Civil Service Management Board – 29 May 2015

The list of attendance is appended.

1. Specific Actions:

(i) Framework for Assignment of Responsibilities (Action 21)

The CSMB agreed that all Departments would implement the web-based approach for publication of their Framework of Assignment of Responsibilities. The CSMB also agreed to the technical approach set out in the paper to be developed by the OGCIO for implementation by end Q3 and that all are to be available centrally on one site to view. Funding will be required and a proposal will be sent to the PMO in line with agreed arrangements. The draft Code of Standards and Behaviour for Special Advisers will be circulated shortly to CSMB members in parallel with continued engagement with advisers. There will be consultation and appropriate sign-off on the induction course content for Special Advisers.

(ii) Accountability Board

The CSMB noted the recent announcement of the membership of the Accountability Board which will hold its first meeting in July.

2. HR Actions

(i) Open up Recruitment and Promotion (Action 8)

The CSMB agreed the approach set out in the paper to move to a more open model of recruitment at senior levels by 2017 which will be implemented by D/PER in line with the business needs of the Civil Service. The CSMB acknowledged the concerns affecting practical implementation and impact on current staff including ensuring adequate staffing supply, workforce planning, regional issues and the crossover between specialist and general grades. Some minor drafting changes will be made to the paper following the discussion.

(ii) Mobility (Action 15)

The CSMB approved the proposed mobility programme for Principal Officers on a voluntary basis along the lines of the Senior Public Service mobility programme. It was agreed that, while the mobility protocol to be developed will provide for a delay in extreme cases of business continuity, departments will not be allowed to block moves. Some minor drafting changes will be made to the paper following the discussion.

(iii) Talent Management (Action 10)

The CSMB discussed the paper circulated and acknowledged the impact on wider staff cohorts and the need to be transparent and active across the range of grades, improve gender balance and factor in large organisations spread across the country. It was agreed there should be a deliberate focus on women linked to Action 8.5. The paper will be revisited to consider these issues along with consideration of the range of models in operation elsewhere and will be discussed again at the June

CSMB meeting alongside the Learning and Development paper on Action 9 and other HR related actions.

(iv) Disciplinary Code (Action 11.3)

Arising from the outcome of the detailed discussion on this matter at the recent People Steering Group, the CSMB endorsed the proposal to set out for Government the requirements to ensure the best possible disciplinary code including any legislative changes required. This will be done as part of the Memo for Government reporting on actions in the first 200 days. Recognising that this will take time to deliver, an interim solution will be devised setting out immediate changes to strengthen the code in the short term.

(v) Assistant Secretary General Performance Management Reviews (Action 12)

The CSMB noted the papers circulated and the intention to run a pilot in 2015 involving a small number of departments to test the new process, particularly the 360° feedback. Four offers to participate in the pilot were made to the group from D/CENR, D/CYA, Revenue and D/FA&T. The CSMB agreed the importance of ensuring quality PMDS engagement for this cohort in 2015 as a good base for a new process in 2016. Other key elements include appropriate consultation with the Senior Public Service on the development of the process and the challenge presented at central and departmental level to adequately support implementation of this and related HR actions, including necessary HR skills and resourcing which will need to be revisited by the CSMB as the actions progress.

(vi) Learning and Development (Action 9)

The CSMB was briefed on progress on options for a shared model which will be presented to the CSMB meeting in June for approval.

3. CSMB Work Programme

The CSMB noted the schedule of Actions arising for decision at upcoming meetings and agreed that the June meeting would get proposals for sign-off in relation to Learning and Development (Action 9), the Disciplinary Code (Action 11.3) together with further discussion on HR-related Actions.

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

The CSMB noted the overview on progress with other actions in the Renewal Plan, developments in relation to communications as the 200 day point approaches and the importance of ensuring robust project management processes for roll-out of actions. It was agreed that the PMO monthly report could be circulated at senior level across departments.

Attendance

Martin Fraser, D\Taoiseach (Chair)
Niall Burgess, D\FA
Aidan O'Driscoll, D\AFM
Fiona Tierney, PAS
John Murphy, D\JEI
Seán Ó'Foghlú, D\ES
Liam O'Daly, AGO
Mark Griffin, D\CENR
Niamh O'Donoghue, D\SP
Padraig Dalton, CSO
Niall Cody, Revenue
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
Robert Watt, D\PER
Derek Moran, D\Finance
Maurice Quinn, D\Defence
Clare McGrath, OPW

Secretariat
Denis Breen, D\Taoiseach
Orlaigh Quinn, D\PER

Appendix – Minutes of Sub-Group Meetings

CSMB Governance Steering Group Meeting 22 May 2015

Minutes

Attendance

Members: Martin Fraser(Chair), Fergal Lynch, John Murphy, Mark Griffin, Maurice Quinn, Seán Ó Foghlú, Niall Burgess and Jim Breslin

Apologies: Robert Watt, Derek Moran

Secretariat/Support: Orlaigh Quinn, Rhona Gaynor, Denis Breen, John Shaw, Evelyn O'Connor, Corita Goulding, Sarah Swaine and Alan Plummer

