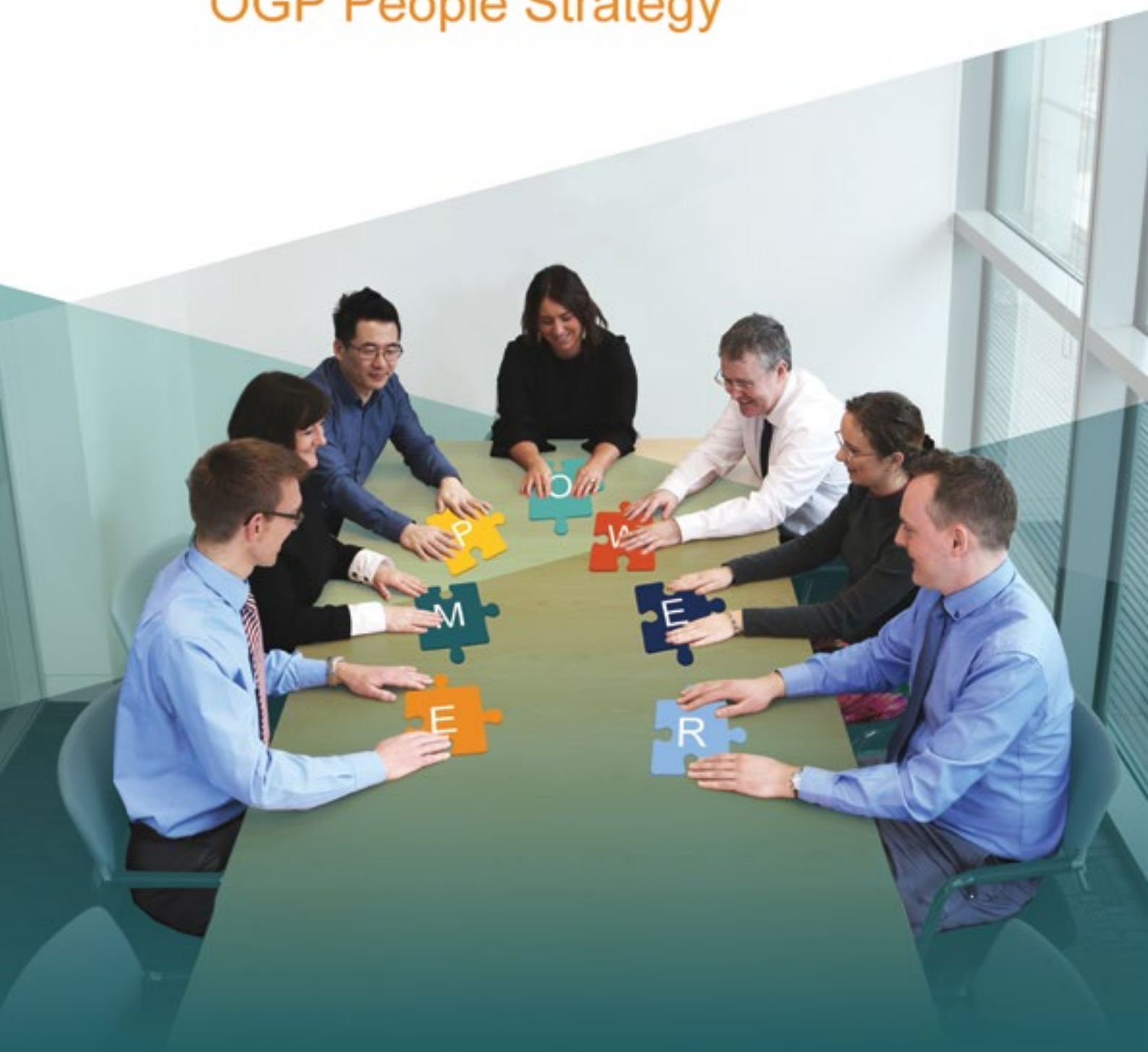
EMPOWER

OGP People Strategy



Oifig um Sholáthar Rialtais
Office of Government Procurement

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Section 1:
Foreword by the CEO/CPO & Head of People and Culture

The OGP is delivering significant reform of public procurement. Our focus is on achieving better outcomes for the wider public procurement community, delivering sustainable, high-quality services into the future. This work provides our people with the opportunity to do purposeful work, which makes a real difference to the Irish State.

Technological innovation and social advancements can change the way we deliver services and engage with our customers leading us to new, more responsive ways of working. This will bring about new challenges and opportunities which will require us to react rapidly and effectively to the changes we face as an organisation. A flexible, emotionally intelligent workforce who are resilient and also who are comfortable with change is therefore not only desirable but necessary. Our organisational culture, values and workforce capability, underpinned by our public sector values, all enable our strategic direction. They also facilitate the pathway of our EMPOWER People Strategy.

We have a great foundation on which we will build our exceptional workforce. We know from the Civil Service Employee Engagement Survey that we enjoy the work we do and get a great sense of accomplishment from it. However, we also know we still have room for improvement around how we organise that work and interact with each other. The EMPOWER People Strategy is a call to action to focus on developing our capabilities and careers and building a great place to work. This strategy has been formulated by our people from across the OGP, who brought great energy and enthusiasm, as well as innovative ideas and vision into what EMPOWER means for the OGP. This commitment to our people and building a great place to work is demonstrated by the renaming of the HR team to **'People and Culture'**. This is an important statement that our people are more than just 'resources' and this is the essence of the EMPOWER People Strategy.

Underlying the entire EMPOWER People Strategy are the dual themes of Leadership and Trust. These are important elements which will make the OGP an attractive place to work, while ensuring value for the public. We commit to supporting our people in enhancing their leadership capabilities while carrying out purposeful work in the OGP and commit to fostering a great culture where they are encouraged, coached and trusted. We recognise that we must equip our people leaders with the skills to lead, to build trust and to be the kind of leaders our people and clients deserve.

This strategy is for everyone across all OGP locations. It reminds us that although we have different roles to play, we are all committed to creating a great place to work with access to opportunities to realise our potential.

We look forward to supporting all of our people to develop and show great leadership as we embark on this journey.

Paul Quinn
CEO and Government CPO

Kathryn Whyte
Head of People and Culture

This People Strategy is endorsed and supported by the OGP's Senior Management Team:

Andy Bogie
Portfolio Manager

Anne Lannon
Portfolio Manager

Brendan Whelan
Head of Commercial Skills Academy

Brien Henderson
Head of Corporate Office

David O'Brien
Head of Construction Policy

David O'Sullivan
Sourcing Director

Declan McCormack
eInvoicing Programme Manager

Dermot Callaghan
Portfolio Manager

Donal D'Arcy
Head of Sourcing Operations and Quality Management

Jim Deane
Head of Policy

John Cummings
Portfolio Manager

Mags O'Callaghan
Head of Customer Service

Mary Fennelly
Portfolio Manager

Maureen McNally
Head of Systems and Data

Roisin Killeen
Portfolio Manager

Section 2: The OGP – Who we are

The OGP advises the Minister, Minister of State and Government and leads the implementation of the procurement reform programme as part of wider public sector reform. The OGP, since its inception has supported high level procurement and contracting strategies for projects across Government. In 2018, the Office of Government Procurement (OGP), together with its four sectoral partners in Health, Education, Local Government and Defence, continued to drive the Procurement Reform Programme. It established a total of 29 additional frameworks, 33 discrete contracts and more than 1,000 mini competitions to assist public sector bodies in securing goods and services. It now has in excess of 130 active framework agreements. In 2018, sourcing teams completed a total of 1,122 competitions with an estimated spend of €1,320m (€390.2m annually).

The OGP is currently putting together a Statement of Strategy which will sit as part of the suite of corporate governance documents that shape and drive OGP's operations. It is being developed under the leadership of the OGP Management Board, in consultation with the wider Senior Management Team, OGP employees and the Interim Public Sector Procurement Reform Board. The principles of EMPOWER and valuing our people are a core element of the Statement of Strategy.

