Civil Service Management Board – 16 June 2016

The list of attendance is appended.

1. **Gender Balance (Action 8.5)**
   The CSMB discussed and agreed the recommendations in the paper subject to some minor changes to the paper which will be re-circulated to members for final sign-off by email.

   The discussion covered issues including:
   - the importance of progressing quickly with actions that will improve gender balance particularly at senior levels while maintaining the principle of the best person for the job
   - need for a cultural shift which facilitates those wishing to avail of flexible working arrangements at more senior levels where feasible
   - the Principal Officer grade is a key focus for making significant progress
   - in addition to shorter term actions, consideration should be given to measures, such as training\leadership programmes for middle management grades, which will have an impact over the long term
   - the measures will be progressed in the context of overall Strategic HR initiatives which will improve and support gender balance

   It was agreed that the proposals would be submitted to Government for approval following discussion with the Minister for Public Expenditure and Reform and the Taoiseach.

2. **Whole-of-Government Pilots (Action 5)**
   The CSMB agreed the paper setting out the overall working model and key elements to be tested across each of the three pathfinder projects. These are subject to some further minor changes and will be circulated to CSMB when finalised. It was acknowledged that while the projects are at different stages they would be used to explore and test new and innovative ways of working. The next step is for each of the project teams to develop implementation plans and that SG sponsors will take stock and report back on mid-point progress in October 2016.

3. **Mobility Proposals (Action 15)**
   The CSMB noted the paper setting out further development of the mobility scheme which will be rolled out on a phased basis. It was agreed that the proposed pilot(s) to test mobility arrangements within a single location will be used to tease out any challenges and will involve large Departments where this is a major issue for staff. Details of the pilots will be finalised shortly with a view to commencing as soon as possible.

4. **Strengthening Policy-Making (Action 22)**
   There was a wide ranging discussion on the scoping paper circulated setting out work to be undertaken in this area to examine current practice and capacity and develop proposals to strengthen policy-making across the Civil Service. The CSMB requested that the work seek to assess current practice and culture around policy and make recommendations about improving

capacity and consistency across Departments having regard to approaches elsewhere. A brief update on the work will be provided in September.

5. New Government

- The CSMB noted that a Memorandum has been prepared to update Government on Civil Service Renewal and related matters and would be circulated to members.

- Any comments on the draft second Progress Report circulated should be sent to the PMO.

- The Department of Taoiseach will shortly issue guidance in relation to development of new Strategy Statements.

- The draft National Risk Assessment was noted and it was agreed to discuss in more detail at a later date.

6. PMO Update

The CSMB noted the update circulated including the plans to review overall workings of Renewal support structures. Departments were asked to consider providing stands highlighting particular projects for the upcoming Public Sector Reform Conference. Departments were asked to consider scheduling further Open Policy Debate during 2016.

16 June 2016

Attendance

Martin Fraser, D\Taoiseach (Chair)
Robert Watt, D\PER
Derek Moran, D\Finance
Seán Ó Foghlú, D\ES
Mark Griffin, D\CENR
John McCarthy, D\ECLG
Niall Cody, Revenue
Noel Waters, D\JE
Jim Breslin, D\Health
Liam O'Daly, AGO
Niamh O'Donoghue, D\SP
Niall Burgess, D\FA
Joe Hamill, D\AHG
Fergal Lynch, D\CYA
John Murphy, D\JEI
Fiona Tierney, PAS
Graham Doyle, D\TTS

Apologies

Maurice Quinn, D\Defence
Aidan O'Driscoll, D\AFM
Padraig Dalton, CSO
Clare McGrath, OPW

Secretariat

John Shaw, D\Taoiseach
Orlaigh Quinn, D\PER
David Cagney, Chief Human Resources Officer
Denis Breen, D/Taoiseach

Minutes of 9th CSMB People, Leadership and Talent Sub-Group Meeting in Room 3, South Block, DPER, on 2 June 2016 at 10 am

CSMB Members: Robert Watt, Martin Fraser, Niall Burgess, Niall Cody, Graham Doyle, Joe Hamill, Clare McGrath, Maurice Quinn, Fiona Tierney and Noel Waters.

Support: Orlaigh Quinn, David Cagney, Denis Breen, Sheila O'Brien.

Apologies: Padraig Dalton, John McCarthy, Liam O'Daly, Aidan O'Driscoll and Niamh O'Donoghue.

