

Civil Service Management Board – 20th April 2018

The list of attendance is appended.

1. Employee Engagement Survey (Action 25)

It was noted that the results of the 2017 Civil Service Employee Engagement Survey were published in March 2018 and disseminated to all staff. Further communications will include meeting with the Departmental Single Points of Contact prior to the issuing of the Departmental Reports and the hosting of 2 Civil Service Renewal town halls focused on the Survey results. The results of the survey are very positive overall and reflect the impact of the interventions implemented by the Civil Service Renewal Programme, the Civil Service Management Board and Departmental action plans.

It was agreed that a small group of the Civil Service Management Board will develop a number of actions in response to the findings of the overall results of the 2017 CSEES. Actions developed by this group will be presented in a paper to the CSMB in due course. It was noted that the Central Statistics Office is currently compiling findings specific to individual Civil Service Departments/Offices.

2. Talent Management – Evaluation of PO/SPS programmes (Action 10)

The Evaluation of both the SPS and PO Programmes were noted and feedback has been positive from participants.

In respect of the SPS programme, the differences in levels of participation was noted and some discussion on the reasons why this can be the case e.g. size of management boards and career stage of individual management board members. It is proposed that a target for the next iteration of the programmes would be to increase the application rate and general engagement with prospective applicants in the area of leadership development. Other measures will be taken to ensure that prospective applicants and local HR are well informed regarding the timing and applicant criteria required for the process.

In respect of the PO programme, following some discussion, it was reiterated that this programme is a Talent Management Programme and should be seen as such – different from normal PO development programme arrangements that Departments should support. It was reiterated that the purpose of both SPS and PO programmes is to identify high potential individuals who may have the scope to move to the next level.

It was also noted that the programme costs will move to a funding model in which Departments fund the full costs of the programme on a per head basis (currently

Departments put forward half of the total costs which were in the region of €8k per head at A/Sec level and €7k per head at PO level).

The SPS unit will continue to manage the programme with oversight from the SPS Management Committee and reporting to CSMB as required. Departments will be provided with details of the costs prior to the commencement of the selection process.

The DPER project team will aim to promote the upcoming programmes with dedicated information sessions. The aim of these sessions will be to disseminate information regarding the programme content, as well as the selection criteria for the process.

The potential inequity in terms of a cap on numbers of applicants per Department (given vastly differing sizes of Departments) was discussed. It was agreed there is a need to have a more equitable system which recognises – at least to some degree - the size of the eligible cadre in Departments. It was agreed that the DPER project team will draw up options for the SPS Management Committee to consider, taking into account the issues raised above. Subject to agreement by the CSMB, the Committee will make Departments aware of the maximum number of PO nominations sought from each Department.

Following agreement, nominations of SPS and PO participants will be sought. The SPS Secretariat will communicate and manage this process as was the case with the pilot.

It was noted while the evaluation team within Roffey Park was absolutely separate to the team delivering the Talent Management Programme. However as a matter of good practice an external evaluation should be considered for future evaluations of the programme.

3. Mobility (Action 15)

David Cagney outlined the position regarding the full “go-live” to initiate offers under Phase 1(a) of the Mobility programme. It was noted that there is a proposed deferral to allow time (i) to resolve issues that have arisen with regard to the treatment of sick leave for the purposes of the Scheme; (ii) to agree the approach with HR departments and the Trade Unions and (iii) for the ICT system to be amended to take account of the changes. The delay will also provide an opportunity to ensure a full process map (taking account of GDPR compliance and future policy approaches) to be reviewed.

There were strong views that the delay in the full “go-live” was extremely disappointing as this is seen as an Action which is hugely relevant to a large number of staff and a persistent theme at Town Halls. There was also concern that a new “go-live” date had not yet been identified.

David Cagney was asked to revert to the CSMB at the next meeting with an update on progress and a timeline to achieving “go-live”.