The delivery of our Strategic Objectives will be further guided by Annual Business Plans which will include performance indicators for our work. This Statement of Strategy will also include our Vision for Public Procurement and our Mission as an organisation.

OGP Values:

Our people have already contributed extremely valuable input into the OGP values. Our current values are centred around our people and stakeholders. They underline the importance of communicating openly and honestly with our people, as well as ensuring that they are engaged and have the capacity to fulfil their roles through planning and delivery.

The EMPOWER People Strategy is committed to reviewing and refreshing these values to ensure that our values are ones that support the right culture in the OGP. These values must be ones that are lived in practice, have meaning for our people and demonstrably enhance and shape our culture on an ongoing basis.

Section 3:
Strategic Alignment with Civil Service People Strategy

Having provided input into the development and ongoing rollout of the People Strategy for the Civil Service, the OGP People and Culture team are very supportive of this ambitious strategy. Our EMPOWER People Strategy is cognisant of the aims of that strategy and builds upon those foundations, while prioritising actions in an OGP context.

The People Strategy for the Civil Service 2017-2020 was developed to deliver on the people priorities set out under the Civil Service Renewal Plan in 2014. As well as identifying actions, the Civil Service Renewal Plan highlighted that a significant enhancement in strategic HR capability was required. Recognising and valuing HR expertise is at the heart of the People Strategy for the Civil Service and will be developed further in our strategy.

In addition, Our Public Service 2020, is committed to embedding strategic human resource management across the public service and this strategy strongly supports those aims.

Section 4:
Inclusion and Diversity Statement

There is a compelling business case to be made for having a diverse, inclusive workplace where our colleagues can bring their whole self to work.* As a Civil Service body, we have an obligation to lead by example to ensure that we reflect the diverse public that we ultimately serve. Ensuring everyone is treated equally, with dignity, is also the right thing to do. People matter, and we should all have equal opportunity to develop, progress and be rewarded and recognised at work. We must ensure our people leadership practices uphold this fundamental principle.

The OGP have undertaken initial action and events in this area demonstrating our commitment to inclusion and diversity (I&D):

- Celebrated PRIDE across all five offices, as a signal that we are committed to an inclusive and welcoming environment where all our employees can be themselves at work.
- We partnered with JobCare, a state funded Community Employment scheme where job seekers are supported in their quest to gain employment.
- We introduced supports for colleagues who have returned from maternity leave
- We delivered a talk partnering with a public sector colleague in an Garda Síochana which showcased the challenges encountered in a public sector context and how they overcame them to grow an inclusive environment.
- We have supported the Civil Service initiative of “WAM-Willing Able Mentor”- facilitating people with an intellectual disability via a work experience initiative.
- Partnered with Civil Service Employee Assistance Service (CSEAS) to ensure mental health supports are in place in the workplace.
- Invested in Dignity at Work training for all our people, to ensure we all have clarity around what respect looks like in the workplace and the support structure around Designated Persons.

***CIPD** – “Diversity and Inclusion at Work – Facing up to the Business Case” *June 2018*

Section 4 Continued: Inclusion and Diversity Statement

While to date we have made preliminary efforts to raise awareness of the need for inclusion and diversity, it is fair to say we have a significant journey ahead as we move to a more conscious and planned action in this area.

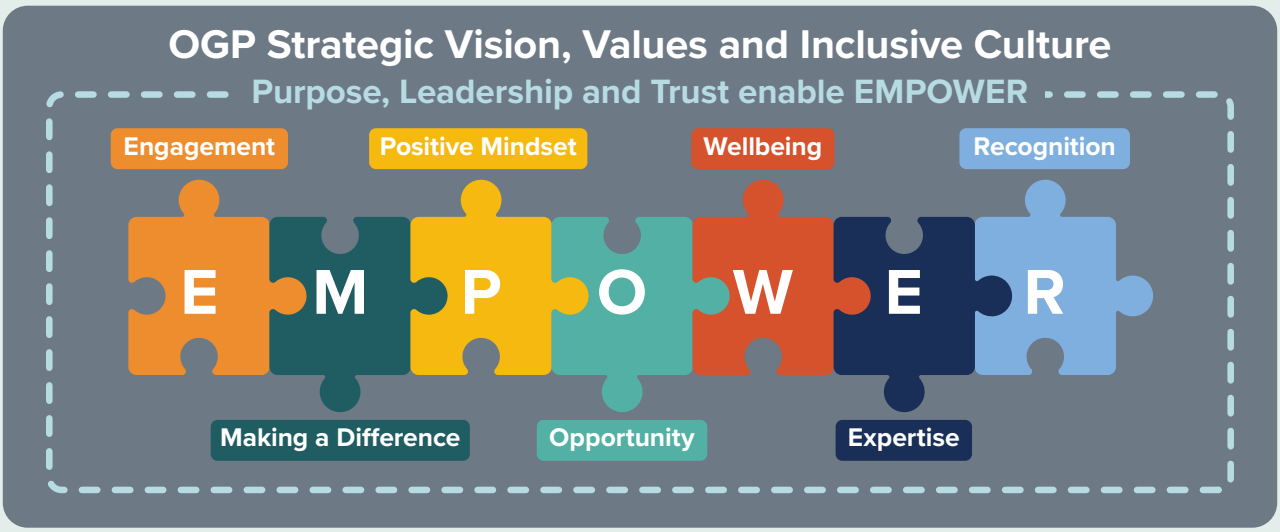
Significant actions we will be targeting over the next three years are:

1. Enhancing our understanding of unconscious bias and how this impacts on how we operate via a mandatory training programme.
2. Work with new hires around our onboarding process, so we audit our practices from an employee experience perspective.
3. Work with our Employee Engagement Forum colleagues to assess how we operate from an employee engagement/experience perspective.
4. Track I&D via agreed HR data analytics, to ensure that we have appropriate measurements in place.
5. Formulate an I&D strategy and partner with our Communications Team to formulate an I&D communication strategy.
6. Set up I&D mentors who can support, guide and encourage colleagues through the different stages of their journey.
7. Embed I&D via our organisational values, clearly signalling the organisation's commitment to this.
8. Commit to partnering with a body in the area of intellectual disability, whereby we undertake to support their members in taking on roles within the OGP.
9. Disability proof our buildings, to ensure we can welcome those colleagues, visitors or suppliers who require wheelchair access.

There is a need for senior leaders to visibly support, champion and provide role models for Inclusion & Diversity in the workplace and we commit to enabling this within the OGP. While we have not yet officially formulated a strategy, we are committing to this in conjunction with our Employee Engagement Forum, as well as colleagues throughout the Civil Service. We look forward to partnering with our Employee Engagement Forum around the existing employee experience, as we embark on this journey towards making the OGP more reflective of the diverse society we operate in.

Section 5: What is EMPOWER?

We have listened, and our people have told us what EMPOWER means to them. To enable us to succeed, we need to provide the right working environment coupled with a great people experience to ensure we enable our people to thrive. The EMPOWER People Strategy will give us the tools to deliver on our strategic objectives over the next three years. We will deliver on our key business priorities by ensuring our people operate within the right culture. We want everyone's experience in the OGP to reflect the type of employer we aspire to be and what we stand for.



The people who work for the OGP are its core strength. Having opportunities to develop and achieve their potential are essential for the OGP's continued success. We need to create a workplace where we are all nurtured and equipped to operate in an environment characterised by change and innovation. In order to innovate we need to be supported to learn. A commitment to developing a new Agile Leadership model underpins the EMPOWER People Strategy. The importance of developing our leadership capabilities in the OGP, whether as individuals, those who lead teams or for our senior leaders, is critical to our future success. It is vital that our leadership behaviours in the OGP consistently role model the values and principles needed to create the organisation we want to be in the future.

This strategy sets out our intent for our people for the period 2019-2021, however, it is an evolving strategy which will adapt to meet our changing organisational needs. With the Great Place to Work journey comes a commitment to responding to feedback on an ongoing basis and being flexible in relation to the needs coming through from Employee Engagement.

