Rialtas na hÉireann
Government of Ireland

Our Public Service 2020

Our Public Service 2020

Promote Equality, Diversity and Inclusion

Vision Statement, Commitments, and Maturity Model for Public Service Organisations

Prepared by the Department of Public Expenditure and Reform

gov.ie

Contents

Background	1
Research and Acknowledgements	2
Vision Statement for Equality Diversity and inclusion	3
Vision Statement Commitments for Public Service Organisations	4
Maturity Model for Public Service Organisations	5
Action 16 Team Members	7

Background

Our Public Service 2020 (OPS2020) is a framework for development and innovation in Ireland's Public Service. OPS2020 encompasses 18 headline actions which are built on three pillars:

OPS2020 Action-16 falls under the "developing our people and organisations" pillar. Its aim is to "promote equality, diversity and inclusion" (EDI). It is important that the Public Service achieves greater equality of opportunity, gender balance, diversity and inclusion across its workforce. It is also important that a consistent approach is taken, in line with equality legislation, to ensure that the Public Service is generally representative of society and respects and promotes human rights.

The Action 16 Team is composed of representatives from across the Public Service who are committed to promoting equality, diversity and inclusion (EDI). This Action is led by the Commissioner of An Garda Síochána, Drew Harris, and Secretary General at the Department of Justice, Oonagh McPhillips.

The Action 16 Team developed this 'Vision Statement' and an 'EDI Maturity Model' with the aim of supporting organisations in progressing their EDI journey- while also accommodating the distinct challenges faced by public service organisations of differing size and functions.

The Action 16 Team engaged in a consultative process to "sense check" the draft resources. This involved 16 Civil Society Organisations representing people covered by the 9 grounds under equality legislation and people at risk of social exclusion. There was positive engagement with constructive feedback provided on both of the resources.

An Garda Síochána and the Department of Justice have agreed to pilot the Vision Statement and Maturity Model, and as such any resources or revisions will be included in a live e-doc that will be available on gov.ie.

Research and Acknowledgements

Both of the Action-16 resources are informed by National and International research and encourage ongoing consideration of available evidence and current best practices.[1]

Implementing the resources will support public bodies to meet many of the core requirements of the Public Sector Equality and Human Rights Duty.

The Action-16 Team is thankful to all of the civil society organisations and the diversity networks who offered feedback on these resources at various stages of their development. Both the Vision Statement and the Maturity Model seek to promote continued dialogue between all EDI stakeholders.

1 For example: ESRI.(2017). *A Study of Gender in Senior Civil Service Positions in Ireland.*
- IHREC. (2019). *Implementing the Public Sector and Equality Duty.*
- NDA. (2018). *Research on Good Practice in the Employment of People with Disabilities in the Public Sector.*
- OECD. (2009). *Fostering Diversity in the Public Service.*
- OECD. (2015). *Managing a Diverse Public Administration and Effectively Responding to the Needs of a More Diverse Workforce.* EURPAN Survey.

Vision Statement for Equality, Diversity and Inclusion (EDI)

The Vision Statement and associated Commitments, are intended to support Public Service Organisations to articulate their commitment to equality, diversity and inclusion.

They highlight how the principles of equality, diversity and inclusion (EDI) are in-line with, and help to reinforce, long-standing public service values. The Vision Statement includes four overarching commitments which are considered necessary for the development and implementation of effective measures to promote an inclusive working environment.

EDI is for everyone. However, it must be recognised that certain groups should rightly be the focus of efforts to promote an inclusive working environment. This includes people at risk of poverty and social exclusion, and people covered by the nine grounds under equality legislation: gender (including transgender people or people transitioning to another gender), civil status, family status (including lone parents & carers), age, sexual orientation, disability, race, religion, and membership of the Traveller community.

By publicly signing-up to the Vision Statement, Public Service Organisations will signal their willingness to be held accountable by internal and external EDI stakeholders for their performance in each of these important areas.

Vision Statement

The Public Service recognises the fundamental importance of achieving a diverse and inclusive work environment that protects and fulfils the human rights of its staff. A proactive approach to equality, diversity and inclusion (EDI) can also help give expression to core public service values:

- To be **equitable** and **fair**, the Public Service will aim to attract and develop a diverse workforce and ensure that each individual feels valued and respected in their workplace.
- To be **innovative**, the Public Service will seek out and learn from multiple perspectives.
- To be **responsive** to the public as a whole, the Public Service will strive to reflect the diversity of the communities it serves.

