to significantly increase the response rate in this second iteration.

6. Programme Director's Monthly Report

The PMO Director's Report was noted. The following key programme highlights were noted.

- 43 Open Policy Debates held to date (21 in 2015, 17 in 2016 and 5 in 2017).
- The 2017 Civil Service Excellence and Innovation Awards will launch on Wednesday May 31st.
- Town Halls are being organised for Ballina, Athlone, and Killarney over the months of May, June, and July respectively.
- Irish representatives attended the Policy Profession Symposium in Belfast on the 20th and 21st of April
- Communications to raise awareness of the 2017 Civil Service Employee Engagement Survey will go to all staff via SPOCs in May.
- Civil Service Management Board and the Civil Service Accountability Board Annual Reports for 2016 have been noted by Government and will be published shortly.

7. AOB

28 April 2017

Attendance
Martin Fraser, D\Taoiseach (Chair)
Robert Watt, D\PER
Jim Breslin, D\Health
Maurice Buckley, OPW
Niall Burgess, D\FAT
Niall Cody, Revenue
Padraig Dalton, CSO
Katherine Licken, D\AHRRGA
Fergal Lynch, D\CYA
John McCarthy, D\HCPLG
Damien Moloney, AGO
Niamh O'Donoghue, D\SP
Maurice Quinn, D\Defence
Orlaigh Quinn, D\JEI
Fiona Tierney, PAS
Noel Waters, D\JE

Apologies
Graham Doyle, D\TTS
Mark Griffin, D\CCAE
Derek Moran, D\Finance
Aidan O'Driscoll, D\AFM
Seán Ó Foghlú, D\ES

Other/Secretariat
Elizabeth Canavan, D\Taoiseach
Lucy Fallon-Byrne, D\PER
Barry Lowry, OGCIO
Tim Duggan, D\SP