



# Annual Report 2017

Civil Service Management Board



## **Foreword from the Civil Service Management Board**

We are pleased to present our third Annual Report of the Civil Service Management Board. When the Civil Service Renewal Plan was first launched in 2014 the challenges of managing the economic and fiscal recovery had led to enormous change in the Civil Service in the preceding years. Ireland required a strong, capable Civil Service to deliver public services and support the Government and in an increasingly dynamic global environment to respond to the pace and complexity of changes both at home and abroad.

The Renewal Plan identified 25 major but practical actions to further strengthen capacity, capability, accountability and leadership throughout the Civil Service. It recognised that a key driver of this continual improvement revolves around supporting and equipping staff through a variety of recruitment and development measures. These actions build on the existing strengths of the Civil Service and prioritised shared issues and challenges common across all Government Departments and Offices to strengthen the performance of the Civil Service as a collective. Significant progress has been made on delivering this ambitious development programme.

Phase 1 of implementation focused on establishing governance structures, building support and momentum through staff engagement and initiating the actions. Phase 2 successfully translated this progress into tangible results particularly in relation to strengthening governance and accountability across the Civil Service. Phase 3 focused on actions that directly impacted on staff, enhancing the capability of all civil servants and supporting a high performing and more accountable workforce. This remains a work in progress, taking the time necessary to fully embed the changes made across the Civil Service alongside new areas of focus for the Board in 2018 and beyond.

Significant measures advanced in 2017 included the launch of the new learning and development centre for the Civil Service with 48 common training modules developed and accessible to all 36,000 civil servants, the launch of the first phase of a new system wide mobility scheme for Clerical and Executive Officers with moves to be finalised in 2018 following finalisation of administration and technical support requirements, the launch of the Civil Service People Strategy which sets the strategic HR agenda for 2017 to 2020, and the completion of the second ever Civil Service Employee Engagement Survey which was published in March 2018. The results were very positive with staff continuing to feel highly engaged though challenges remain in the areas of a culture of innovation and staff involvement.

In 2018 we will continue to seek to further enhance and strengthen the Civil Service fostering a culture of continuous improvement under a refreshed action plan. This third annual report reflects on the progress made across the 25 actions over the three year period of the Renewal Plan as we look ahead to a new phase of work. This will seek to connect the process of renewal to areas that will have maximum impact for the citizen including through expanding the skill set of the workforce, fostering innovation and new approaches and learning from doing.

This work reflects our commitment to developing the capacity and capability required now, and for the future, so that the Civil Service can continue to meet the challenges facing the country with confidence and diligently serve the public.

**Civil Service Management Board**

**July 2018**



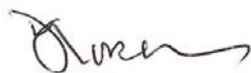
**Martin Fraser**  
Secretary General to the  
Government  
Secretary General  
Department of the Taoiseach



**Robert Watt**  
Secretary General  
Department of  
Public Expenditure  
and Reform



**Jim Breslin**  
Secretary General  
Department of Health



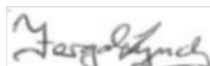
**Derek Moran**  
Secretary General  
Department of Finance



**Niall Burgess**  
Secretary General  
Department of Foreign Affairs  
and Trade



**Aidan O'Driscoll**  
Secretary General  
Department of Agriculture, Food  
and the Marine



**Fergal Lynch**  
Secretary General  
Department of Children and  
Youth Affairs



**Orlaigh Quinn**  
Secretary General  
Department of Jobs, Enterprise  
and Innovation



**Pádraig Dalton**  
Director General  
Central Statistics Office



**Damien Moloney**  
Director General  
Office of the Attorney  
General



**Niall Cody**  
Chairman  
Office of the Revenue  
Commissioners



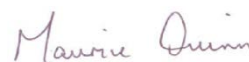
**Katherine Licken**  
Secretary General  
Department of Culture, Heritage,  
and the Gaeltacht



**Graham Doyle**  
Secretary General  
Department of Transport,  
Tourism and Sport



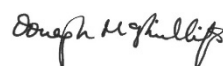
**John McCarthy**  
Secretary General  
Department of Housing,  
Planning and Local  
Government



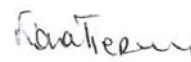
**Maurice Quinn**  
Secretary General  
Department of Defence



