



# Civil Service Excellence and Innovation Awards

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# The Nominations Shortlist

The annual Civil Service Excellence and Innovation Awards will be held for the first time in 2015. This year **94 projects and teams** were nominated as examples of staff excellence and innovation in the Civil Service.

All 94 projects were subject to a shortlisting process which evaluated each nomination against a number of criteria:

1. **Making renewal a reality:** To what extent does the work drive change and support Civil Service Renewal?
2. **Achieving & sustaining change:** To what extent are the benefits delivered; are they measureable, strategic, lasting and able to be replicated?
3. **Stakeholder Engagement:** How well were the necessary stakeholders engaged/communicated with throughout the process?
4. **Leadership:** Did the work demonstrate leadership and inspire colleagues within the organisation?
5. **Innovation and creativity:** To what extent was the approach to the work innovative, improving performance and increasing efficiency/effectiveness?

The standard across all nominations in 2015 was incredibly high. Based on final scores assigned by the Awards Team (a cross-departmental and cross-grade working group) the following 32 projects have been shortlisted for a 2015 Civil Service Award. These are:

**SHORLISTED IN THE CATEGORY OF LEADING CIVIL SERVICE RENEWAL**

PROJECT	DEPARTMENT	PROJECT OVERVIEW
<p><b>Introducing Payroll Shared Services for the Civil Service</b></p>	<p><b>Payroll Shared Services Centre - Department of Public Expenditure &amp; Reform.</b></p>	<p>The Payroll Shared Services Project was nominated by the Department of Public Expenditure and Reform. This project has delivered a new shared service for the processing of payroll services to more than 34 organisations and over 31,000 payees in the Civil and Public Service. The project expects to move 120,000 payees within a 3 year period and is currently on target. The project highlights the value of unified approaches across Government improving efficiency and the quality of service delivery.</p>
<p><b>Developing a Departmental Governance Framework</b></p>	<p><b>Department of Finance</b></p>	<p>The Development of a Governance Framework project was nominated by the Department of Finance. This project codified, for the first time, the arrangements for corporate governance in the Department into one reference point, clarifying how the Department is structured, directed, controlled and managed in line with key governance principles while aligning all staff behind a common set of values. The project strongly influenced the implementation of Action 3 in the Civil Service Renewal Plan to strengthen governance across the Civil Service and demonstrates Civil Service values of integrity, responsiveness and professionalism.</p>
<p><b>Establishing 'My First 12 Months' supports for staff</b></p>	<p><b>Department of Communications, Energy and Natural Resources</b></p>	<p>'My First 12 Months' is a new on-boarding programme for staff nominated by the Department of Communications, Energy and Natural Resources. This project supports the smooth integration of new employees in the Department during their first year. It has increased retention rates, engagement levels, and skills acquisition within the organisation. This project has set a high standard for nurturing the talents of new staff members in the Civil Service and has influenced and informed approaches in other Government Departments. This project has potential to influence the implementation of Action 8 and Action 10 in the Civil Service Renewal Plan.</p>

## SHORTLISTED IN THE CATEGORY OF DIGITAL EXCELLENCE

PROJECT	DEPARTMENT	PROJECT OVERVIEW
<b>Establishing an online 'Statbank'</b>	<b>Central Statistics Office</b>	This project was nominated by the Central Statistics Office (CSO). The project successfully created an online portal to make CSO data and metadata more available, accessible and freely open to the public. The project supports the Government's Open Data Strategy, making a wealth of Government data open and accessible to the public. The project was developed by CSO staff and has the potential for wider application to support national and international open data initiatives for example, Apps4Gaps (2016) and the Open Cube Project (2015)
<b>Introducing METweb for Public Services</b>	<b>Department of the Environment, Community and Local Government</b>	METweb was developed by Met Éireann, a division of the Department of the Environment, Community and Local Government. METweb is individual weather forecast websites providing targeted and tailored meteorological data to a range of public services (e.g. coastal services). This allows up to the minute information to be accessed by organisations via all modern media in any location enabling better, faster decision making in critical operational areas. The project highlights the value of innovation when targeted at practical improvements in service delivery.
<b>Improving Information Sharing through the Post-Primary Online Database</b>	<b>Department of Education and Skills</b>	The project to improve the Post-Primary Online Database system was nominated by the Department of Education and Skills. The project created a nationwide database linked to each post-primary school and represents the first system of its kind in Europe. The project has facilitated greater efficiency and better communication between schools and the Department. By gathering a wealth of real-time information from multiple sources it has also informed important policy development. By end 2014 the system had been utilised by all post-primary schools in Ireland. The project highlights the potential to transform public services through better use of data.

