Civil Service Management Board – 26th January 2018

The list of attendance is appended.

1. Performance Management (Action 11)

The CSMB welcomed the draft action plan setting out a broad range of actions designed as a comprehensive response to reduce levels of habitual absence by managing habitual absences in the context of performance management. The actions align with the HR People Strategy and aim to support and equip managers to fulfil their roles as people managers. The CSMB noted the importance of dealing with staff in a sensitive and compassionate manner and the need for leadership at all levels to address this in a consistent and effective manner. Further detail was sought in relation to a future accountability framework and the possible need for additional supports on dealing with matters of mental health and well-being. Further discussion to include communication of the plan will take place at the CSMB Away Day next month.

2. Talent Management (Action 10)

Feedback is positive from both SPS and PO pilot programmes with positive results in terms of progression by participants across both programmes. The intention is to run them again subject to any necessary changes arising from the outcome of the evaluations.

3. Employee Engagement Survey (Action 25)

Processing of the 21,300 responses is progressing well and the overall Civil Service Report remains on course for publication in March/April 2018 notwithstanding the additional work associated with comparison to data from the first survey. The CSMB agreed that all CSMB members' reports are to be released simultaneously in May with the remainder to issue in July. Furthermore outcome scores for all Departments/Offices will be included in the overall Civil Service Report. The group noted that marginal changes are most likely in these type of surveys and the CSO will advise where changes are statistically significant or not. The significant increase in response rate from 39% to 56% and structural changes to some Departments in the intervening period must be factored in to analysis of results.

4. Shared Services – Financial Management (Action 6)

The CSMB was briefed on preparations for rollout of the Financial Management Shared Services Programme involving close engagement with Departments included in early waves over 2018/2019. Departments are asked to support the upcoming critical elements through their own internal preparations and engagement in workshops, user testing and staff recruitment. CSMB noted the importance of early communications and preparations in Departments and for Finance Officers to signal any concerns or issues as soon as they arise. The tacit knowledge and experience built up over many years in finance functions within Departments should be protected and retained. CSMB agreed to revisit this in June/July to include the proposed approach to the retained finance function.

5. Professionalisation ICT Strategy (Action 14)

The CSMB was asked to note and endorse the actions set out in the Civil Service ICT HR Professionalisation Strategy circulated. This aims to address the need to attract and retain the right people in ICT roles to deliver business needs including excellent digital services. This is aligned to broader renewal actions in strengthening professional expertise within corporate functions, the new HR People Strategy and the Civil Service OneLearning initiative. An implementation plan is being developed to take the actions forward.

During the discussion the following points were made:

- There is a need for ICT knowledge and expertise to help departments assess how ICT can meet business needs and enhance service delivery.
- Clarify what ICT skills we need to develop and retain internally having regard to business needs, legacy systems and market availability.
- Opportunity to identify and recruit suitable staff from existing non-ICT cohort.
- Learning from CSO experience in recruiting specialists under a graduate apprenticeship programme.
- Any consideration of new specialist roles needs to align with effective strategies to retain talent and develop career paths with ICT.
- Revenue's experience with attracting ICT specialists to Limerick centre suggests there is a market for recruiting people with ICT skills to locations outside Dublin.

A brief update was given to CSMB on the development of the State's Data Centre on the D/AFM's Backweston Campus in Celbridge which is at planning and design phase at the moment. This will offer highly secure data storage services for departments and lower energy usage and costs.

6. Programme Director's Monthly Report

The Programme Director's report was noted including,

- Developments in relation to rollout out of training opportunities under OneLearning, staff take-up on new mobility scheme and recent Town Hall meeting hosted by D/FA&T in Limerick.
- Congratulations to all who participated in 2017 Civil Service Excellence and Innovation Awards which took place on 27th November in RHK.
- *ESRI Study* of gender in senior civil service positions was launched on 12th December in the Department of the Taoiseach.
- Beverley Sherwood has replaced Sheila O'Brien in the Project Management Office for Civil Service Renewal in D/PER.

7. AOB

- CSMB noted the additional paper circulated setting out progress on the adoption of PSC and MyGovID within departments in line with eGoverment strategy, including 3m cards issued.
- Upcoming workshop with senior officials and the OECD on the Digital Transformation Challenge.
- CSMB Away Day confirmed for 1/2 March in Malahide so next scheduled CSMB meeting for 23 February is no longer required.