**Maurice Buckley**  
Chairman  
Office of Public Works



**Oonagh McPhilips**  
Secretary General (Acting)  
Department of Justice and  
Equality



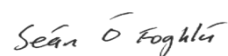
**Fiona Tierney**  
Chief Executive  
Public Appointments Service



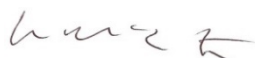
**John McKeon**  
Secretary General  
Department of Social  
Protection



**Mark Griffin**  
Secretary General  
Department of Communications,  
Climate Action and Environment



**Seán Ó Foghlú**  
Secretary General  
Department of Education  
and Skills



**Kevin McCarthy**  
Secretary General  
Department of Rural and Community Development

## Civil Service Renewal – the Vision, Mission, Values and Commitments

### VISION

To provide a world-class service to the State and to the people of Ireland.

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### MISSION

To offer objective and evidence-informed advice to Government, respond to developments and deliver government objectives while striving to achieve optimal outcomes in the long-term national interest

To serve citizens and stakeholders efficiently, equally and with respect, in a system that is open, transparent and accountable.

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### VALUES

A deep-rooted public service ethos of independence, integrity, impartiality, equality, fairness and respect

A culture of accountability, efficiency and value for money

The highest standards of professionalism, leadership and rigour

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### COMMITMENTS

We will encourage creative and innovative thinking, constructive problem-solving, openness to change and flexible working methods

We will ensure through appropriate merit based recruitment, training and life-long learning and development, that the civil service has the necessary expertise to advise on and to implement public policy in a complex and changing world

We will maximise the contribution of all staff, by nurturing and rewarding talent and by encouraging civil servants to develop their potential in a workplace committed to equality, diversity and mutual respect.

## Civil Service Renewal Achievements



## Summary of 2017 Progress

The Civil Service Management Board met regularly to drive implementation of the Civil Service Renewal Plan. The People, Leadership and Talent subgroup met six times and the new Strategic Communications subgroup met once.

Considerable attention was given to driving forward measures that have greatest impact on staff working in the Civil Service recognising the people as our greatest asset and the main drivers and champions of change in our organisations.

The first phase of a new Civil Service mobility scheme went live in November 2017 for general service grades up to and including Executive Officer with moves to be finalised in 2018 following finalisation of administration and technical support requirements. This follows a successful pilot run earlier in 2017 in Cork City and Wexford Town. The pilot phase has been enthusiastically welcomed by staff in these locations with significant engagement in the process. Responding to the needs of staff expressed at many Town Halls the scheme aims to provide a single practical unified process that is an open, fair, and transparent and facilitates effective mobility of staff across the Civil Service in pursuit of development opportunities and relocation while also supporting the needs of the business. Applicants can browse an interactive mobility map, where they can view information about all Civil Service organisations before making their selection.

The new Civil Service OneLearning service commenced the delivery of training courses in 2017 following an intensive programme of content development, piloting and feedback. The new common suite of training programmes began with successful tenders to produce and develop courses. More than 4,000 civil servants across 34 departments/organisations have attended OneLearning courses. There are now 37 courses available and courses continue to be developed and released on an incremental basis. Training has already taken place across 16 counties. Development has also commenced on a new Civil Service induction programme.

Talent management is viewed as an important practice for the Civil Service in continuing to support and develop a strong culture of leadership, excellence and continuous development. Significant progress has been made on the Action with the roll-out of pilot talent management programmes at Senior Public Service and Principal Officer level during 2017. An evaluation of these programmes has been completed and the results will be used to inform the 2018 programmes. A Working Group has also been established to examine what supports could be put in place for staff at levels up to and including Assistant Principal level and how the Civil Service as an organisation can give staff the platform to develop their career.

A wide range of initiatives to improve gender balance across the Civil Service were developed by the CSMB and approved by the Government including flexible working arrangements, exploring the



feasibility of job-sharing at senior levels, supporting women on return from maternity leave to progress their career, and providing mentoring and coaching to staff.

The ESRI's study of gender in senior civil service positions in Ireland published on 12th December points to a need for greater availability of flexible working arrangements, the importance of addressing high work pressure and a long-hours culture which are among the key issues deterring women from seeking senior positions in the Civil Service. The Gender Action Plan was revised to respond to the key recommendations of the research.

The People Strategy for the Civil Service for 2017-2020 was developed during 2017 to address people management issues that are faced by all Civil Service organisations irrespective of their role, size or location. It sets the direction for people management across the Civil Service while also recognising that each organisation is unique and has its own challenges. In seeking to ensure the Civil Service continues to attract and retain people with the required skills to meet current and future challenges it will also seek to support managers as people developers.