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

Action	What	Who	When
1 – Accountability Board	Membership of the Board confirmed with planning underway for its first meeting	Martin Fraser and Robert Watt	**First meeting of the Board in July**
2 – Civil Service Management Board	CSMB established - Action complete	Martin Fraser and Robert Watt	**Completed**
3 – Common governance standard	Publication of draft standard for public consultation following Government approval	Derek Moran, Mark Griffin and John Murphy	**End of May**
4 – strategic planning and business planning	Draft National Risk Assessment published for consultation	Derek Moran, John Murphy and Martin Fraser	**Ongoing**
5 – delivery of shared whole-of -government projects	Working group is meeting with pathfinder project leaders to work through next steps	Mark Griffin, Fergal Lynch and Sean Ó Fóghlú	**June Governance Steering Group meeting**
12 – Performance review process for Senior Management	Discussion paper for Assistant Secretary process circulated for People Steering Group in advance of CSMB	Jim Breslin, Niall Burgess, Martin Fraser and Robert Watt	**May CSMB meeting**
20 – Organisational Capability Reviews	Working group to update options paper	Sean Ó Fóghlú, Mark Griffin, and Maurice Quinn	**June Governance Steering Group meeting**
21 – Assignment of Responsibilities	Review technical options for websites in advance of CSMB meeting	Jim Breslin and Maurice Quinn	**May CSMB meeting**
23 – Civil Service Spokesperson	Civil Service Spokesperson appointed	Robert Watt and Niall Burgess	**Ongoing**

Next Meeting of the Group

16 June 2015 at 3.30am, Room 301 Government Buildings.

Minutes of 5th CSMB People Steering Group Meeting 28th May 2015

Attendance:

CSMB Members: Martin Fraser, Niall Cody, John Murphy, Tom O'Mahony, Liam O'Daly, John McCarthy, Joe Hamill, Noel Waters, Maurice Quinn, Niall Burgess and Fiona Tierney.

Support: Orlaigh Quinn, Sheila O'Brien, Louise McGuirr, Tadgh O'Leary, Triona Quill, Elaine Cassidy and John Shaw.

Apologies: Robert Watt, Niamh O'Donoghue, Jim Breslin, Derek Moran, and Fergal Lynch.

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

Project	Actions Agreed	Who	When
11.3 – Review of Disciplinary Code	Disciplinary Code has been reviewed and streamlined. HR supports will need to be put in place and legislative changes will be required to complete total reform. To consider timing and implementation of interim and final arrangements for implementation of new Code.	Liam O'Daly Tom O'Mahony	June CSMB People Steering Group Meeting
8 – Opening up Recruitment	Proposal Paper on 8.3 and 8.4 to CSMB for approval.	Fiona Tierney Niamh O'Donoghue Maurice Quinn	May CSMB Meeting
15 - Mobility	Proposal paper on PO mobility to be amended and forwarded to CSMB for approval.	Fiona Tierney Niamh O'Donoghue Maurice Quinn	May CSMB Meeting
7 – Strategic HR	Update CSMB re: Appointment of Head of HR	Robert Watt	May CSMB Meeting
10 – Talent Management	Proposal paper on Talent Management for A/Sec and PO levels to review other models and consideration to be given on how to extend to include other grades.	John Murphy Noel Waters Joe Hamill	May CSMB Meeting
	Practical model for implementation to be developed.	John Murphy Noel Waters Joe Hamill	June CSMB People Steering Group Meeting
12 – A/Sec Performance Agreements	Paper to CSMB for approval	Niall Burgess Jim Breslin Martin Fraser Robert Watt	May CSMB Meeting

Next meeting is scheduled for 18 June 2015 at 12.00 in Room 0.3, South Block, Department of Finance.

CSMB Systems Steering Group Meeting Minutes

18 May 2015

Attendance:
Members: Robert Watt (Chair), John McCarthy, Padraig Dalton, Aidan O'Driscoll, Martin Fraser,

Apologies: Clare McGrath, Niall Cody,

Secretariat/Support: Orlaigh Quinn, John Shaw, Bernadette Browne.

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	• Refine and consolidate draft survey based on feedback from workshops and pilot.	Padraig Dalton	**July – sign-off at CSMB**
	• Define each Departments survey requirements (paper/accessibility etc).	Padraig Dalton	**June - 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	**Ongoing**
Action 6 – Sharing Expertise	• Governance of this action remains with the SG Shared Services Steering Board	Robert Watt Hilary Murphy-Fagan	**Ongoing**
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 took place in April. Commence in Q3**
Action 19 – ICT Strategy	• OGCIO to provide update at May CSMB on build to share project.	Owen Harrison, OGCIO	**May - CSMB**
Action 24 – Data Management	• OGCIO, Open Data to provide update at future CSMB meeting. CSO to be kept informed/involved	OGCIO, PMO	**Ongoing**
Action 22 – Open Policy	• Prepare update on Open Policy Debates to date	PMO	**May**

Next Meeting of the Group: June 18th 2015 – 10.30am - Room 1.15, 1st Floor, South Block, Government Buildings