

Civil Service Management Board – 3rd May 2018

The list of attendance is appended.

1. Mobility (Action 15)

The CSMB were provided with an update on the issues that have arisen in finalising the launch of the mobility scheme. These relate to both the treatment of sick leave but also in respect of GDPR requirements. There have been ongoing discussions with the HR managers and the Trade Unions to resolve the matters.

It is anticipated that once these have been resolved, it will take 6 weeks to allow time for the IT support system to be adapted to the new measures.

The CSMB noted its frustration at this delay in delivering on the Scheme while acknowledging the need to ensure equity and to adequately future proof the arrangements.

It asked that the PMO communicate with staff the reasons for the delay and the urgency attaching to the completion of this action by the CSMB. The question of consistency of approach across the system in terms of the operation of existing mobility schemes was also raised. These matters should be addressed in the message on behalf of the CSMB

David Cagney confirmed that he would attend the upcoming Town Halls where it is anticipated the issue would be raised.

2. Organisational Capability Reviews (Action 20)

S O'F outlined the progress being achieved in terms of new OCRs and the ongoing review of the process.

The 2nd review is now well underway, procedures and arrangements have been adapted following the first review and these will be revisited again post the DBEI process. The process is continuing to improve. He also noted that a new Review Panel has also been put in place.

GD referred to the DTTS process and that the report and action plan had yielded good results and was getting strong traction within the Department.

The team supporting the OCR process was thanked for their work and complimented on the improvements that had been captured at each iteration of the process.

It was noted that it is proposed to hold an SPS Event on the OCR process in due course.

3. PMDS Compliance – Performance and Accountability (Action 11)

The updated statistics in terms of compliance and overall performance was noted.

It was also noted that other recent initiatives arising from the HR Strategy will further support improved performance management at all levels within the system and that these initiatives are critical to achieving the continuous improvement in this area. These new measures include managers at every level being adequately trained and supported to manage performance and implement probation and disciplinary procedures, as well as a more consistent approach to absence management.

4. CSMB Annual Report 2017

There was a discussion on possible options to the final Annual Report. It was agreed that the Annual Report should focus on the final year of the current programme of work but clearly signpost further work to be done on completing and embedding the existing Action Plan. It was also agreed that a further “refreshed” plan will be developed. There was a separate discrete discussion on this matter (see below). PMO and DoT to revert in June with proposals for the re-freshed Action Plan based on those discussions.

5. Civil Service Renewal Plan: Beyond Renewal

There was general agreement on the concept of a “refreshed” plan. Civil Service Renewal is not complete and will continue as well as the Civil Service Management Board. The PMO and the CSMB Secretariat were asked to work up a revised Action Plan based broadly on the outline provided with the following points to be noted:-

- The link to the citizen should be more explicit in terms of what it is we are trying to achieve in terms of improvements e.g. improving our capacity to deliver. Some better way of threading the benefits realisation through and capturing the impact for the citizen of a continuously improving civil service.
- Strong message that embedding change achieved in terms of the existing actions has to be a central message. Much of what is in this “pillar” relates to staff and aim is to have a Civil Service where you have the same experience no matter where you work.
- While innovation is an important theme, there was caution expressed around suggesting innovation isn’t already happening. Focus should be on a culture of continuous improvement and processes which support that. It’s about responsiveness, being able to adapt. It is also about creating a culture of reflection and experimentation – including having “room to trial/fail”. It was noted that there is a vast difference between grades on the level of involvement and contribution to decision-making and therefore their perception of innovative culture.
- Visibility of CSMB as providing leadership has been achieved. Plan should reflect the strong appetite for the next levels A/Sec and PO to be more directly involved and part of renewal (this is also part of the embedding process).

- Consideration should be given to having good alignment with Public Service 2020 but also ensuring there is a good core narrative in respect of the “One Civil Service” Vision.
- There will be a need to contextualise the new plan as regards – change for the CS, wider society and the country since we set out on this road; changed expectations of the public of what they expect from public service and public servants.

A draft Action Plan will be prepared for discussion at the June meeting.

3rd May 2018

Attendance

Robert Watt, D\PER
Maurice Buckley, OPW
Niall Burgess, D\FA&T
Niall Cody, Revenue
Pádraig Dalton, CSO
Graham Doyle, D\TTS
Mark Griffin, D\CCA
Fergal Lynch, D\CYA
Kevin McCarthy, D/R&CD
John McKeon, D\EASP
Oonagh McPhillips, D\JE
Derek Moran, D\Finance
Aidan O'Driscoll, D\AFM
Seán Ó Foghlú, D\ES
Maurice Quinn, D\Defence
Orlaigh Quinn, D\BEI
Fiona Tierney, PAS

Apologies

Jim Breslin, D\Health
Katherine Licken, D\CHG
Martin Fraser, D\Taoiseach (Chair)
John McCarthy, D\HPLG
Damien Moloney, AGO

Other/Secretariat

Liz Canavan, D\Taoiseach
Lucy Fallon-Byrne, D\PER
David Cagney, D\PER