**SHORTLISTED IN THE CATEGORY OF INSIGHT & ANALYSIS**

PROJECT	DEPARTMENT	PROJECT OVERVIEW
<p><b>Optimising Forensic Toxicology Testing</b></p>	<p><b>The State Laboratory</b></p>	<p>The project to optimise forensic toxicology testing in postmortem samples was nominated by the State Laboratory. This project applied innovative multi-drug analyses and revised work practices to improve the turnaround time for sample reporting and sample analysis. These service improvements had a direct cost saving impact and a range of positive effects for key stakeholders (e.g. the coroner’s service and the public).This project demonstrates how analysis and business process improvements can be utilised to improve services for the public.</p>
<p><b>"Learning to Get Better" - Improving customer complaints procedures</b></p>	<p><b>Office of the Ombudsman</b></p>	<p>‘Learning to Get Better’ was nominated by the Office of the Ombudsman. The project looks at how public hospitals in Ireland handle complaints about their services. In particular, it looks at how well the HSE and public hospitals (including voluntary hospitals) listen to feedback and complaints and whether they are applying lessons from complaints to improve the services they provide. The analysis identified both good and bad practice in complaint-handling and the project recommended ways in which hospital complaints systems could be made more accessible, responsive and effective. The project team engaged extensively with patients and hospital staff and was very pleased that the HSE welcomed and accepted all of its recommendations. This project highlights the value of evidence-led approaches and openness in the Civil Service.</p>
<p><b>Utilising digital geosciences through “Tellus”</b></p>	<p><b>Department of Communications, Energy and Natural Resources</b></p>	<p>The "Tellus" project was nominated by the Department of Communications, Energy and Natural Resources in partnership with the Geological Survey of Ireland. By folding digital geosciences into better health and agriculture resources and using airborne mapping systems and other data 'Tellus' created an environmental snapshot of Ireland. The data collected by 'Tellus' has had direct relevance for agricultural and environmental management in Ireland, enabling in particular, better management of health risks. It highlights the value of collaboration to develop scientific evidence for policy-making.</p>

## SHORTLISTED IN THE CATEGORY OF EXCELLENCE IN POLICY

PROJECT	DEPARTMENT	PROJECT OVERVIEW
<b>Modernising Irish Family Law to achieve social change 2015</b>	<b>Department of Justice and Equality</b>	This project was nominated by the Department of Justice and Equality. The project involved the most extensive overhaul and modernisation of Irish family law in the areas of parentage, custody, guardianship access for almost 30 years and included, the preparation of proposals, and steering through the Houses of the Oireachtas, for the amendment of the constitution to provide for access to marriage for same sex couples. This led to the enactment of multiple legislative changes and special mention of the team on the floor of the Dáil. The project highlights the value of collaboration and committed expertise in the policy making process.
<b>Successful conclusion of CAP reform negotiations 2013</b>	<b>Department of Agriculture, Food and the Marine</b>	This project team was nominated by the Department of Agriculture Food and the Marine. During the Irish EU Presidency in 2013, the project team contributed to the achievement of political agreement on the EU proposals for reform of the Common Agricultural Policy (CAP) to ensure the policy is fit for purpose into the future. The efforts made by the team to achieve agreement on such a complex dossier within a tight timeframe were substantial and recognised as going "above and beyond" by both national and international colleagues.
<b>Preparation for and Implementation of the Companies Act 2014</b>	<b>Department of Jobs, Enterprise and Innovation</b>	The project team preparing and implementing the Companies Act 2014 was nominated by the Department of Jobs, Enterprise and Innovation. This project team successfully implemented the Companies Act 2014, the biggest Act in the history of the State with over 1440 sections and multiple reform initiatives. The project demonstrates the impact of a collaborative approach to policy-making underpinned by robust project management.