The second Civil Service Employee Engagement Survey was held in September with a significant increase in response rates across the Civil Service from 39% to 56% (21,356 employees) from 51 Departments/Offices. The overall results, published in March 2018, were very positive with staff continuing to feel highly engaged and with an increased level of support from their organisations. Challenges remain in the areas of a culture of innovation and involvement for all staff. The first ever Civil Service Employee Engagement Survey of all staff was undertaken in 2015 and arising from those results Departments implemented a range of actions. These include an increased focus on internal communication within Departments, additional communications to staff on training and development opportunities, the establishment of grade fora within Departments, well-being initiatives, and mentoring programmes.

The 2017 Civil Service Excellence and Innovation Awards took place on Monday 27th November in the Royal Hospital Kilmainham. Thirty teams and projects from across the Civil Service were nominated, with 10 winners chosen overall.

Progress on the implementation of the Civil Service Renewal Plan is regularly communicated to staff through quarterly newsletters, blogs, and six townhalls held in Dublin and throughout the country in 2017. A third progress report on implementation of the actions in the Renewal Plan was published by the Minister for Finance and Public Expenditure and Reform in June 2017. Implementation of Phase 3 focused on actions directly impacting on staff, enhancing the capability of all civil servants, and developing a high-performing and more accountable workforce.

## Progress on Renewal Actions

Considerable progress has been achieved across the four pillars in the Renewal Plan, allowing us to focus our attention fully on delivering the remaining actions to achieve a Civil Service that is Unified, Professional, Responsive, Open and Accountable.

### Unified

Action 1	Establish an Accountability Board for the Civil Service
	<ul style="list-style-type: none"> <li>The Civil Service Accountability Board established in 2015, chaired by An Taoiseach, includes Civil Service, Ministerial and external membership.</li> <li>The Civil Service Accountability Board input into the development of the new Performance Review process for Secretaries General and the new system of Organisation Capability reviews underway across Government Departments.</li> </ul>

Action 2	Establish a Civil Service Management Board (CSMB)
	<ul style="list-style-type: none"> <li>The CSMB established in 2014 includes all Heads of Government Departments and major Offices, totalling 22 members. Meetings are chaired by the Secretary General to the Government.</li> <li>The Board met nine times in 2017 and has collective responsibility for implementing the actions in the Civil Service Renewal Plan with each member of the CSMB assigned responsibility to lead and act as sponsor for one or more actions in the Plan.</li> </ul>

Action 3	Set a common governance standard
	<ul style="list-style-type: none"> <li>A Common Governance Standard for the Civil Service was published in 2015 to put in place a uniform framework of structures, policies and processes to ensure Departments effectively discharge their statutory and policy obligations.</li> <li>All Departments subsequently developed and published their own governance frameworks in line with the common standard and are operating in accordance with them.</li> </ul>

Action 4	Strengthen strategic planning and business planning processes
	<ul style="list-style-type: none"> <li>• CSMB has agreed to continue with the three year planning cycle as set out in Public Service Management Act 1997 with the three year Renewal Plan representing the current strategy for the Civil Service.</li> <li>• All CSMB members appear before relevant Oireachtas committees in their roles as accounting officers and head of Departments and Offices.</li> <li>• CSMB agreed a new approach to contribute collectively to the annual National Risk Assessment and Strategic Planning processes.</li> </ul>

Action 5	Improve the delivery of shared whole-of-Government projects
	<ul style="list-style-type: none"> <li>• Learning outcomes informing whole-of-government working were captured following the completion of initial phases of the three selected pathfinder projects on the Public Services Card, National Cyber Security and Youth Mental health.</li> <li>• These include the value of applying project management methodology, shared secretariat and resources, appropriate Governance arrangements and online collaboration tools.</li> <li>• CSMB has agreed that the Youth Mental Health pathfinder project should be continued to implementation phase, to specifically test the practicalities of using Section 12 of the Public Service Management Act 1997 in a cross-Departmental context.</li> <li>• An audit of all Government communications work was completed highlighting the need for increased efficiencies through better cross-Government collaboration.</li> </ul>