Our ambition is to be known as a **centre of excellence** with a **culture for excellence**, not only in our technical specialities but in how we develop leaders and value all our people. We have developed this strategy in recognition of the vital role all our people play in delivering our services and thereby providing meaningful outcomes for the State. We aspire to be an 'employer of choice' across the Civil and Public Service. We strive to have an employer reputation that is unique, attractive and promotes the rewarding experience that we offer, while creating value for the State.

Section 6:
EMPOWER – Our Engagement Journey

Our employee engagement journey over the last twelve months has focused on providing our employees in all OGP locations nationwide with a voice to drive positive change within the organisation on initiatives and issues that matter most to them. Our primary objective was to embed Employee Engagement into the organisation's DNA and provide all our employees with a voice so they feel valued within the organisation. The feedback collated has formed the blueprint for our three year EMPOWER People Strategy.

Over the last year we have established a new **Employee Engagement Forum**, representative of all grades, all business functions in all OGP locations, to ensure that all voices are heard. Our aim was to create an organisation where all our people feel valued, listened to and set up for success.

This partnership with the People and Culture team has helped deliver new communication channels, meaningful feedback and shared learning about our business and people needs that have informed the design and development of our new strategy.

Section 6 Continued: EMPOWER – Our Engagement Journey

Engagement Workshops – Employee Voice

Upon publication of the CSEES 2017 results, we quickly consulted with over 90% of our people through engagement sessions nationwide. At our Annual Employee Conference we ran multiple Employee Engagement Workshops which helped inform our central themes of EMPOWER, supporting the OGP's ability to build a culture of trust through engagement.

"Put people first to help change the culture"

"Innovation should be included as one of our core values"

"Continue with personal development training to support employee wellbeing"

"Foster greater relationships between teams so change is not viewed with such trepidation"

"Introduce Health and Wellbeing programme covering physical and mental health awareness"

"Offer more diverse learning opportunities to broaden skills"

"Don't work for recognition, but do work worthy of recognition"

Section 6 Continued: EMPOWER – Our Engagement Journey

"Leverage in house expertise to deliver training"

"Better match of people, skills and personality that will optimise performance and connection to their role"

"Develop clear and fair internal mobility policy for all OGP offices and business units"

"Structured mentoring for new entrants to give extra support"

"Ideas and suggestions from employees are visibly to the SMT, considered and implemented where appropriate"

"Clear guideline on what good performance looks like within OGP. Transparent and fair promotion opportunities that recognises good performance"

"Comprehensive feedback mechanism that values achievement within the organisation"

"Further education contributes to professional development and supports renewal"

Section 7: Stakeholder Engagement

Improved stakeholder engagement is a central part of the Civil Service Renewal Plan and the Open Government Partnership National Action Plan with the objective of making the Civil Service unified, professional, responsive, open and accountable. Effectively communicating with stakeholders inside and outside of our organisation is an important element of working for the State. Developing an understanding of a wide ranging group of stakeholder views and their expectations ensures that Government policies are developed with the needs of key stakeholders in mind.

As part of this strategy we will be identifying opportunities to form partnerships with other organisations and professional bodies. The OGP will continue to work with our representative Trade Unions to ensure we all experience a fair workplace. These partnerships will enable us to have the best career progression pathways and development opportunities so that all employees can realise their potential.

The OGP is always looking to improve its service to clients. A Customer Client survey was conducted last year to provide the OGP with benchmark research on awareness of and satisfaction with our services to our clients. Overall, the results are very encouraging and help us to identify areas of importance to our clients. This will inform the future development and direction of public procurement. This source of feedback is rich as it tells us what the clients who use our services value about the organisation, as well as what they would like to see change.

Key Internal Stakeholders

- Workforce Planning Group
- Employee Engagement Forum
- People Leaders
- Employees
- Senior Management Team
- Government Ministers

Key External Stakeholders

- Procurement Executive
- OGP Clients
- CSEAS
- National Shared Services Office
- CS Policy Division
- Trade Unions

Section 8: Enablers of EMPOWER

To support and deliver on the ambitious agenda laid out in this strategy, the three enablers of EMPOWER, for it to be successful are: the People and Culture Team; Agile Leadership; and Technology.

People and Culture Team

A key strategic enabler of the Civil Service People Strategy is HR, and its members, whether in Shared Services, Central HR or Local HR Units at organisational level. Within the OGP, we also recognised that the capability of the People and Culture Team is critical to the consultation, development and implementation of our EMPOWER People Strategy. The Civil Service Renewal Plan under action 7 undertook to significantly develop strategic HR capability and deliver a commitment to the professionalisation of the Human Resources function. Within the OGP we have adopted the definition of CIPD, the HR professional body, in relation to what this means on a personal level:

"The essence of being a professional is about being trusted, acting with integrity, applying expertise as well as judgement and critical thinking, and having up-to-date knowledge and skills."

Peter Cheese,
Chief Executive, CIPD,
March 2017

The OGP People and Culture Team has already undertaken considerable change - moving from an effective split between HR & Learning & Development, to become a single cohesive team. This team will now be renamed 'People and Culture' to reflect the value that we place on people as individuals, rather than as 'resources'. The addition of the word culture reflects our commitment to making the OGP a great place to work where bright people seek to join, and stay, and fresh ideas and innovation are encouraged and facilitated. Our organisational values are a critical element of our culture.

Work continues on a pilot basis on a project around the future HR Operating Model in the Civil Service. This project is very much in line with the ongoing development of the OGP People and Culture Team who are committing to adapt to a more flexible way of operating. Organisational agility is increasingly viewed as necessary for organisations to successfully adapt to changing business and work environments. While 'Agile' principles and practice have long been associated with areas such as software design and product development, there is also a need for the HR profession to think and operate in an agile way, to enable organisational development.

Section 8 Continued: Enablers of EMPOWER

As part of our commitment to enhance our own expertise under this Strategy, the People and Culture team have started to embrace an Agile approach, including a commitment to certifying as Agile practitioners, over the course of this strategy. While very early on our path our journey is visible for all to see in our breakout room on the 5th floor in Spencer Dock. Here we undertake one element of the Agile approach which is called 'Kanbans' – using post its to visually plan on the walls what we have 'done', are 'doing' and still need 'to do'- drop in and take a look and we'd be delighted to talk you through it!

The key components of the new People and Culture Team which will ensure the delivery of the EMPOWER strategy over the next three years are outlined below:

Section 8 Continued: Enablers of EMPOWER

Technology

Technology is a critical factor to success under the People Strategy for the Civil Service 2017-2020 and the EMPOWER People Strategy. The OGP are included in the first go-live phase of the rollout of the new Learning Management System (LMS) to be implemented by OneLearning, the centre of expertise in learning. This will be a critical step in facilitating important elements of the EMPOWER Strategy such as Positive Mindset, Opportunity and Expertise.

Agile Leadership Model

Another important enabler is the new Agile Leadership model which we are developing as part of EMPOWER. This recognises the fact that we need to grow our leadership capabilities, in particular in relation to Agile Leadership. Facilitating the building of strong social relationships and collaboration between business areas is a fundamental element of operating in an agile manner, ensuring that we can work faster and smarter, adding value and overcoming obstacles. The OGP Agile Leadership model to be introduced as part of this strategy will incorporate three elements of leadership:

- **Leading Self** - everyone can be innovative, share ideas and contribute to making a difference.
- **Leading Others** - a model to aid those who lead teams, to do so with ease, in a coaching style.
- **Leading Leaders** - Building the Agile leaders of the future.

