Civil Service Management Board – 26th May 2017

The list of attendance is appended.

1. Performance Management – Feedback on 2017 process

1a. PMDS Returns and Feedback (Action 11)

1b. Assistant Secretary Process (Action 12)

The improvements in updated compliance data was noted including the overall improvement year on year. However, despite excellence in some organisations, it was also noted that there are still some organisations where compliance is below the average.

A/Sec compliance is also very good and improved. It was noted where numbers are low, the absence of a single individual can skew overall rates significantly in organisations.

There was also a discussion on the ratings percentages. It was noted that it is worth reflecting data on other ways in which performance management manifests including, probationary processes, disciplinary processes and the management of ill-health. It was agreed that David Cagney would seek inputs from Depts/Agencies to provide this as part of the overall landscape.

It was agreed that regardless of this, that all organisations need to be confident that performance management continues to be fully embedded and part of people management at all levels. The CSMB will continue to keep under review and there will be a further discussion following further data from David Cagney on the data and the related issues.

2. For Approval

2a. Civil Service HR Strategy (Action 7)

David Cagney circulated a short presentation on the Strategy. CSMB congratulated the team and acknowledged the significant inputs received from the Strategic HR Steering Group and others across the system. The impact of this collaborative approach and sense of ownership on the final product was noted. The CSMB approved the Strategy and it was agreed that a Memo for Government should be prepared given the significance of the Strategy to the overall Civil Service Renewal Plan.

2b. Mental health pathfinder whole-of-government project – next steps (Action 5)

Sponsors and CSMB noted the innovative presentation provided by the Pathfinder Team in advance of the meeting. Work on the drafting of the requisite Section 12 orders is commenced. It was agreed that in order to bring the work forward on a "mainstreamed" basis it will require some resourcing as the Team is no longer in place at this stage. This is the subject of discussions with DPER. It was noted that the learning from this project (aside

from the Section 12 aspects), including the methodology used should be captured as it has instilled a strong level of engagement and collaboration cross-governmentally.

3c. Civil Service Employee Engagement Survey – 2017 output timelines (Action 25)
The timeline and milestones for the 2017 CSEE Survey were noted and agreed. Communications on the CSEE Survey 2017 will commence next week with a template communication prepared by the PMO which can be locally tailored. Publication of overall results will be followed by sequenced Departmental reports, this will allow for more bespoke analysis and comparison with the 2015 results.

3d. Project Management – next steps (Action 17)
CSMB noted that this Action has effectively been completed but noted that continued investment of time and effort is required in the support, maintenance and further development of the network, portal, handbook and training. The following was agreed:-

- Project Management Leaders Advisory Service (PMLAS) should continue to act as the leadership body for the project handbook, network, portal and training; and act to promote the network, handbook and portal across the civil and public service.
- PMLAS should, during the rest of 2017 and 2018, and in addition to leading the Project Managers Network, focus on the development of an approach to continuous professional development of project managers within the civil and public service.
- Membership of PMLAS should remain unchanged for the next six/nine months but with future rotation.
- Responsibility for the administration of the resources/assets developed by PMLAS should be taken on by Public Service Reform and Delivery Office within D/PER.
- It is not necessary, at this time, to set up a full-time hub of 3 – 4 people as originally envisaged in the scoping document however some centralised administrative support is required.

CSMB recorded its appreciation for the excellent work undertaken and the self-sustaining nature and leadership that the PMLAS has shown. It was agreed that this would be formally acknowledged in writing.

3. Update of Renewal actions

3a. Civil Service Customer Satisfaction Survey - Response (Action 23)
At the March CSMB meeting members asked that an action plan be prepared by the Quality Customer Service Officers' Network in response to the Civil Service Customer Satisfaction Survey 2017. While there was a low level of response to date from Depts/Agencies, the following key messages are emerging:

- Enhancing digital engagement with citizens and businesses should be a key element. The Public Services Card/MyGovID adoption programme will support the

enhancement of online services across the public service, increasing customer service and satisfaction.