Action 6	Expand the model of sharing services and expertise across organisations
	<ul style="list-style-type: none"> <li>• The National Shared Services Office (NSSO) is now delivering HR and pensions shared services to 34,500 Civil Servants and payroll shared services to 111,900 Public Servants, of which 60,000 are retirees.</li> <li>• The next phase of the Civil Service Financial Management Shared Services Project is underway and will deliver a single finance technology platform allowing greater flexibility, standardised reporting and significantly improved financial information and data insights.</li> </ul>

## Professional

Action 7	Significantly develop Strategic HR capability
	<ul style="list-style-type: none"> <li>• The People Strategy for the Civil Service was finalised in October 2017 setting the strategic direction for human resource management across the Civil Service while also recognising that each organisation is unique and has its own challenges.</li> <li>• Three key cross-cutting strategic HR priorities are identified: being an employer of choice; building the workforce of the future; and building, supporting and valuing managers as people developers.</li> <li>• A Strategic HR Advisory Group has also been established to advise on implementation of the People Strategy.</li> </ul>

Action 8	Open up recruitment and promotion processes at all levels
	<ul style="list-style-type: none"> <li>• Open recruitment is in place across all grades by the Public Appointments Service. In 2017 the Public Appointments Service interviewed 15,403 people and assigned 9,447 to a range of roles across the Civil Service. (Appendix 2)</li> <li>• Open Recruitment at Secretary General and Assistant Secretary General level continues to be filled by open competition via the Top Level Appointments Committee. Of the 36 positions filled in 2017, 42% were female appointments.</li> <li>• The number of participants on the Civil Service Graduate Development Programme increased from 85 in 2015 to 221 on the 2016/2017 programme.</li> <li>• A 2017 action plan to improve gender balance at senior levels in the Civil Service developed by the CSMB is being implemented in partnership with Departments with measures to support women applying for and taking up senior positions.</li> <li>• 62% of candidates placed on open Clerical Officer and Executive Officer panels were female. 50% of Administrative Officer and Assistant Principal panels were female while 38% of candidates on Principal Officer panels were female.</li> </ul>

Action 9	Establish a new shared model for delivering learning and development
	<ul style="list-style-type: none"> <li>• A new L&amp;D Centre 'One Learning' has been established to centrally operate and manage the delivery of the new common suite of training programmes to support continuous learning in the Civil Service.</li> <li>• By December 2017 over 2,000 participants had availed of training from OneLearning. 160 course sessions across 32 Civil Service organisations and 13 counties were held in 2017. 22 courses were available for enrolment by the end of 2017 with an additional 41 courses in various stages of evaluation and piloting.</li> <li>• A new Civil Service Induction Programme for all new entrants has been designed and is being piloted.</li> <li>• A Civil Service wide skills register has been designed which maps particular skills to employee grades allowing employees to assess their skill level and identify learning and development options to bridge any gaps.</li> </ul>

Action 10	Talent Management
	<ul style="list-style-type: none"> <li>• A new SPS Executive Leadership Programme was launched in late 2016 with 19 participants to enhance leadership capability at senior levels of the Civil Service.</li> <li>• The Principal Officer programme launched in May 2017 with 40 participants and concluded in March 2018.</li> <li>• The programmes include a Development Centre, formal modules, and coaching / mentoring supports focused on challenging participants and developing leadership skills/competencies required to succeed at the next level.</li> <li>• A Working Group is examining the range of supports which could be put in place for emerging leaders at levels up to and including Assistant Principal level and how the Civil Service can further support staff to develop their careers.</li> </ul>



*Limerick Town hall*

Action 11	Strengthen the performance management process
	<ul style="list-style-type: none"> <li>• The new 2-point PMDS rating format has been fully implemented allowing a sharper focus on the developmental objectives of PMDS, supporting managers and addressing underperformance when it occurs. The compliance rate in 2017 was 87% with 99.79% rated satisfactory.</li> <li>• The new Civil Service Disciplinary Code came into effect in September 2016 and the new under-performance policy was effective from 1 January 2017 with training supports for managers to take more effective and decisive action to tackle under-performance. 9,713 line managers across the Civil Service have availed of this training.</li> </ul>

- Training was also provided to approximately 200 individuals across the Civil Service on how to carry out internal appeals as part of the new Internal Appeals Officer position.
- A CSMB working group has developed an action plan to strengthen the management of problematic staff attendance where it occurs. A capability policy is being developed with a focus on managing absenteeism supported by underperformance training being rolled out under OneLearning.