This new Agile Leadership model will inform the development and implementation of new leadership programmes and initiatives that are aligned to all seven elements of EMPOWER. These will be delivered under a new umbrella entitled ‘Lead 360’ which encompasses all new leadership supports over the next three years. The following leadership programmes will be piloted over the lifetime of the strategy:

- **Empowering Leaders Academy Programme** – aimed at people leaders (EO/CSH/AO/HEO grades)
- **Agile Leaders Executive Programme** – aimed at senior leaders (AP/CM/PM/PO grades and above)

Section 9: Action Plan and Governance

All employees in the OGP have a role in ensuring this strategy is a success. As sponsors and key change agents, the Senior Management Team are critical in facilitating the change required. Line managers can make this a success by supporting the actions underpinning this strategy, including enabling their teams to take part in the initiatives, as well as fulfilling their roles. Our staff-side representatives from the Trade Unions play a key role by partnering with us and understanding what we are trying to achieve.

SMT Sponsorship

The Senior Management Team (SMT) will sponsor this EMPOWER strategy. A representative of that body, Declan McCormack, will work closely with the Employee Engagement Forum to monitor and report on the progress of the strategy's implementation and provide bi-annual reports on the progress to the SMT.

Governance

Our EMPOWER People Strategy is underpinned by a detailed three-year implementation plan that sets out the activities, timescales and measures of success so we can proactively monitor our progress over the lifetime of the strategy. These have been developed by working with key stakeholders within the organisation and will be regularly reviewed in partnership with our Employee Engagement Forum. Critical to the success of this strategy is a dynamic approach to review and adapt. As we move towards becoming a more agile organisation, we will refresh our EMPOWER People Strategy each year to ensure new actions are incorporated, where appropriate, from the Great Place to Work action plans and future Civil Service Employee Engagement Survey reports.

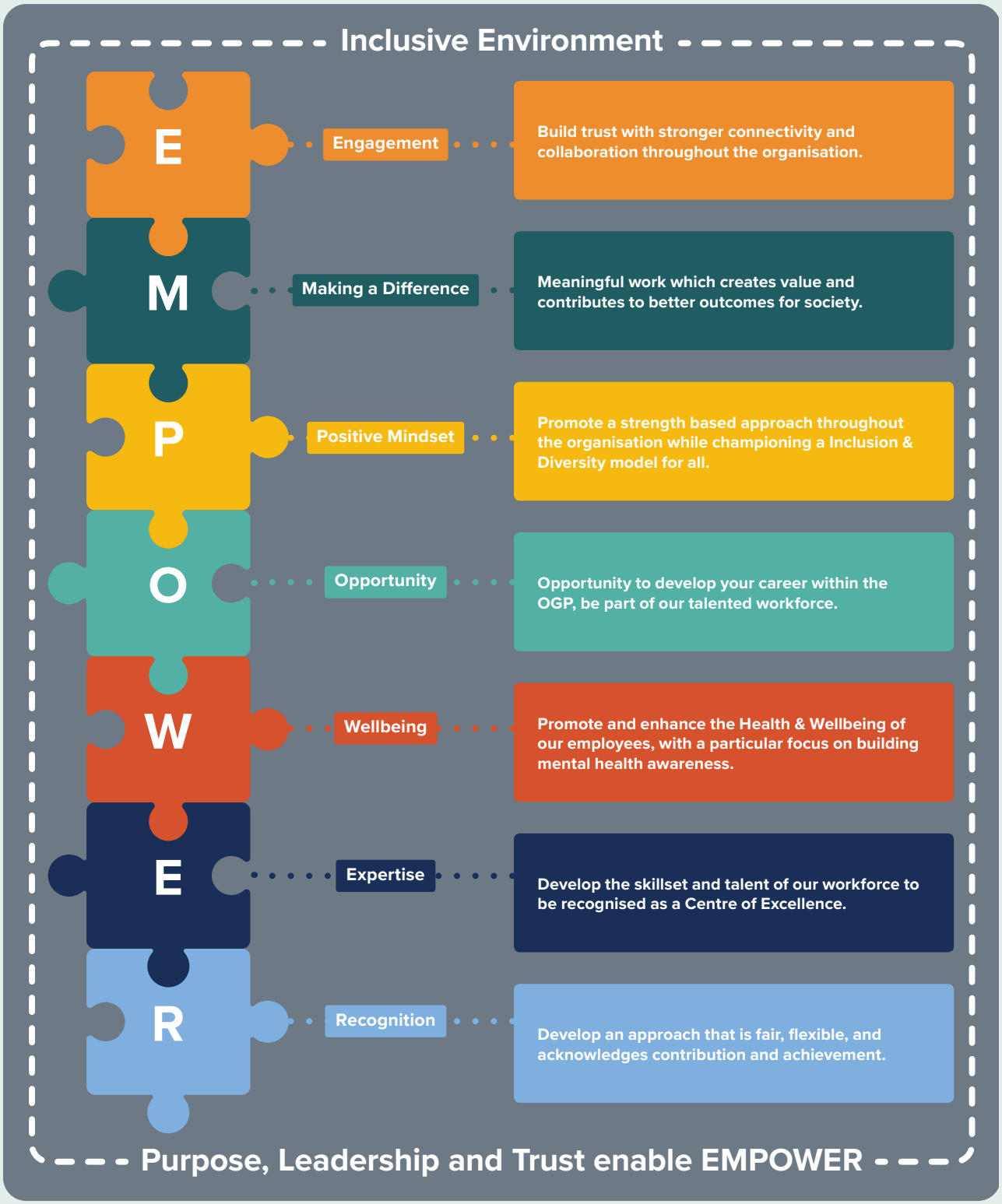
External Validation – Great Place to Work

We are the first Civil Service organisation to have teamed up with the Great Place to Work initiative to benchmark our journey over the next three years. It provides us an opportunity to be publicly certified as one of Ireland's best workplaces. This both enhances our employer brand as an organisation, as well as fulfils the People Strategy for the Civil Service aim to be recognised as an 'employer of choice'.

GREAT PLACE TO WORK®

Section 10: Elements of EMPOWER

Taken together these are all the key elements which make up the OGP EMPOWER People Strategy:



Engagement

Building trust for an engaged and committed workforce

> *Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled*
>
> **Anne M. Mulcahy**

What does it mean?

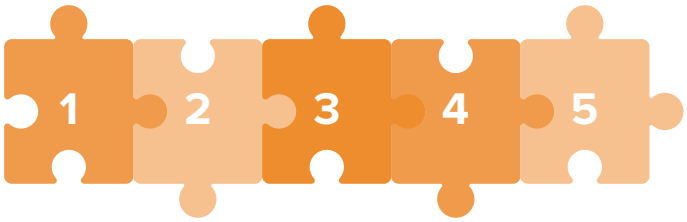
Stronger connectivity and collaboration will be important as we face ongoing change in the workplace and in our external environment. To adapt to new ways of working, we need to focus on engaging with, listening to and communicating with everyone across the OGP.

What does it look like?

We will build a workplace culture that brings us together around meaningful shared values, creating a strong sense of connection and collaboration for everyone within the OGP in all locations, in all business functions, at all grades, as we work to ensure the OGP's success. Through more integrated and inclusive approaches to growing and leading people, and through increased opportunities for cross-team and cross-functional development, more fulfilling workplace experiences can be created for our people.

How do we get there?