1 February 2018

Attendance
Robert Watt, D\PER (Chair)
Aidan O'Driscoll, D\AFM
Pádraig Dalton, CSO
Mark Griffin, D\CCAE
Damien Moloney, AGO
Jim Breslin, D\Health
Oonagh McPhillips, D\JE
Niall Cody, Revenue
Fergal Lynch, D\CYA
John McCarthy, D\HPLG
Seán Ó Foghlú, D\ES
Kevin McCarthy, D/R&CD

Apologies
Maurice Buckley, OPW
Niall Burgess, D\FA&T
Graham Doyle, D\TTS
Martin Fraser, D\Taoiseach
Katherine Licken, D\CHG
Maurice Quinn, D\Defence
Orlaigh Quinn, D\BEI
Derek Moran, D\Finance
John McKeon, D\EASP
Fiona Tierney, PAS

Other/Secretariat
Lucy Fallon-Byrne, D\PER
Denis Breen, D\Taoiseach
David Cagney, D\PER
Barry Lowry, OGCIO
Connie Costello, Shared Services
Bernie Kelly, Shared Services

CSMB Strategic Communications Subgroup Meeting 31st January 2018

Attendance
Members: Martin Fraser (Chair), Robert Watt, Jim Breslin, Kevin McCarthy, Katherine Licken, Graham Doyle, Aidan O'Driscoll, Orlaigh Quinn

Apologies: Niall Burgess

Secretariat/Support: Liz Canavan, Lucy Fallon-Byrne, John Concannon, Eileen Hearne, Ciara Reynolds

Report: A meeting of the CSMB Strategic Communications Subgroup was held on Wednesday 31st January.

1. Progress update on work of the Strategic Communications Unit
John Concannon gave an update of the work undertaken to date by the Unit.

1.1 Streamlining communications

- A draft report on all Government communications undertaken in 2017 was circulated in advance of the meeting. It was noted that the Unit has also commissioned primary research to understand how best to communicate the work of Government to citizens and benefits, services and entitlements relevant to them. This research will be published once complete.
- An online resource pack has been circulated to all Departments in January 2018 to support the adoption of a single unified identity. A workshop on the resource pack will be held on 5th February.
- The focus in 2018 will be the migration of all departments to www.gov.ie (excluding transactional websites). Departmental project managers for www.gov.ie have been appointed and a work plan will be agreed with an implementation team (from OGCIO and the SCU). The principles upon which the site will operate were approved by Government and noted by the CSMB subgroup.

Secretaries General were asked to give any feedback on the draft report to John Concannon. The SCU team will work with each Department to establish a mechanism to assess how government spend on communications can be tracked for impact and efficiency.

1.2 Communications campaigns

- Priorities previously agreed by Government were noted.

1.3 Capacity Building: Professional Development

- The Unit is working with the OneLearning team to develop a structured training programme for communications officials. A recent training course on MoJo (mobile journalism/low cost video production) for front line communications staff was very successful with excellent feedback from participants. The Unit will continue the development and delivery of these 'master class' workshops.
- It was noted that a number of Departments have appointed communications officers. The Public Appointments Service is establishing a panel of communications officials which departments can draw on.

2. Governance

The Governance arrangements relating to the SCU were noted and in particular the importance of the Assistant Secretary Delivery team. Key upcoming priorities include the preparation of detailed implementation plans to migrate to Gov.ie, which will necessitate work to be undertaken by departments to streamline existing websites in advance of the migration; Departments will also need to roll out the Government of Ireland identity and work with the SCU on campaign planning. In respect of the latter, the A/Sec group will also be responsible for identifying linkages for cross-departmental campaigns.

Secretaries General were asked to ensure appropriate resources were in place to support the implementation of the actions.

3. Letter to Secretaries General

There was a short discussion on the contents of a draft letter to be sent to all Secretaries General from the Secretary General to the Government. The letter sets out the Government Decision and the implications for Departments arising from it, including the preparation of a migration plan for their existing websites to www.gov.ie, the adoption of a single unified identity, and the preparation of a campaign plan based on the priority campaign list.

In respect of communications campaigns, Secretaries General are being asked to notify the Secretary General to the Government if they believe that a body or agency attached to their Department should not fall under the scope as set out in the letter.