#### **Action 12 Design and implement a robust performance review process for Secretaries General and Assistant Secretaries**

- A new expanded performance review process for Assistant Secretaries, including 360 degree feedback, was introduced in 2016.
- The new performance review process for Secretaries General completed its first full year of operation in 2017. The process is being overseen by a Performance Review Group, to validate the objectives, review progress and provide feedback.

#### **Action 13 Publicly recognise staff excellence and innovation**

- A new system of recognising innovation and excellence across the Civil Service was introduced in 2015 through the Civil Service Excellence and Innovation Awards. The awards celebrate the significant contributions that civil servants make and showcase innovations in policy and service delivery across the Civil Service.
- Ten winning projects were honoured at the third Civil Service Excellence and Innovation Awards held in November 2017 (Appendix 4).

### **Responsive**

#### **Action 14 Strengthen Professional Expertise within Corporate Functions**

- The CSMB agreed an approach to the strengthening of professional expertise in the areas of HR, ICT and Finance with heads of profession for the Civil Service appointed in the areas of HR and ICT.
- A key action in the People Strategy for the Civil Service is to improve corporate expertise through the professionalisation of career streams.
- The ICT HR Professionalisation Strategy has been developed to address the need to attract and retain the right people in the right roles in order to enable the Civil Service deliver innovative digital services. Options for an ICT Apprenticeship programme are being explored.
- Work is ongoing to strengthen professional expertise in the Finance function and

	<p>appoint a Head of Finance.</p> <ul style="list-style-type: none"> <li>To further strengthen communications capacity a Communications and Media Assistant panel was established.</li> </ul>
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<b>Action 15</b>	<b>Expand career and mobility opportunities for staff across geographic, organisational and sectoral boundaries</b>
	<ul style="list-style-type: none"> <li>The first phase of the new Civil Service Mobility scheme went live on the 13th November 2017. All permanent staff members in the general service grades of Clerical Officer and Executive Officer can now make a <a href="#">mobility application</a> within 46 different location zones. In the first three weeks of operation over 2,000 applicable staff members applied for mobility.</li> <li>The scheme will be extended to include Higher Executive Officers, Administrative Officers and Assistant Principals.</li> <li>An Interdepartmental Principal Officer Mobility Policy is also in operation</li> </ul>

<b>Action 16</b>	<b>Re-design organisational and grade structures</b>
	<ul style="list-style-type: none"> <li>The amalgamation of the Staff Officer and Executive Officer grades was completed in March 2017.</li> <li>There are no plans at this point to undertake any further redesignation of grading structures.</li> </ul>

<b>Action 17</b>	<b>Improve Project Management Capacity</b>
	<ul style="list-style-type: none"> <li>The Civil Service Project Management Leaders and Advisory Service was established in 2016 to help support the good principles of project management across the Civil Service.</li> <li>A dedicated <a href="#">portal</a> hosts the Project Management Handbook and Toolkit and information on upcoming events.</li> <li>A Project Managers' Network (PMN) of c.200 project managers from across the Civil Service and Agencies has been established. In 2017 four events were held on the themes of Project Governance, Benefits Realisation, and Change Management with an attendance of c.180 at each.</li> <li>The Project Management Leaders and Advisory Service also input to the specification of a project management module for the OneLearning Project Management Foundation Training.</li> </ul>

**Action 18**      **Increase the authority, flexibility and accountability for managing staff resources by delegating more responsibility to Departments**

- Sanction for staffing has been delegated giving Departments more flexibility to manage staffing resources.
- Workforce planning training was provided to Civil Service HR Managers and new workforce planning guidelines and templates developed to facilitate preparation of new workforce plans across Departments and Offices.

**Action 19**      **Expand the ICT capacity of Departments and increase efficiencies by creating common systems and infrastructure**

- Implementation of the Public Service ICT Strategy, continues under five pillars i.e. Digital, Data, Build to Share, Governance, and Capability. Progress in 2017 included a first version of a Government Digital Services Gateway, agreement on a Government Data Centre Strategy, and a formal plan for adoption of the use of MyGovID to enable citizen access to public services.
- The eGovernment Strategy, launched in July 2017, focuses on ten key actions over a range of themes including secure online identification, underlying infrastructure and appropriate skilling and presentation of services, and aligns with the ICT Strategy.
- An initial Suite of Common Corporate Applications was developed and rolled out to drive efficiencies and savings. 16 Departments are connected to the platform.
- Development and launch of [www.gov.ie](http://www.gov.ie) as a central portal for citizens to access online government services and information and the rollout of a streamlined simplified Government identify.