**SHORTLISTED IN THE CATEGORY OF EXCELLENCE IN CUSTOMER SERVICE**

PROJECT	DEPARTMENT	PROJECT OVERVIEW
<b>Establishing a Mediation Initiative for families</b>	<b>Legal Aid Board / Courts Service</b>	The ‘Dolphin House Mediation Initiative’ was nominated by Legal Aid Board and Irish Courts Service. The project established a permanent mediator presence in Dolphin House – the principal family law venue for the District Court to promote mediation as a way of finding resolutions to disputes and offer support to families at traumatic times. It offers a responsive and innovative solution for families and at the same time relieving pressure on the Courts Service by supporting a more pro-active public service model. Since the introduction of the scheme 1,619 agreements have been reached without recourse to court.
<b>Providing an online claim and payments Web service for student grants</b>	<b>Department of Social Protection</b>	The Student Universal Support Ireland (SUSI) Entitlement and Payment Web Service project was nominated by the Department of Social Protection in conjunction with SUSI. The project introduced a single online facility to handle payments, claims and entitlements through one integrated system. The project utilises technology and realtime processing to share crucial information between the Department of Social Protection and SUSI to reduce the need for customers to visit both offices as was previously required. The project highlights the value of unified approaches that focus on customer needs and experiences.
<b>Delivering a single secure access point for Revenue Customers</b>	<b>Revenue Commissioners</b>	The ‘Enhancing Secure Online Services’ project was submitted by the Office of the Revenue Commissioners. The project focuses on ensuring that it is as easy as possible for customers to be tax compliant by creating a single secure and trustworthy online application - ‘myAccount’. It ensures that Revenue is keeping up to date with customer expectations and commercial trends by providing access to services for taxpayers using mobile devices – 24/7. This project put customer needs and experiences at the heart of its online capabilities while also providing a highly secure service. This project demonstrates the strong ethos to responsive customer services across a wide and varied customer base.

**SHORTLISTED IN THE CATEGORY OF EXCELLENCE IN INNOVATION**

PROJECT	DEPARTMENT	PROJECT OVERVIEW
<p><b>Enhancing the security for Common Travel Area</b></p>	<p><b>Department of Justice &amp; Equality - Irish Naturalisation &amp; Immigration Service (INIS)</b></p>	<p>The British Irish Visa Scheme nominated by the Department of Justice and Equality allows for travel to and around the Common Travel Area (CTA) on a single visa. Previously, many overseas tourists and business visitors who wanted to visit both Ireland and the UK, including Northern Ireland, needed separate Irish and UK visas.</p> <p>As a result of this project, visitors from China and India can travel freely within the Common Travel Area using either an Irish or UK visa. This means that tourists, business visitors etc. will be able, for the first time, to visit both Ireland and the UK, including Northern Ireland, on a single visa.</p> <p>Since the introduction of this scheme there has been a significant increase in the number of visitors to Ireland from both countries, aided by the utilisation of a sophisticated communication system with the ability to transfer biometric and biographical data with the UK when necessary.</p>
<p><b>New State Boards Appointment process</b></p>	<p><b>Public Appointment Service</b></p>	<p>‘The new State Board Appointments process highlights the innovative approach Public Appointment Service used to implement the reformed State Boards process, while managing reduced staff and budgetary resources across the organisation. The initiative has resulted in a transparent process for state board appointments, with a focus on quality, calibre and gender balance, providing real assurances to the public of the openness and accountability of the Civil Service.</p>
<p><b>Supporting Small and Medium Enterprises (SMEs) Online Tool</b></p>	<p><b>Department of Finance and Department of The Taoiseach</b></p>	<p>Nominated by the Department of Finance in conjunction with the Department of the Taoiseach, this project team reviewed all of the supports available to Small and Medium Enterprises (SMEs) and found that, while there were over 80 online tools accessible online, most SMEs were not aware of them. To improve the levels of awareness, a single online portal (<a href="http://www.supportingsmes.ie">www.supportingsmes.ie</a>) was developed to help companies locate the supports for which they may be eligible. To date, there have been 70,000 user sessions through the online portal and work is continuing nationwide to promote this resource.</p>