1. Implement the Great Place to Work (GPTW) to objectively benchmark workplace trust and engagement
2. Proactively partner with our Employee Engagement Forum who are the voice of our people
3. Deliver learning solutions through our modular programme that supports greater cross functional connections breaking down organisational silos



4. Deliver learning solutions and knowledge sharing workshops aligned to the GPTW results and action plan results
5. Deliver an innovative on-boarding approach to accelerate the integration of our people

3 Year Objectives and Measurements of Success

Code	Empower	Objective	Measurement	2019 Target	2020 Target	2021 Target
1	**Engagement**	**To be recognised as a 'Great Place to Work' (GPTW) by 2021**	**Annual Great Place to Work Employee Trust Index Survey** **Annually track progress by benchmarking scores and action plans**	• Recruit GPTW team • Launch GPTW • Develop action plans	• Develop action plans • **Increase in Trust Index scores across all 5 categories**	• Develop action plans • **Increase in Trust Index scores across all 5 categories** • **Certified as a 'Great Place to Work'**
2	**Engagement**	**Proactively partner with our Employee Engagement Forum who are the voice of our people.**	**Engagement Workshops** **CSEES 'Employee Engagement Scores in 2019 & 2021**	• Engagement Forum will meet minimum 5 times per year and partner on : – GPTW – EMPOWER – Agile Leadership Model – Inclusion & Diversity – (I&D) • **CSEES— Employee Engagement score of 75% in 2019**	• Engagement Forum will meet minimum 6 times per year and partner on : – GPTW – Leadership Programmes – I&D	• Engagement Forum will meet minimum 6 times per year and partner on : – GPTW – Professional Qualification Framework – Leadership Programmes – I&D • **CSEES Employee Engagement score of 80% in 2021**
3	**Engagement**	**Support greater cross functional connections through our modular programme**	**Mid & end evaluation report published after each run of the programme**	• Launch 2 pilot modular programmes	• Deliver minimum 2 modular programmes	• Deliver minimum 2 modular programmes
4	**Engagement**	**Deliver learning solutions and knowledge sharing workshops aligned to the action plans which emerge from the GPTW results**	**Annual Great Place to Work Employee Trust Index Survey** **Annually track GPTW progress and action plans for each Business Unit**	• Pilot 1 new learning initiative and 1 knowledge sharing workshop that emerges from the GPTW action plans	• Pilot 3 new learning initiatives and 3 knowledge sharing workshops that emerges from the GPTW action plans	• Pilot 3 new learning initiative and 3 knowledge sharing workshops that emerges from the GPTW action plans
5	**Engagement**	**Deliver an innovative on-boarding experience where our people are supported during their first year**	**Onboarding tracker of all new employees** **Dedicated People Onboarding Officer overseeing onboarding**	• New onboarding programme launched	• All new employees will be tracked during their first year • Review process annually and refresh content	• All new employees will be tracked during their first year • Review process annually and refresh content

Making a Difference

Meaningful work for our people, significant outcomes for Irish society

> *You don't have to be perfect, but you do have to be 100% committed*
>
> **Alexandria Ocasio-Cortez**

What does it mean?

Meaningful work is consistently cited as giving employees an opportunity to derive purpose and satisfaction from their work. Within the Civil Service, we are in the fortunate position of doing impactful work which can positively influence outcomes and lives of the public we serve. The OGP plays a critical role in creating value for the Irish State, meaning our people have the opportunity to do purposeful work that matters and makes a difference.

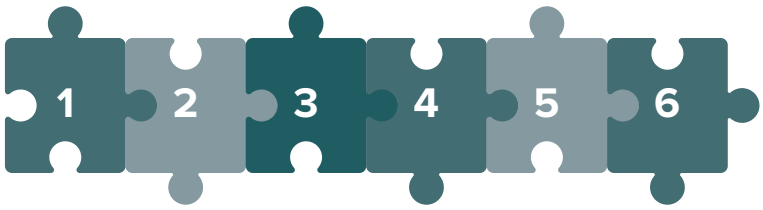
What does it look like?

Within the OGP, we have an opportunity to embed awareness of how important our work is. In committing to enabling our people to make a difference, we are also driving accountability and commitment to better outcomes for the State, through our procurement solutions.

How we interact with each other within the OGP is more important than ever before. We will offer organisational tools for individuals and teams to develop insight into how they best operate, thereby facilitating them in making changes, as needed. Effectively tapping into the skills of our people, allows them to 'give back' to the wider community through Corporate Social Responsibility (CSR), making a difference in this way.

How do we get there?

1. Build leader capability to 'coach' employees
2. Review and update our values to ensure they reflect a dynamic, efficient and vibrant work culture
3. Facilitate team building workshops, as well as one to one meetings, to ensure we understand the role we each play



4. Engage in Corporate Social Responsibility (CSR) activities
5. Building purposeful roles by encouraging our people to be innovative in relation to their current role
6. Create visuals that illustrate the meaningful work which we do

3 Year Objectives and Measurements of Success

Code	Empower	Objective	Measurement	2019 Target	2020 Target	2021 Target
1	**Making a Difference**	**All people leaders will have the opportunity to develop their coaching skills**	**Annual Great Place to Work Employee Trust Index Survey**	• Pilot new **Coaching Essentials** programmes for People Leaders • Pilot new accredited **Executive Leader as Coach** programme	• **25% of all People Leaders** - opportunity to avail of new Coaching Essentials programme • Deliver minimum 1 run of the new Accredited **Executive Leader as Coach programme**	• **50% of all People Leaders** - opportunity to avail of new **Coaching Essentials** Programme • Deliver minimum 2 runs of the new accredited **Executive Leader as Coach programme**
2	**Making a Difference**	**Review and update our values to ensure they reflect a dynamic, efficient and vibrant work culture**	**Values Engagement Workshops** **Annual Great Place to Work Employee Trust Index Survey**	• Conduct a Values Review Project	• Launch and promote any proposed changes to our values	• Values Engagement workshops - measure how effective our values are visible within the workplace
3	**Making a Difference**	**Facilitate team building workshops and one-to-one meetings for all Business Units**	**DiSC and other organisational effectiveness tools**	• Pilot team building workshops using DiSC with 3 Business Units • Pilot one-to-one meetings using organisational effectiveness tools	• Deliver team building workshops using DiSC to 5 Business Units • Deliver one-to-one meetings with minimum 3 Business Units using organisational effectiveness tools	• Deliver team building workshops using DiSC to 5 Business Units • Deliver one-to-one meetings with minimum 3 Business Units using organisational effectiveness tools
4	**Making a Difference**	**We commit to facilitating our people's engagement in Corporate Social Responsibility (CSR) activities**	**CSR Engagement Workshops** **Annual Great Place to Work Employee Trust Index Survey**	• Pilot 1 new CSR initiative • All our people participating will be provided with 1 day CSR volunteer leave	• Deliver minimum 2 CSR initiatives • All our people participating will be provided with 1 day CSR volunteer leave	• Deliver 1 CSR initiative in all OGP locations • 1 day CSR volunteer leave for all our people on nominated CSR initiatives.
5	**Making a Difference**	**Encouraging our people to be innovative in relation to their current role.**	**Recognition Engagement Workshops**	• Pilot a new initiative building the bridge between innovative thinking and execution	• Expand the new initiative to all OGP locations to support wider organisational ideas that create a library of innovation	• Submit OGP initiatives into The Civil Service Excellence and Innovation Awards
6	**Making a Difference**	**Create visuals that illustrate the meaningful work which we do.**	**Annual Great Place to Work Employee Trust Index Survey**	• Pilot new initiative to illustrate the meaningful work which we do	• Deliver initiative in 2 OGP locations to illustrate the meaningful work which we do	• Deliver initiative in all OGP locations to illustrate the meaningful work which we do

Positive Mindset

Taking a strengths based approach, allowing people to thrive

> *If you want to improve the organisation, you have to improve yourself and the organisation get pulled up with you*
>
> **Indra Nooyi**

What does it mean?

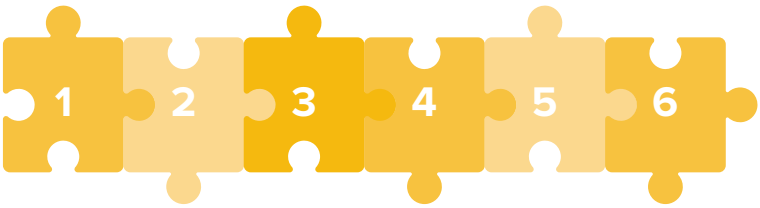
In developing and enabling a strengths based approach, we will provide our people with the opportunity to develop their skills and show leadership, by using their skills to support others. There is a need for our senior leaders to visibly support, champion and role model a strengths based approach and inclusive and diverse workplace. It is about valuing everyone in the organisation as an individual and as a member of the wider team. While this is outlined in our Inclusion Statement, it is a theme which runs throughout our strategy.