- D/PER is also exploring the potential for piloting the use of a self-administered checklist in certain public bodies providing online service developed by the World Bank to improve customer service.
- The main avenue to address issues arising from the customer service survey will be through the actions set out in the forthcoming Public Service Development and Innovation Framework 2020.

3b. Civil Service Excellence and Innovation Awards – 2017 Process (Action 13)

The PMO outlined the proposed timeline and communications arrangements in respect of the 2017 process. There was some discussion on the criteria for the Awards categories. The papers included changes proposed by the 2016 Awards Committee. It was agreed the CSMB members should further review. It was agreed consideration should be given to stronger linkages between the Awards and key Renewal Actions in areas such as project management, policy-making etc. There was also a discussion on how to capture the delayed impact/benefits realisation of key policy projects. The PMO will review further to take account of these points.

4. Status Report on Civil Service Renewal Actions

The initial outline review of progress on the 3 year Plan was circulated for consideration. CSMB members were asked to review and provide comments to the PMO by the end of the following week 2/6/17.

It was noted that this was a separate and discrete exercise aimed at looking back over the whole programme of work and to allow an opportunity to reflect on next phase of work of the CSMB.

It was noted the Annual Progress Report (Phase 3) has been drafted and will be circulated to CSMB prior to its publication.

5. Programme Director's Monthly Report

Programme Director's report was noted. Key communication points at May 2017 include:-

- 44 Open Policy Debates held to date (21 in 2015, 17 in 2016 and 6 in 2017).
- Town Hall in Ballina was held on the 18th of May. Further Town Halls are scheduled for June and July in Athlone and Killarney respectively.
- The Civil Service Renewal Third Progress Report will be launched in June 2017.
- Communications to raise awareness of the 2017 Civil Service Employee Engagement Survey will issue to all staff via SPOCs in May.

- Communications to raise awareness of the 2017 Civil Service Excellence and Innovation Awards has issued to staff via SPOCs on 19 May.
- The 2017 Civil Service Excellence and Innovation Awards launch shortly. Secretaries General/Heads of Offices will be asked to email their staff informing them of the launch and encouraging participation in the scheme.

6. AOB

There was a short discussion on the process of finalising and publication of Organisational Capability Reviews. Agreed publication of Report should normally be accompanied by the Action Plan.

26 May 2017

Attendance

Martin Fraser, D\Taoiseach (Chair)
Robert Watt, D\PER
Jim Breslin, D\Health
Niall Burgess, D\FAT
Niall Cody, Revenue
Padraig Dalton, CSO
Graham Doyle, D\TTS
Mark Griffin, D\CCAE
Katherine Licken, D\AHRRGA
Fergal Lynch, D\CYA
John McCarthy, D\HCPLG
Damien Moloney, AGO
Aidan O'Driscoll, D\AFM
Seán Ó Foghlú, D\ES
Maurice Quinn, D\Defence
Orlaigh Quinn, D\JEI
Fiona Tierney, PAS
Noel Waters, D\JE

Apologies

Maurice Buckley, OPW
Derek Moran, D\Finance
Niamh O'Donoghue, D\SP

Other/Secretariat

Elizabeth Canavan, D\Taoiseach
Lucy Fallon-Byrne, D\PER
David Cagney, D\PER

Minutes of CSMB People, Leadership and Talent Sub- Group Meeting
11th May 2017

Attendance:

CSMB Members	Robert Watt, Martin Fraser, Niall Cody, Orlaigh Quinn, John McCarthy, Graham Doyle, Katherine Licken, Aidan O'Driscoll, Damien Moloney, Fergal Lynch, Fiona Tierney.
Support:	Lucy Fallon-Byrne, Liz Canavan, David Cagney, Sheila O'Brien, Natasha Cray.
Apologies:	Mark Griffin, Maurice Buckley, Padraig Dalton, Niamh O'Donoghue, Niall Burgess.