<p><b>Enhancing ex-prisoner resettlement into communities</b></p>	<p><b>The Probation Service and the Irish Prison Service (Department of Justice and Equality)</b></p>	<p>This innovative project led the way in enhancing ex-prisoner resettlement and re-integration after custody through the open sharing of data and practices across professional and agency boundaries. The schemes provides for earned temporary release under which offenders, who are assessed by the Irish Prison Service, are offered early temporary release in return for supervised Community Service. Officers of the Probation Service assess offenders as to suitability and motivation to complete the community work.</p> <p>The scheme is applicable to suitably assessed prisoners who are serving sentences of more than one and less than eight years. Those participating are granted renewable temporary release having served at, or after, the 50% stage of their sentence with a condition of their release to undertake Community Service supervised by the Probation Service.</p> <p>The work highlights clear positive outcomes and successful widespread stakeholder engagement, with results for the entire community.</p>
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**SHORTLISTED IN THE CATEGORY OF EXCELLENCE IN SKILLS DEVELOPMENT**

PROJECT	DEPARTMENT	PROJECT OVERVIEW
<p><b>Analysing and addressing the skills gap in the Central Statistics Office (CSO)</b></p>	<p><b>Central Statistics Office</b></p>	<p>The Talent Management System project was nominated by the Central Statistics Office (CSO). The project developed a meaningful process for analysing skills gaps in the CSO. It used a skills register based on the CSO business process model, the Civil Service competency framework and a skills matrix. The system has been implemented for all staff within the CSO, and without any precedence for work of this kind within the organisation it has been able to develop a focused suite of training programmes, implement training interventions and create an agile and responsive workforce.</p>
<p><b>Transforming graduate recruitment and development in the Civil Service</b></p>	<p><b>Department of Public Expenditure and Reform / Public Appointments Service</b></p>	<p>‘Transforming graduate recruitment and development’ was submitted by the Department of Public Expenditure and Reform in conjunction with the Public Appointments Service. This project established a new graduate recruitment and development process to attract high quality graduates into the Civil Service, and further nurtures their skills through a programme of development and training. Overall, it aims to build a high quality professional Civil Service for the future. In its first year, 2015, applications increased by almost 100% and more than 80 graduates participated in the graduate development programme. The process will be run again in 2016.</p>
<p><b>Improving education through the use of technology</b></p>	<p><b>Department of Communications, Energy and Natural Resources</b></p>	<p>The 21st Century Digital Schools project was managed by the Department of Communications, Energy and Natural Resources. The project aims to improve education through the use of technology. It improved the connectivity to every second level school in Ireland and also supported teachers in using digital. The project was delivered €16m under budget and ensured supports are available to translate the technology investment into better educational outcomes for young adults.</p>

<b>Reducing the burden of hardware disposal on Government Departments</b>	<b>Irish Prison Service</b>	The 'ICT Recycling Project' was submitted by Irish Prison Service. This project team focused on using an innovative approach to reducing the burden on Government Departments when disposing of computer hardware and by providing this service, up skilling prisoners who took part in the process. The project team developed a strong proposal that convinced Departments that the security of any residual data was upheld. The project currently saves Government Departments in excess of €150,000 annually.
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**SHORTLISTED IN THE CATEGORY OF EXCELLENCE THROUGH COLLABORATION**

PROJECT	DEPARTMENT	PROJECT OVERVIEW
<p><b>Leading Irelands collaboration on Big Data and Data Analytics</b></p>	<p><b>Central Statistics Office</b></p>	<p>The ‘International engagement on Big Data’ project was nominated by the Central Statistics Office (CSO). The project showcased an innovative approach to analysing Big Data and using Big data to inform policy-making. It demonstrates the CSOs ability to lead international collaboration and digital analysis and development within the Civil Service. As a result of this work the international test environment "sandbox" was created for Big Data in Ireland and is used by 25 global institutions. This is enabling the international community to evaluate the potential of Big Data Sources, test software tools, and develop standards and methodologies and conceptual approaches.</p>
<p><b>Facilitating compliance within the building industry</b></p>	<p><b>Department of the Environment, Community and Local Government</b></p>	<p>The goal of the project was to drive, facilitate and communicate change to create a culture of compliance within the building industry. From March 2014 property owners, builders, developers, architects and engineers can submit notifications, applications and compliance certificates through the online Building Control Management System (BCMS) system. The information provided by this system informs oversight of design and construction activity and provides economic indicators for Government and industry. The project demonstrates very strong collaborative work and use of shared resources.</p>
<p><b>Maintaining the infrastructure of Irish Ports through EU funding</b></p>	<p><b>Department of Transport, Tourism and Sport</b></p>	<p>The project was nominated by the Department for Transport, Tourism and Sport and highlights the approach taken collaboratively by the public and private sector to ensure the infrastructure of national strategic ports was maintained and that national ports policy was aligned with EU policy. The project demonstrates the impact of a sustained collaborative effort, pro-active engagement with many stakeholders at home and internationally, and strong leadership to secure one of Ireland’s strategically important assets.</p>