What does it look like?

At the core of 'Positive Mindset' is "Appreciative Inquiry", which is an ability to recognise the strengths, success and also potential within the organisation. A key element of this is the belief that our organisation evolves in the direction of the questions it asks. Thus by choosing a strengths based approach, this strategy commits to growing a positive 'can do' culture. Being a great leader starts with the individual and leadership capability will be nurtured and developed at all levels. Everyone stands to benefit when we embrace and value the diversity of thoughts, ideas and modes of working that people from different backgrounds, experiences and identities bring to an organisation. It helps people grow and learn, improves decision-making, boosts innovation, and enables us to better meet the needs of our diverse customer base.

How do we get there?

1. Promote our new Inclusion and Diversity Statement
2. Grow a strengths based organisational culture leveraging the latest positive and sports psychology research
3. Develop new building resilience workshops for all our people



4. Introduce 'Agile Awareness' information sessions for all our people to support them during times of change
5. Promote inclusive employee programs and networks that function to support our diverse workforce
6. Introduce online modules to assist us in framing positive conversations to remove obstacles in the workplace

3 Year Objectives and Measurements of Success

Code	Empower	Objective	Measurement	2019 Target	2020 Target	2021 Target
1	**Positive Mindset**	**Promote our new Inclusion and Diversity (I&D) statement in partnership with our Employee Engagement Forum**	**I&D Engagement Workshops** **Annual Great Place to Work Employee Trust Index Survey**	• Launch our new I&D Statement in partnership with our Employee Engagement Forum • Pilot 1 new Cognitive Diversity Workshop • Embed I&D into our **Agile Leadership Model**	• Pilot new I&D Leadership module for senior leaders • Deliver 1 Cognitive Diversity Workshop in all OGP locations • Develop I&D module in the new **Empowering Leaders Academy Programme**	• I&D Engagement workshops - measure how effective our I&D behaviours are visible within the workplace. • Deliver minimum 1 Cognitive Diversity Workshop in all OGP locations • Develop I&D module in the new **Agile Leaders Executive Programme** for senior leaders
2	**Positive Mindset**	**Grow a strengths based organisational culture leveraging the latest positive and sports psychology research**	**Annual Great Place to Work Employee Trust Index Survey** **CSEES 'Coping with Change' Scores in 2019 & 2021**	• Deliver 1 Positive Psychology and 1 Emotional Intelligence workshop in all OGP locations • **CSEES—'Coping with Change' score of 75% in 2019**	• Pilot new strength based workshops such as '**Appreciative Inquiry**'	• Deliver 2 strength based workshops in all OGP locations • **CSEES—'Coping with Change' score of 80% in 2021**
3	**Positive Mindset**	**Develop new building resilience workshops**	**Annual Great Place to Work Employee Trust Index Survey**	—	• Pilot new building resilience workshops	• Deliver building resilience workshops in all OGP locations
4	**Positive Mindset**	**Introduce 'Agile Awareness' information sessions for all our people to support them during times of change**	**Annual Great Place to Work Employee Trust Index Survey**	• Pilot new '**Agile Awareness**' information sessions	• Deliver 1 '**Agile Awareness**' information sessions in all OGP locations	• Deliver minimum 1 '**Agile Awareness**' information sessions in all OGP locations
5	**Positive Mindset**	**Promote inclusive programs and networks**	**I&D Development Workshops**	• Support 1 inclusive programs in all OGP locations • Pilot Work Placement Programme to promote access to the workplace for graduates with disabilities	• Support 2 inclusive programs in all OGP locations • Deliver Work Placement Programme to promote access to the workplace for graduates with disabilities in 2 OGP locations	• Support 2 inclusive programs in all OGP locations • Deliver Work Placement Programme to promote access to the workplace for graduates with disabilities in all OGP locations
6	**Positive Mindset**	**Introduce online modules to assist us in framing positive conversations**	**Annual Great Place to Work Employee Trust Index Survey**	—	• Pilot new online initiative	• Deliver suite of online initiatives

Opportunity

Develop your career in the right direction

> *Rather than complain about a thing you cannot change, I try to find a solution to help the performance in the best way*
>
> **Mauricio Pochettino**

What does it mean?

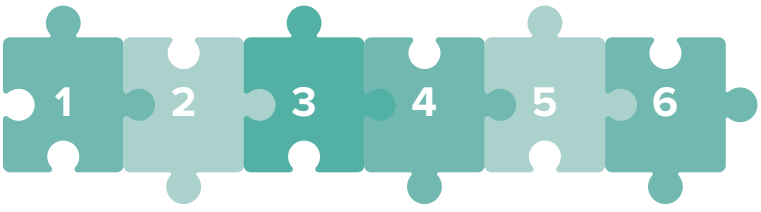
We have excellent people in our organisation, providing us with the capability to deliver meaningful outcomes for the State now and into the future. We are committed to building our employee experience to attract and retain the most capable people and give them the opportunity to develop their skills and knowledge and to have a rewarding career. We aim to be acknowledged as an employer of choice not only within the Irish Civil and Public Service but across the wider Procurement sector.

What does it look like?

While attracting talent into the organisation is needed to build the workforce of the future, we also recognise the immense talent our existing employees have. The opportunity element of this strategy commits to ensuring all our people have development opportunities, career progression and mobility options in the OGP, as well as the wider Civil Service. Part of allowing people the opportunity to be their best is to roll out mentoring and coaching programmes. This helps us in continuing to build an exceptional workforce by tapping into the knowledge and skills our people already have and facilitating the sharing of this.

How do we get there?

1. Develop and pilot a Mentoring Programme leveraging our internal expertise
2. Launch new 'Lead 360' suite of initiatives to support people leaders in developing their people leadership skills
3. Facilitate access to flexible working approaches that meet the needs of both the organisation and individuals



4. Set up a Community of Practice for sharing expertise on Leadership
5. Develop and roll out career development workshops
6. Establish a Mobility Officer who can guide people through opportunities within the OGP

3 Year Objectives and Measurements of Success

Code	Empower	Objective	Measurement	2019 Target	2020 Target	2021 Target
1	Opportunity	**Develop a mentoring programme leveraging internal expertise**	**Annual Great Place to Work Employee Trust Index Survey** **Mentoring Engagement Workshops**	• Pilot new **mentoring programme**	• 25% of our people will have been given the opportunity to avail of mentoring initiatives	• **50% of employees** will have been given the opportunity to avail of mentoring initiatives • New People Leaders will be assigned a mentor **within 6 months** of onboarding
2	Opportunity	**Launch new 'LEAD 360' suite of leadership programmes and initiatives to support people leaders**	**LEAD 360 Workshops** **Annual Great Place to Work Employee Trust Index Survey** **CSEES 'Career Development and Mobility' Scores in 2019 & 2021** **Comprehensive evaluation process built into all new leadership programmes to demonstrate the behavioural transfer of learning back into the workplace**	• Develop new **Agile Leadership Model** for the OGP • Launch new '**LEAD 360** ' information sessions • Pilot online **'LEAD 360**' toolkits for people leaders • Launch new CSEAS guide for people leaders in all OGP locations • **CSEES—'Career Development and Mobility' score of 60% in 2019**	• Design, develop and pilot new Empowering Leaders Academy Programme • Deliver 2 'LEAD 360' workshops in all OGP locations • Develop suite of online 'LEAD 360' toolkits for people leaders	• Design, develop and pilot new **Agile Executive Leaders Programme** • Deliver 2 **People Leader Academy Programmes** • Deliver 2 '**LEAD 360**' workshops in all OGP locations • **CSEES—'Career Development and Mobility' score of 70% in 2019**
3	Opportunity	**Facilitate access to flexible work approaches that meet the needs of both the organisation and our people**	**Engagement Workshops & Surveys**	• Engagement workshops to explore flexible working approaches	• Establish a working Forum to provide recommendations that support the development of a flexible working policy for the OGP	• Engagement workshops - review the effectiveness of our flexible working policy
4	Opportunity	**Set up a Community of Practice on Leadership**	**L&D Engagement Workshops**	• Pilot new leadership masterclass	• Deliver 4 masterclasses on different leadership topics	• Deliver minimum 4 masterclasses on different leadership topics
5	Opportunity	**Career development workshops for all our people**	**Career Development Workshops** **CSEES 'Meaningfulness' Scores in 2019 & 2021**	• Pilot career development workshops • **CSEES—'Meaningfulness' score of 70% in 2019**	• Deliver career development workshops to all Business Units	• Deliver career development workshops to all Business Units • **CSEES—'Meaningfulness' score of 75% in 2021**
6	Opportunity	**Establish a Mobility Officer who can guide people through their opportunities within the OGP**	**Mobility Engagement Workshops**	• Develop and launch internal mobility policy	• Deliver Mobility Engagement Workshops to all Business Units	• Deliver Mobility Engagement Workshops to all Business Units

Wellbeing

Promote and enhance the wellbeing of our people

> *There is little success where there is little laughter*
> **Andrew Carnegie**

What does it mean?