We believe that our commitment to such values will enrich the workplace and foster public trust and confidence in Public Service Organisations.

Vision Statement Commitments for Public Service Organisations

1. Communicate

- Articulate a values framework for EDI, focusing on the following key pillars:
  - Ethical: EDI is consistent with the principles of equality and fairness
  - Legislative: EDI can help organisations fulfil their obligations under equality and human rights law, including the Public Sector Equality and Human Rights Duty
  - Organisational: diversity is an asset that can enhance policy formation and service delivery
- Create a climate of openness and dialogue around EDI.
- Consult internal and external stakeholders on an ongoing basis, with particular regard to the perspectives of people with lived experience of discrimination, inequality and socio-economic marginalisation.

2. Assess

- Develop accessible communications strategies that clarify the collection of diversity data and build employee trust in its confidential management.
- Harness diversity data to identify opportunities and make the case for change.
- Develop enhanced diversity metrics focused on employee experience of inclusion.
- Identify current structures and initiatives which address aspects of EDI to determine gaps and prioritise actions.

3. Address

- Use current data and evidence to establish EDI goals, agree actions and set a timeframe for their implementation.
- Assign responsibility for driving EDI at leadership level with designated diversity champions and role models.
- Support, equip and enable EDI actions across the functions of the organisation.

4. Review

- Foster a culture of on-going review and continuous improvement in consultation with internal and external stakeholders
- Integrate EDI into business and leadership accountability systems.
- Measure progress and report publicly on performance against EDI goals.
- Recognise achievements.

Maturity Model for Public Service Organisations

The Maturity Model developed by Action 16 aims to support public service organisations in progressing their EDI journey. The Maturity Model builds on the Vision Statement by identifying the specific, interrelated components of a comprehensive approach to EDI: Inclusive Leadership; Diversity Data; Recruitment & Selection: Training & Professional Development: and Structures & Culture.

1. As an initial step, Public Service Organisations are encouraged to use the maturity model to reflect on their own performance in each of these areas. Few, if any, organisations will find they are excelling in all five. As recommended by the Vision Statement, it may be helpful to invite open feedback from key internal and external EDI stakeholders and to "map-out" where the organisation sits on each strand.
2. Completion of the self-assessment exercise should enable Public Service Organisations to identify their areas of strength and weakness in respect of EDI. Once equipped with this knowledge, the Maturity Model can then be used to agree logical "next steps" on the organisation's EDI journey.
3. The resources are not intended to be prescriptive. However, there is value in approaching the strands on the Maturity Model in a systematic manner, starting with "Leadership" and moving downward.
4. With a sustained and focused effort, it is hoped that organisations will move from "Compliant" towards the "Leading" column of the Maturity Model. This may take time and there will likely be set-backs along the way. We encourage you to recognise your achievements, share your experiences, and to learn from other Public Service Organisations where possible.