**SHORTLISTED IN THE CATEGORY OF WORLD CLASS CIVIL SERVICE**

PROJECT	DEPARTMENT	PROJECT OVERVIEW
<p><b>The Irish EU Presidency</b></p>	<p><b>Department of the Taoiseach – Whole of Government</b></p>	<p>Submitted by Department of the Taoiseach, The Irish Presidency of the Council from January to June 2013, demonstrated a well-coordinated and professional whole-of-government approach to delivering on an important challenge. As President of the Council, Ireland played a key role in focusing work on results, with over 200 policy commitments achieved, including more than 80 in legislative form, and agreement reached on the Union's 7 year Multi-annual Budget for €960bn.</p>
<p><b>Co-facilitation of the UN2030 Agenda</b></p>	<p><b>Department of Foreign Affairs and Trade</b></p>	<p>The UN2030 Agenda for Sustainable Development was adopted at a Summit of world leaders in September 2015. The 17 Goals adopted lay the framework for a more sustainable, prosperous and peaceful future for all. Ireland was chosen, along with Kenya, from among 194 United Nations Member States to co-facilitate the process bringing together all UN members, civil society, the private sector and others with a view to negotiating an ambitious and transformative outcome. Ireland's successful role in driving this agreement marks a very real commitment to the UN and is a tremendous way to mark both the 70th anniversary of the United Nations and the 60th anniversary of Ireland's membership of the organisation. Negotiations involved a high level of stakeholder engagement and professionalism and have raised our profile at the UN positively.</p>

## SHORTLISTED IN THE CATEGORY OF OUTSTANDING CONTRIBUTION

PROJECT	DEPARTMENT	PROJECT OVERVIEW
<p><b>Ireland's Response to the Ebola Crisis</b></p>	<p><b>Department of Foreign Affairs and Trade</b></p>	<p>Ireland's response to the Ebola crisis in Sierra Leone and Liberia highlights the outstanding contribution made by the Embassy team working in Freetown. The Team, supported by Irish Aid in Dublin, worked closely with the local authorities and international partners to identify immediate needs in managing the outbreak and to support government infrastructure to address serious secondary impacts in healthcare, the economy and education. It illustrates strong leadership and professionalism in highly challenging circumstances and a commitment to excellence and the principles of Ireland's development programme, which seeks, on behalf of Ireland's citizens, to support those most in need, when their need is greatest.</p>
<p><b>Implementing the Action Plan for Jobs</b></p>	<p><b>Department of the Taoiseach and Department of Jobs, Enterprise and Innovation</b></p>	<p>This project is nominated jointly by the Department of the Taoiseach and the Department of Jobs Enterprise and Innovation. The project which aimed to create 100,000 jobs by 2016 has been demonstrably successful. The approach adopted by the project provides a clear pathfinder for future large scale Government projects requiring a multi-Departmental response. This project highlights how more unified approaches in the Civil Service can be transformative, and achieve results.</p>
<p><b>Establishing "Intreo" – A National Employment and Entitlements Service</b></p>	<p><b>Department of Social Protection</b></p>	<p>The introduction of Intreo offices provides jobseekers a single point of contact to receive income supports and employments, ultimately helping its customers get back into work, training or education. Intreo offices provide a streamlined, practical approach for jobseekers and employers alike. The project demonstrates excellence in providing high levels of customer service in a challenging context, while undergoing significant organisational transformation and managing resource reductions.</p>

<p><b>Involving children in care in service improvement</b></p>	<p><b>Department of Children and Youth Affairs</b></p>	<p>The work of the Citizen Participation Unit has been nominated by the Department of Children and Youth Affairs. This children in care plan was prepared by consulting with the most affected by care services - children. It also ensured that all those involved in the placement of the child in care were part of the process of taking the child into care. The children in care plan aims to set short, medium and long term goals with responsible stakeholders to ensure the needs of the child are met now and in the future. The project demonstrated excellent stakeholder engagement and created an innovative method of supporting and engaging with children in care in policy design and implementation processes.</p>
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