Civil Service Management Board – 30 September 2016

The list of attendance is appended.

1. Review of Progress and Agree Priorities for Next Phase

1.1 Strategic Direction

The CSMB discussed the Review of Phase 2 and preparation for Phase 3. Full implementation of Phase 1 and Phase 2 actions within Departments, with a focus on delivering on HR actions which will impact directly on staff will remain priorities. The following specific actions will also be prioritised for Phase 3:-

Action	Description	Secretary General (SG) Sponsors
Action 5	Whole-of-Government pathfinder learning outcomes	Fergal Lynch, Mark Griffin, Seán Ó Foghlú
Action 7	Develop Strategic HR Capability	Robert Watt
Action 9	Learning and Development	Niall Cody, John McCarthy
Action 10	Talent Management Programmes	Joe Hamill, John Murphy, Noel Waters
Action 17	Improve Project Management Capacity	Graham Doyle, Clare McGrath, Aidan O'Driscoll
Action 22	Strengthen Policy Making Skills	Martin Fraser, Robert Watt, Liam O'Daly (TBC)

The following additional items were also agreed.

Action	Details	Next Steps
Action 14 Strengthening Professional Expertise	• Discussion referred to the challenge in ensuring adequate expertise is sourced for corporate functions but also the challenge in retaining mobility and career progression opportunities for any entrants to the system. • Challenges of integration experienced in the past where departmental specialist streams emerged within individual departments should be avoided. • Option of sourcing specialist skills from within the general grade cadre should also be considered.	David Cagney to prepare a paper on issues For consideration next CSMB Sub-Group meeting on People, Leadership and Talent. Add Action 14 to list of priorities
Action 22 Strengthen Policy Making Skills	• There was a short discussion on the paper provided and a variety of views expressed on the proposed focus of a civil service-wide initiative on the development of policy-making skills. • Consider innovation labs (Action 13) in conjunction with Action 22.	Martin Fraser, Robert Watt to prepare a further discussion paper for further CSMB consideration at away day
Action 16	• It was noted that certain processes were already underway in respect of grade realignment. • Further work on this action will await conclusion of these processes.	N/A

It was agreed that a CSMB "away-day" would be held in Q 4 of 2016.

1.2 CS Renewal Governance

The following was agreed.

- **CS Renewal PMO** to draft proposals and develop a process, in consultation with project managers and SG sponsors, for the transition of completed actions to 'business as usual'.
- **CSMB Meetings** - To support the monitoring of progress by including a 'Phase 3 Quarterly Milestones' document as a standing CSMB agenda item at quarterly intervals.
- **CSMB Sub Groups** – One meeting per month provisionally scheduled for a Governance and Systems Sub Group meeting, or People, Leadership and Talent Sub Group meeting as required – the provisional schedule was agreed.
- **CSMB Sub-Committees** - Linkages between the CSMB and other related SG groups focussed on the collective corporate agenda should be strengthened. It was agreed that SPS Steering Group and Shared Services Group minutes would be shared with CSMB.
- **CSMB papers** – CSMB members may share CSMB papers with their Management Boards as they deem appropriate.
- **Project Managers co-ordination meetings** – CS Renewal Programme Director to provide feedback to Project Managers immediately following the CSMB meeting to enable timely progress and prompt response to decisions and direction provided by CSMB

1.3 Communications and Engagement

The following items were agreed.

Increasing engagement with Assistant Secretaries

- Regularly engage with 'Corporate' Assistant Secretaries, including through the Reform and Innovation Network, to encourage their participation on specific actions or sub-actions.
- Include CS Renewal as a standing item on Management Board agendas on the first week of every month (i.e. following CSMB meetings).
- Circulate a 'Phase 3 Quarterly Milestones' document to each Management Board on a quarterly basis.