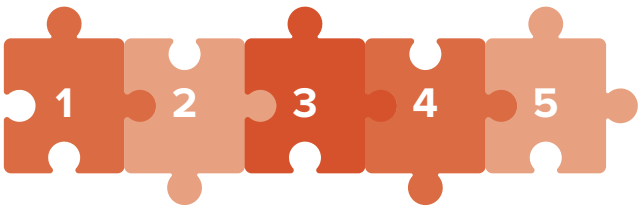
We are committing to being leaders in promoting and enhancing the health and wellbeing of all our people. Increasing awareness of mental health issues across the workforce can help break the silence and start to build a more open and inclusive culture. People leaders need to feel confident and competent to have conversations with employees about sensitive issues like mental health and signpost to specialist sources of support if necessary. We will support our people to be mentally and physically healthier so that positive benefits also extend into their personal lives. We will be known as an organisation that nurtures a healthy, positive working environment.

What does it look like?

We all have a role to play in supporting and improving the wellbeing of everyone. A central focus of our Wellness at Work is to establish a workforce that is understanding of mental health challenges, as well as inclusive of LGBTI, gender diversity, cultural diversity, and people with a disability. As part of our wellbeing strategy, we embrace a world of 'wellbeing always' that supports a happy and resilient workforce. We recognise that we all operate in a busy 'always on' culture and commit to working with employees to achieve a balance.

How do we get there?

1. Develop a Health & Wellbeing programme that prioritises supporting positive mental health initiatives
2. Introduce physical health initiatives such as flu vaccinations and health checks
3. Champion the role of the Disability Officer to ensure all our people with a disability have a strong voice



4. All L&D events where light refreshments are provided will prioritise healthy options
5. Seek volunteers to develop Physical Fitness programmes

3 Year Objectives and Measurements of Success

Code	Empower	Objective	Measurement	2019 Target	2020 Target	2021 Target
1	**Wellbeing**	**Develop a Health & Wellbeing programme that prioritises supporting positive mental health initiatives**	**Health & Wellbeing Engagement Workshops** **CSEES 'Wellbeing' Scores in 2019 & 2021**	• **Deliver 10 Health & Wellbeing initiatives** with **at least 1 in each OGP location** • Pilot new Mental Health Awareness initiative • **CSEES— 'Wellbeing' score of 75% in 2019**	• Deliver minimum 12 Health & Wellbeing initiatives with at least 2 in each OGP location • Deliver Mental Health Awareness initiative in all OGP locations • **Increase Health & Wellbeing budget by 25% in 2020**	• Deliver minimum 15 Health & Wellbeing initiatives with at least 2 in each OGP location • Deliver Mental Health Awareness initiative in all OGP locations • **Increase Health & Wellbeing budget by 25% in 2021** • **CSEES— 'Wellbeing' score of 80% in 2021**
2	**Wellbeing**	**Introduce physical health check initiatives**	**Health & Wellbeing Engagement Workshops**	• Liaise with Corporate Office to drawdown framework to support flu vaccinations • Schedule free health checks in all OGP locations	• Schedule free health checks in all OGP locations	• Schedule free health checks in all OGP locations
3	**Wellbeing**	**Champion the role of the Disability Officer to ensure all our people with a disability have a strong voice**	**Health & Wellbeing Engagement Workshops**	• Pilot Disability Awareness Engagement sessions	• Deliver Disability Awareness workshops and information sessions in all OGP locations	• Deliver Disability Awareness workshops and information sessions in all OGP locations
4	**Wellbeing**	**All L&D events where light refreshments are provided will prioritise healthy options**	**Health & Wellbeing Engagement Workshops**	• Pilot healthy options at L&D events where light refreshments are supported	• Deliver healthy options at L&D events where light refreshments are supported	• Deliver healthy options at L&D events where light refreshments are supported
5	**Wellbeing**	**Seek volunteers to develop Physical Fitness programmes**	**Health & Wellbeing Engagement Workshops**	• Pilot new Physical Fitness initiatives	• Support new Physical Fitness initiatives in all OGP locations	• Support new Physical Fitness initiatives in all OGP locations

Expertise

Grow our organisation as a centre of excellence through developing our people

> *Empower yourself with a good education*
> **Michelle Obama**

What does it mean?

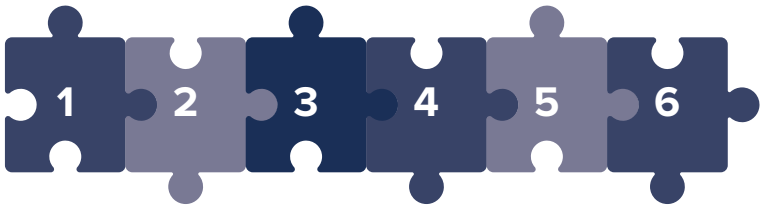
To be successful, each of us needs to understand what we are expected to achieve through our work, as well as to be supported to undertake these responsibilities in the best possible ways. Being developed and supported as an expert is important to our people and we will develop a learning culture that prioritises people's learning, development and career aspirations. We will ensure that the right conditions are in place to encourage collaboration and the sharing of this expertise, to ensure that it creates value in all that we do.

What does it look like?

The OGP will be known not only as a 'centre of excellence' but one with a 'culture of excellence', enhancing our reputational brand, building an expert workforce and providing a cadre of leaders for the future. Within the Civil and wider Public Service, the OGP will be seen as leaders in their field, who are collaborative and willing to share their expertise.

How do we get there?

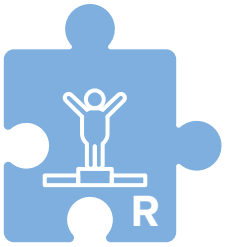
1. With an organisational review scheduled to commence soon, we commit to delivering value to the OGP in this key project for organisational change and reform
2. Leverage new Learning Management System (LMS) to support our people in their learning and development
3. Facilitate shared learning, in order to retain critical knowledge within the OGP through online libraries and workshops



4. Evaluate our current further education opportunities and programmes
5. Partner with educational bodies to move towards a Professional Qualification Framework for all career paths
6. Support colleagues in their pursuit of Continuous Professional Development (CPD)