Maturity Model

	Compliant	Defined	Mature	Leading
Inclusive Leadership	• Leaders are familiar with the concepts of equality and discrimination and seek to comply with relevant statutory obligations.	• The leadership team have publicly committed to reducing inequality and promoting diversity and inclusion via the organisation's strategic plan and its implementation.	• Leadership can demonstrate its commitment to EDI using tangible evidence e.g. actions with KPIs and timeframes. • Monitoring and evaluation processes occur annually and include internal and external stakeholders. • EDI integrated into accountability systems. • Senior staff model inclusive practice.	• Leaders are recognised as models of good practice across the Public Service and among external stakeholders for championing EDI. • EDI integrated into wider strategic planning process. • Forums established by public bodies to share and capacity build on good practice.
Diversity Data	• Data collection meets various legislative requirements (e.g. Part 5 of the Disability Act, 2005). • Data disclosed to data collectors is kept private and the confidentiality of individuals' responses is maintained.	• The organisation is clear about what sources of data (internal and external) are relevant and useful. • The organisation understands obligations under the GDPR. • Goals are clearly defined and measurable. • The organisation has assessed all existing policies to establish priority actions.	• Human rights-based principles inform the design, collection and use of equality data, boosting trust in the EDI data collection initiatives among relevant stakeholders. • Data is mapped across the employee life-cycle. • Data is regularly and consistently updated and used to set/amend priorities across the organisation. • Plans are underway to plug gaps in data and to develop enhanced EDI metrics.	• The organisation has a sophisticated understanding of its diversity profile, with insights into the full range of protected characteristics or groups at risk of discrimination. • Diversity outcomes are benchmarked externally. • Objectives are regularly monitored and reviewed. • Progress is tracked and published in an accessible manner.
Recruitment & Selection	• Accessibility is a key consideration when designing all aspects of the recruitment process including job advertisements, applications forms and aptitude tests. • Organisations' recruitment policies state their commitment to supporting the career progression for all employees.	• The organisation has identified which groups are under-represented in the workforce and potential barriers to access. • Recruitment initiatives aim to widen the pool of applicants. • Selection panels are diverse. • Organisations actively communicate and implement policies to support career progression.	• Movement towards greater diversity in workforce profile. • Proactive actions and timeframes to increase the recruitment, retention and promotion of a diverse workforce including out-reach & in-reach engagement with targeted groups. • Concrete steps taken to eliminate bias from the selection process.	• The workforce profile broadly reflects wider society. • Structured programmes in place to support the on-going recruitment of underrepresented groups. • Diversity of thought recognised to be an organisational asset.
Training & Professional Development	• Training and development opportunities are made available to all staff. • Accessibility is a key criteria in the procurement of all aspects of training and development services.	• Review of existing CPD arrangements conducted to determine gaps and accessibility. • Diverse networks established and visible.	• Bespoke training and development opportunities provided to minority groups e.g. mentoring. • Inclusive Leadership training available to senior staff. Intercultural awareness training available and participation encouraged.	• All staff EDI competencies training. • Diverse thinking/communication/leadership styles recognised and supported. • EDI competency training reviewed and updated regularly.
Structures & Culture	• Employment policies and procedures comply with equality legislation. • Issues that arise are dealt with in accordance with published policies where applicable.	• The organisation has ensured that all employment policies and procedures comply with equality legislation. • There are examples of discrete EDI initiatives which go above-and-beyond legal compliance.	• The organisation has a coherent set of policies and practices to enhance EDI e.g. reasonable adjustments, equal pay, flexible working policies. • Staff are widely familiar with such polices/practices and feel supported to avail of same.	• The organisation has an excellent set of EDI policies and procedures which are actively promoted to all staff. Availing of flexible working arrangements is not seen as detrimental to one's career. • EDI is embedded into the organisation's core values and culture as detailed in strategic plans and annual work plans.

Action 16 Team Members

Action 16 Team Members

Drew Harris, An Garda Síochána, (Lead)

Oonagh McPhillips, Department of Justice and Equality (Lead)

David Gilbride, An Garda Síochána (Co-sponsor)

Doncha O'Sullivan, Department of Justice (Co-sponsor)

Catherine Egan, An Garda Síochána (Co-ordinator)

Eimear Lavelle, Department of Defence

Gillian Collins, Defence Forces

Pamela Byrne, Food Safety Authority of Ireland

Noel Kavanagh, An Garda Síochána

Johanna O'Leary, An Garda Síochána

Alice Donovan, An Garda Síochána

Ursula Galvin, Health Service Executive

Jacqueline Healy, Irish Human Rights and Equality Commission

Jean O'Mahony, Irish Human Rights and Equality Commission

Una Ni Dhubhghaill, Department of Justice

Sinead O'Neill, Department of Justice

Alice Wainwright, Department of Justice

Amanda Kane, Local Government Management Agency

Siobhan Barron, National Disability Authority

Dr Gerrard Craddock, National Disability Authority

Niamh Fawl, National Disability Authority

Deirdre Toomey, Public Appointments Service

Cathriona Tumelty, Public Appointments Service

Michael Ganly, Department of Public Expenditure and Reform

Carolyn O'Malley, Science Foundation Ireland

Roisin Doherty, SOLAS

Laura Mahoney, Department of Public Expenditure and Reform (OPS2020, Head of Reform PMO)

Evan Breen, Department of Public Expenditure and Reform (OPS2020, Liaison)

Fiona O'Callaghan, Department of Public Expenditure and Reform (OPS2020, Liaison)

per.gov.ie

Prepared by the Department of
Public Expenditure and Reform

Rialtas na hÉireann
Government of Ireland