4. Data Policy (Action 24)

a. National Data Infrastructure

PD gave an overview of progress on the development of the Unique Business Identifier in the context of the National Data Infrastructure. CSMB noted that:-

- The next update on Action 24 will include a decision for CSMB in relation to the Unique Business Identifier
- Progress in relation to ‘pathfinder projects’ in partnership with Public Service Bodies
- Progress of work of NDI Champions Group

b. Preparation for GDPR

There was a short discussion on GDPR readiness across Departments. All SGs agreed on the desirability of more integrated central guidance to ensure consistency of approach and to avoid duplication of effort.

5. Communications Update

The Chair provided an update on the implementation of his Report on the Strategic Communications Unit, the winding down of the SCU and the managed reversion to the more traditional GIS model, with a transition period until July 2018, to be managed by the Director of the SCU. The following points were noted from the SG’s Report to the Taoiseach:-

- There will be no new national campaigns run by the SCU
- Where expenditure has been committed but not yet spent by the SCU (e.g. pre-booked local radio slots), it should be redirected to non-contentious campaigns, such as Healthy Ireland or Brexit preparation
- GIS should continue to have a co-ordinating and supporting role for national, cross-Government communications, as has always been the case, but such campaigns should be led and funded by the relevant line Department. In that context, the communication of Project Ireland 2040 should be the responsibility of the new Project Ireland 2040 Delivery Board which will be led by the Departments of Public Expenditure and Reform and Housing, Planning and Local Government
- International communications (e.g. Global Ireland, Security Council campaign, Diaspora) should be led by the Department of Foreign Affairs & Trade
- All other activities should continue within GIS as before, including the digital team/merrionstreet.ie, central support services for other Departments, providing services to the media, managing media events and producing communications material across all platforms

- The streamlining communications workstream should continue
- The capacity building workstream should continue
- Specific reform projects that should continue include
 - professionalisation/training/continuous professional development
 - the single government identity project
 - the single web portal project GOV.IE
 - efficiency measures (better cross-Government collaboration, rationalisation projects, consolidated buying etc)
 - the research survey should proceed, but only after the Opposition parties have been briefed and given their views on the content of the survey

Responsibility for the new GIS will transfer to the Assistant Secretary with responsibility for Corporate Affairs in the Department of the Taoiseach (while respecting the role of the Government Press Secretary and the Deputy and Assistant Government Press Secretaries in day-to-day management of press and communications). The Assistant Secretary Delivery team will be chaired by the A/Sec Corporate Affairs and the CSMB Sub-group will also continue its oversight work.

Chair asked that all SGs respond to his letter of February 6th last requesting that each Department implement a number of Government decisions concerning the Government of Ireland identity programme.

6. Preparations for Away Day

It was noted that the Away Day has been rescheduled for the afternoon of Thursday 3rd and the morning of Friday 4th May.

7. Programme Director's Monthly Report

The Programme Director's report was noted including,

1. The results of the Civil Service Employee Engagement Survey launched on Wednesday 28th March. Work is underway on preparing detailed reports for each qualifying organisation (51 in total). This will allow Departments/Offices review their individual organisational results and formulate action plans.
2. The PMO has begun planning for two town hall events and is in contact with relevant CSMB members accordingly.
3. The Spring Newsletter has now issued featuring updates on the Engagement Survey, The Civil Service Renewal Town Hall, the Learning and Development Management System and the Project Managers' Network.

8. AOB

Nil.

20 April 2018

DRAFT

Attendance

Martin Fraser, D\Taoiseach (Chair)

Robert Watt, D\PER

Jim Breslin, D\Health

Maurice Buckley, OPW

Niall Burgess, D\FA&T

Niall Cody, Revenue

Pádraig Dalton, CSO

Graham Doyle, D\TTS

Mark Griffin, D\CCA

Katherine Licken, D\CHG

Fergal Lynch, D\CYA

John McCarthy, D\HPLG

Kevin McCarthy, D\R&CD

John McKeon, D\EASP

Oonagh McPhillips, D\JE

Damien Moloney, AGO

Derek Moran, D\Finance

Seán Ó Foghlú, D\ES

Orlaigh Quinn, D\BEI

Fiona Tierney, PAS

Apologies

Aidan O'Driscoll, D\AFM

Maurice Quinn, D\Defence

Other/Secretariat

Liz Canavan, D\Taoiseach

Lucy Fallon-Byrne, D\PER

David Cagney, D\PER