Strengthen support for implementation of CSMB decisions at Departmental level

- Based on feedback from several SGs regarding the full implementation of actions, the CS Renewal PMO will provide additional supports to project managers and SG sponsors to assist them to enable Departments to fully implement Phase 1 and Phase 2 actions.
- In particular the CS Renewal PMO will provide additional support to CS HR Policy Division to enable them to assist Departments embed a suite of HR actions which encompasses the HR Strategy

Raising awareness at staff level across the Civil Service

- Format for Town Halls is to be refreshed using a thematic approach, focused in terms of attendees and content. It is proposed to schedule the next series of Town Halls in the pilot locations for staff mobility in October 2016.
- It is proposed to run a 'Lobby Campaign'. This will involve CS Renewal PMO setting up a CS Renewal stand in lobbies/canteens at lunchtimes where a large number of civil servants and/or several Departments are located in the same building. This initiative is in response to the findings from the CSEE Survey regarding low levels of awareness of CS Renewal in certain locations. It is proposed to run a pilot in Spencer Dock in October 2016.
- A series of leaflets for civil servants will be developed based on the suite of HR Actions impacting on staff e.g. PMDS, L&D and staff mobility.

2. Items for Decision

- **Learning and Development (Action 9)**

The staffing and funding arrangements as proposed for the Learning and Development Centre were agreed. It was agreed that DPER would fund the start-up costs associated with set-up, capital and staffing for the new L& D centre for 2017. It was noted that while central funding of the Centre might be possible on an ongoing basis, Departments would need to fund the actual cost of courses to their own staff. Apportionment arrangements for future funding between Departments/Offices will be agreed and finalised over the course of 2017.

It was noted that in-house training will continue to be a feature for the larger departments with specialised training needs. However, the establishment of the Centre will also likely increase the overall spend of training budgets as availability of courses will be streamlined.

It was agreed that the short-term proposal for the accomodation for the Centre should be pursued immediately. In addition, it was agreed that a longer term solution should be explored by OPW as a matter of urgency.

- **Talent Management (Action 10)**

The proposed selection process for the Assistant Secretary pilot programme was agreed. It was acknowledged that this process is agreed for the trial phase only and will be reviewed before further roll-out. The SPS experience will also inform the Principal Officer Programme.

- **Project Management (Action 17)**

Progress as set out in the papers was noted. The CSMB commended the team who prepared the Project Management Handbook which was circulated at the meeting. Next steps were noted.

- **Civil Service Employee Engagement (CSEE) Survey (Action 25)**

The approach as previously discussed was agreed i.e. to retain the existing questions for at least 3 cyles of the survey to allow for meaningful comparisons – to measure trends and patterns over time. Following a further discussion on the date, the CSMB decided the next Survey should be carried out

in September 2017. The timing of the 2017 Survey in September will be 2 years following the first iteration of the survey.

3. Updates

- **Mobility Opportunities (Action 15)**

The meeting noted that a pilot staff mobililty scheme will be introduced for Clerical Officers (COs)and Executive Officers (EOs) in two locations shortly. A pilot portal is to be implemented by year end. Phase II will include HEOs and AP grades. It is envisaged that in the future PO mobility might also be facilitated on this portal.
It was also noted that bilateral arrangements are underway between a small number of departments in respect of a pilot secondment arrangement within specific geographical locations. These will run in parrallel with the pilot CO/EO mobility scheme and will inform overall policy.

- **Strengthening Policy-Making (Action 22)**

SG Taoiseach and SG DPER agreed to bring forward a paper on the issue which might be considered as an item at the "away-day" event.

4. PMO Update

The PMO's monthly report was noted. It was agreed that a risk register should be developed in respect of the current priority actions and that there may be a need to rebalance the allocation of tasks across the SG cadre. It was agreed that the "away-day" would provide the oportunity for a more in-depth review of the current status of a number of actions and examine workloads.

5. AOB

No other matters raised.

30 September 2016

Attendance
Martin Fraser, D\Taoiseach (Chair)
Robert Watt, D\PER
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
Graham Doyle, D\TTS
Aidan O'Driscoll, D\AFM
Padraig Dalton, CSO

Apologies
Derek Moran, D\Finance
Maurice Quinn, D\Defence
Clare McGrath, OPW
Fiona Tierney, PAS

Secretariat
Elizabeth Canavan, D\Taoiseach
Orlaigh Quinn, D\PER
David Cagney, Chief Human Resources Officer