The following are agreed next steps:

Action	Details	Who	What	When
7	**Significantly develop HR capability** • Strategic HR Steering Group to meet on 29 June to scope the 3 key strategic HR priorities for the Civil Service. • Inaugural meeting of new HR Managers Forum to be scheduled for Q3. • RFT being drafted requesting assistance in the development of the overarching HR strategy for the Civil Service.	CS HR DPER	Scoping Document HR Managers Forum Issue RFT	June 2016 Q3 2016 Q3 2016
8.5	**Improve Gender Balance** • A paper on a series of options to improve gender balance was discussed. The Sub Group agreed a number of recommendations for CSMB's consideration and approval.	Fiona Tierney Niall Burgess Aidan O'Driscoll Clare McGrath	Decision Paper	June CSMB
9	**Learning and Development Shared Model** • Circular for Head of L&D to be advertised within next fortnight. • To evaluate the 27 responses to the RFI.	Niall Cody John McCarthy	Circular for Head of L&D Evaluate RFIs	Advertise within next fortnight Q2 2016
10	**Introduce Talent Management Programmes to develop future leaders**. • RFT for pilot Talent Management (TM) Programme to issue by next week.	John Murphy Noel Water Joe Hamill	RFT for pilot TM Programme	To issue RFT by next week
11	**Strengthening Performance Management** • Implement new Underperformance Policy on 1st January 2017 (following Arbitration Board decision, with no change to Policy but delayed implementation). • Launch of Performance Management Policies scheduled for 30th June in Iveagh House. • Robert Watt to thank SG sponsors and the team for their work in delivering the new Disciplinary Code and Underperformance Policy.	Liam O'Daly Graham Doyle CS HR DPER Robert Watt	Implementation of Underperformance Policy Launch of PM Policies Thank you letter	Q1 2017 30 June 2016 June 2016

Action	Details	Who	What	When
13	**Excellence and Innovation Awards** • Annual Excellence and Innovation Awards Event scheduled for 6th December 2016 in Royal Hospital Kilmainham. • It was agreed that requests for applications will issue to Departments in July. • Timetable for preparation of Event to be circulated to CSMB.	CS Renewal PMO CS Renewal PMO	Request applications Circulate timetable	July 2016 June CSMB meeting
15	**Expand career and mobility opportunities within geographic organisational and sectoral boundaries.** • This item was deferred due to time constraints at the meeting.	Fiona Tierney Niamh O'Donoghue Maurice Quinn	Schedule People Sub-Group meeting	Before June CSMB meeting
23	**Improve Civil Service Communications** • Minister Donohue to launch Second Progress Report on CS Renewal. • Town Hall meeting for Principals was held in Dublin Castle on 12 May 2016. It focused on the Learning and Development, Staff Mobility and Talent Management. Over 120 attended the meeting. It was a well organised event with very good engagement from participants.	MDPER	Launch Second Progress Report	July 2016
25	**Civil Service Staff Engagement Survey (CSEE Survey)** • The Sub Group discussed the possibility of Departments gaining access to micro data for their 2015 CSEE Survey results. It was recommended that this data should not be made available due to confidentiality and resources issues. • To discuss in advance, with CSO, the possibility of providing micro data, to Departments, in relation to the 2017 CSEE Survey.	Padraig Dalton	Decision on provision of 2015 CSEE Survey micro data. Discuss provision of micro data for 2017 CSEE Survey	June CSMB meeting Q3 2016 – People Sub Group meeting

CSMB Governance, Systems and Processes Steering Group Meeting 9th June 2016

Minutes

Attendance

Members: Martin Fraser (Chair), Seán Ó Foghlú, Fergal Lynch, Maurice Quinn, Jim Breslin, Clare McGrath, Robert Watt, Aidan O'Driscoll

Apologies: Mark Griffin, Derek Moran, John Murphy

Secretariat/Support: Orlaigh Quinn, John Shaw, Alan Plummer, Síle DeBurca, Evelyn O'Connor, Denis Breen, Ciara Reynolds

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

Action	What	Who	When
3 – Common governance standard	Published by Departments – next step Implementation of Compliance Framework	Derek Moran, Mark Griffin and John Murphy	Q2/Q3 2016
4 – Strategic planning and business planning	CSMB to consider draft National Risk Assessment	Derek Moran, John Murphy and Martin Fraser	June CSMB
5 – Delivery of shared whole-of -government projects	Overall working model to be agreed	Mark Griffin, Fergal Lynch and Sean Ó Fóghlú	June CSMB
17 – Improve project management capacity	Project Management leaders/advisory service established	Clare McGrath, Aidan O'Driscoll	First meeting held on 8 June
20 – Organisational Capability Reviews	Project team in place and preliminary work underway for first review	Sean Ó Fóghlú, Mark Griffin, and Maurice Quinn	Commenced Q2 2016
21 – Assignment of Responsibilities	Departments to review information on Whodoeswhat.ie following transfer of functions	Jim Breslin and Maurice Quinn	Q2 2016
21.3 – Transfer of Functions	Guidance document completed	Jim Breslin and Maurice Quinn	Published April 2016
21.4 – Special Advisers Code	Memo to Government on the Special Advisers Code	Jim Breslin and Maurice Quinn	To be submitted to Government shortly
22 – Strength policy making skills	Scoping paper setting out proposed approach	Robert Watt, Martin Fraser	June CSMB