3 Year Objectives and Measurements of Success

Code	Empower	Objective	Measurement	2019 Target	2020 Target	2021 Target
1	Expertise	**With an organisational review scheduled to commence soon, we commit to delivering value to the OGP in this key project of organisational change and reform**	**Org. Review Information Sessions** **CSEES 'Coping with Change' Scores in 2019 & 2021** **By 2021, 6 People & Culture Team members will be certified in AGILE HR to support our commitment to AGILE and being responsive as a catalyst for the OGP during change**	• Org. Review Information Sessions in all OGP locations • CSEES—'Coping with Change' score of 75% in 2019	• Org. Review Information Sessions in all OGP locations	• Org. Review Information Sessions in all OGP locations • CSEES—'Coping with Change' score of 80% in 2021
2	Expertise	**Leverage the new Learning Management System (LMS) to support our people in their learning and development**	**Expertise Engagement Workshops** **CSEES 'Learning and Development' Scores in 2021**	• New Learning Management System launched		• Pilot new OGP Skills Register • CSEES—'Learning and Development' score of 85% in 2021
3	Expertise	**Facilitate shared learning, in order to retain critical knowledge within the OGP through online libraries and workshops**	**Expertise Engagement Workshops** **CSEES 'Learning and Development' Scores in 2019 & 2021**	• Pilot e-learning online supports • CSEES 'Learning and Development score of 75% in 2019	• Develop comprehensive online knowledge libraries and videos	• Develop online professional workshops and training toolkits • CSEES—'Learning and Development' score of 85% in 2021
4	Expertise	**Evaluate our current Further Education opportunities**	**Expertise Engagement Workshops** **CSEES 'Learning and Development' Scores in 2021**	—	• Evaluate the effectiveness of current Further Education investment	• CSEES—'Learning and Development' score of 85% in 2021
5	Expertise	**Partner with educational bodies to move towards a Professional Qualification Framework for all career paths**	**Expertise Engagement Workshops**	—	• Deliver Expertise engagement workshops in all OGP locations	• Partner with educational bodies to develop a Professional Qualification Framework for Public Procurement, Policy and HR
6	Expertise	**Support colleagues in their pursuit of Continuous Professional Development (CPD)**	**Expertise Engagement Workshops**	—	• Rollout of Continuous Personal Professional Development (CPPD) function within the LMS	• Agree minimum L&D budget dedicated to support CPD



Recognition

Develop a culture that recognises, values and celebrates contribution and achievement

> *Everyone wants to be appreciated, so if you appreciate someone, don't keep it a secret*
>
> **Mary Kay Ash**

What does it mean?

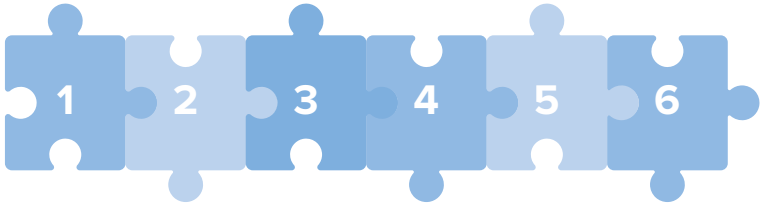
Recognition is a fundamental part of individual engagement and job satisfaction. We want recognition to be key to how we operate in the OGP and for it to be part of our culture to celebrate success and appreciate the important impacts we each make. We are committed to developing an approach that recognises, values and celebrates contribution and achievement.

What does it look like?

We will build a culture which recognises others' contributions, with a focus on being appreciative of achievements. We will facilitate all employees to recognise excellence in all areas that are important to the organisation – educational, corporate social responsibility and being a good colleague! We will develop an environment in which we achieve our potential, our performance is evaluated fairly, and our contributions are recognised and appreciated appropriately.

How do we get there?

1. Develop new OGP Recognition Awards built upon the principles of EMPOWER and the Civil Service Excellence and Innovation Awards
2. Deliver series of recognition workshops to value the contribution of all our people
3. All leadership programmes will include actions to ensure that recognition is built and nurtured as an important element of our values and culture



4. Celebrate success and recognise our peoples contributions on a daily basis through 'Gratitude' Boards
5. Continue to recognise L&D achievements in our annual OGP L&D Recognition event
6. Rollout a service recognition Event that celebrates Employee's service to the OGP

3 Year Objectives and Measurements of Success

Code	Empower	Objective	Measurement	2019 Target	2020 Target	2021 Target
1	**Recognition**	**Develop new OGP Recognition Awards built upon the principles of EMPOWER and the Civil Service Excellence and Innovation Awards**	**Recognition Engagement Workshops** **CSEES 'Organisational Support' Scores in 2021**	• Submit Civil Service Excellence and Innovation Award entries	• Launch new Annual OGP EMPOWER Awards	• Annual OGP EMPOWER Awards • **CSEES— 'Organisational Support' score of 75% in 2021**
2	**Recognition**	**Deliver series of Recognition Workshops to value the contribution of our people**	**Recognition Engagement Workshops** **CSEES 'Organisational Support' Scores in 2021**	—	• Pilot new Recognition Workshop	• Deliver Recognition Workshops • **CSEES— 'Organisational Support' score of 75% in 2021**
3	**Recognition**	**All leadership programmes will include actions to ensure that recognition is built and nurtured as an important element of our values and culture**	**Leadership Engagement Workshops**	• Pilot online '**Lead 360**' toolkits for People Leaders to support employee recognition	• Actions to support employee recognition will be incorporated into the new **Empowering Leader Academy Programme**	• Actions to support employee recognition will be incorporated into the new **Executive Agile Leaders Programme**
4	**Recognition**	**Celebrate success and recognise our people's contributions on a daily basis through 'Gratitude' Boards**	**Recognition Engagement Workshops**	—	• Install 'Gratitude' Boards in all OGP locations	—
5	**Recognition**	**Continue to recognise L&D achievements in our annual OGP L&D Recognition event**	**L& D Engagement Workshops** **CSEES 'Organisational Support' Scores in 2021**	• Annual OGP L&D Recognition Event	• Annual OGP L&D Recognition Event	• Annual OGP L&D Recognition Event • **CSEES— 'Organisational Support' score of 75% in 2021**
6	**Recognition**	**Rollout a Service Recognition Event that celebrates our people's service to the OGP**	**Recognition Engagement Workshops**	• Pilot new Service Recognition Event	• Deliver Service Recognition Events in all OGP locations	• Deliver Service Recognition Events in all OGP locations

Section 11: Acknowledgements

The OGP People Strategy has been very much a journey, taken with our people, who have had a strong voice in setting out our people vision for the organisation. It is fitting that we should lead with a word of thanks to the Employee Engagement Forum. This group played a key role in overseeing and advising on the Employee Engagement activities and strategy of the OGP, making suggestions and inputting to its development. In advance of the annual staff conference, the Forum reviewed the proposed engagement games and provided valuable advice.

Thanks is also due to all OGP employees who attended the ongoing Engagement workshops, who took part in the engagement games at the Employee Conference and who have encouraged and supported the activities in this area. This strategy is for them, to ensure that the OGP continues to move in the right direction and is somewhere they can be proud to say that they work, where they can contribute meaningfully, while developing themselves.

We would also like to thank our CEO Paul Quinn for believing in the importance of the People Strategy. He has been a driver of organisational development and showed his support through practical actions such as investing in peoples' development via L&D, and also supporting our journey to enhance the coaching capabilities of the OGP.

We are also very grateful to the members of the SMT who have supported the formulation of this Strategy, both through their personal input and through facilitating the involvement of their teams. We look forward to their ongoing sponsorship over the lifetime of this Strategy. Thank you to Declan McCormack who is acting as the SMT lead for the EMPOWER People Strategy.

Thanks are also due to all who have provided input as part of Stakeholder Engagement – within the OGP particular thanks go to Jim Deane and Robert O'Keeffe. A major word of gratitude is due to the OGP Communications Team for all their helpfulness, enthusiasm and professionalism. This certainly highlighted the power of cross functional collaboration!

The last word in our EMPOWER People Strategy goes to Amy Edmondson, Professor of Leadership and Management at the Harvard Business School who said:

> *"Leaders have two vital tasks. One, they must build psychological safety to spur learning… two, they must set high standards and inspire and enable people to reach them… today's leaders must motivate people to do their very best work by inspiring them, coaching them, providing feedback, and making excellence a rewarding experience"*

You can be the missing piece...

My EMPOWER Journal
The Key elements of EMPOWER that stand out for me:

My EMPOWER Journal
What do I want to learn more about?

My EMPOWER Journal
My EMPOWER action plan:

Rialtas na hÉireann
Government of Ireland