Project	Comments and next steps	Who	When
Action 7 Strategic HR	Revised version of the draft HR Strategy was positively received by CSMB Sub-Group. Suggestions for the final version are as follows: **Structure of the Civil Service People Strategy** • For the benefit of the wider audience include a summary one-pager of all the HR Actions in the Civil Service Renewal Plan that have been implemented and that are ongoing. Bring the list of Civil Service Renewal Actions linked to the Strategy (Appendix 1) upfront in the document, demonstrating that the Strategy is not starting from a blank page. • Include a summary of the Civil Service People Strategy Actions (Appendix 3) near the beginning of the document and mention the priority Civil Service People Strategy Actions for implementation. • The Civil Service People Strategy needs a title. • Clearly identify core things in the Strategy that should be done in the same way across the Civil Service. • Flag shared services and better use of analytics. • Culture and values needs more attention in the Strategy. • Include references to the Civil Service Customer and Business Satisfaction surveys in the Strategy. • The Sub-Group has no issue with a foreword from the CSMB being included in the Strategy and being signed by all the members. • A list of all those involved in the development of the Civil Service People Strategy to be included as an Appendix. • Consider various audiences that might read the strategy and test the language in the document with them in mind. **Workforce of the future** • Rebalance the Section on workforce of the future – don't forget the workforce of the present; that will be working with us for the next 10 years. **Building, supporting and valuing managers as people developers** • Strongly state that all managers are part of the HR community. • Bring more of the detail from Actions 20 to 25 into Section 6. • Rebalance the focus between building, supporting and valuing managers as people developers (Section 6 - 1 page) with positioning HR as a strategic driver (Section 7 - 3 pages). • Action 21 – Consider rewording the reference to *'defining the role managers'* to '*re-emphasising the role of the manager'*. • Reference accountability (Action 23) in Section 6. • The balance between HR expertise and business experience will	Robert Watt David Cagney	May CSMB meeting

	be judged on practical delivery and support. Section 6.3 refers to providing support to managers to deliver. This is a big challenge and could usefully benefit from a more expanded text. • The delivery of the Civil Service People Strategy will require investment and a structure to support its implementation. • It was noted that DPER's role is more than a guiding role - it also includes a support role. **Performance Management** • The strategy needs to more strongly reference performance management as it is important to address any perceptions that under-performance is not being tackled. It was noted that staff on probation are proactively managed. **Next Steps** • Final draft of Civil Service People Strategy to May CSMB meeting for sign-off. • Prepare memo for Government, on the Civil Service People Strategy, for their information before the summer recess. • DPER to consider additional resources for the Civil Service HR Policy Division and for the smaller Departments in order to fulfil the commitments in the Civil Service People Strategy and to achieve the desired outcomes. • Civil Service HR Policy Division to provide details on the number of staff dismissed from across the Civil Service for May CSMB meeting. • Arrange event to launch the Civil Service People Strategy and invite key stakeholders including those involved in its development to attend.		
Action 18.3 Workforce Planning	• Civil Service HR Policy Division are aggregating Departmental Workforce Plans and working with PAS to develop an aggregated Recruitment Plan. • Further analysis of workforce plans is ongoing in DPER and Departments/Offices are encouraged to consider what the Civil Service might look like in 5 years' time in terms of grade mix, relationships between functions and the impact of technology on work e.g. online services and Routine Process Automation. • It is important to guard against grade drift. **Next Steps** • PAS to provide details of qualifications of new entrants – for CSMB meeting. • Workforce Plans to be discussed at Autumn CSMB meeting.	Fiona Tierney Robert Watt	May CSMB Autumn CSMB
Action 25 CS Employee Engagement Survey (CSEES)	• There were differences of opinion in relation to the option of providing outputs from the 2017 CSEES to Departments/Offices in tranches over 3 months based on their organisation's size. • Revenue indicated that they have the ability to conduct their own analysis of results and this could free up CSO resources. **Next Steps** • 2017 CSEES outputs to be discussed at May CSMB meeting.	Padraig Dalton	May CSMB meeting