2017 Civil Service Excellence and Innovation Awards Winners (Details in Appendix 4)



## Open and Accountable

### Action 20

#### Implement a Programme of Organisational Capability Reviews

- A new system of organisational capability reviews to assess organisational capacity and capability to meet current and future challenges has been implemented. The Review recommendations will assist Departments in being fully fit for purpose in delivering on their business agenda.
- The first review was undertaken in the Department of Transport, Tourism and Sport in 2016. The report findings and recommendations and resulting Action Plan have been published.
- The next review commenced of the Courts Service is nearing completion and work is already underway on the review of the Department of Business, Enterprise and Innovation.

### Action 21

#### Publish the framework for assignment of responsibilities for all Departments

- The [www.whodoeswhat.gov.ie](http://www.whodoeswhat.gov.ie) website launched setting out clear assignments of responsibilities at Principal Officer level and above.
- Induction programme for Special Advisors developed and implemented.
- A Code of Standards and Behaviours for Special Advisors, developed in consultation with Standards in Public Office Commission, has been drafted.

### Action 22

#### Strengthen policy-making skills and develop more open approaches to policy-making

- A new system of Open Policy Debates to involve networks of practitioners, academics and experts at the early stages of policy development was introduced in 2015.
- Between 2015 and 2017, 46 open policy debates have been held on a range of policy issues including Childcare, Housing, Foodwise 2025, River Basin Management Plan, the National Risk Assessment and Public Investment in R&D. Information on each of the policy debates is available on [csvision@per.gov.ie](mailto:csvision@per.gov.ie).
- The CSMB is overseeing work on the development of a framework to support good policy-making across the Civil Service.

<b>Action 23</b>	<b>Nominate a Civil Service Spokesperson to communicate on behalf of the Civil Service</b>
	<ul style="list-style-type: none"> <li>• The programme of engagement and communications with staff has continued during 2017 through regular Town Hall events across the country (Ballina, Athlone, Dublin, Killarney, and Limerick). Since the Renewal Plan was launched there have been 36 Town Hall events with over 3,000 attendees.</li> <li>• A quarterly newsletter providing updates on Renewal has been circulated to all staff, along with publication of three formal progress reports and CSMB Annual Reports.</li> </ul>

<b>Action 24</b>	<b>Improving how data is collected, managed and stored (the National Data Infrastructure)</b>
Progress	<ul style="list-style-type: none"> <li>• A National Data Infrastructure (NDI) champions group, chaired by Central Statistics Office (CSO) including representatives from all relevant departments, has been formed. The group met in Q2 2017.</li> <li>• Work to establish a Unique Business Identifier is ongoing.</li> <li>• Significant progress has been made on the Open Data initiative with 8,221 high quality datasets now linked to the portal <a href="https://data.gov.ie/data">https://data.gov.ie/data</a></li> <li>• The new Data Sharing and Governance Bill will allow for the sharing of and reuse of personal data so that individuals and businesses only have to provide their details once to a Government body.</li> </ul>



*Town Hall focused on Learning and Development*

**Action 25      Introduce an annual Employee Engagement Survey to involve staff at all levels in ongoing organisational improvement**

- The first ever Civil Service Employee Engagement Survey was held in 2015. In response to the results initiatives in areas such as internal communications, career development and training are being implemented within Departments.
- The second Civil Service Employee Engagement Survey undertaken in October 2017 was completed by 21,365 civil servants - 56% response rate (Appendix 3).
- The results were published in March 2018 with staff continuing to feel highly engaged and with an increased level of support from their organisations. Challenges remain in the areas of a culture of innovation and involvement for all staff.
- CSMB Departments received their individual results in June 2018 with non CSMB Department/Office results to follow in July. These results will inform action plans to address the issues noted.

## Next Phase of Renewal

The Civil Service Renewal Plan was developed as a three year Plan running up to the end of December 2017. It was the outcome of the integration of two major reform initiatives – the work of the Civil Service Renewal Taskforce and the report of the Independent Panel on Strengthening Civil Service Accountability and Performance. It was informed by an extensive consultation and engagement process involving more than 2,000 staff and stakeholders. In the context of the wider Public Service reform programme it represented a single coherent strategy aimed specifically at strengthening the Civil Service.

The work and role of the Civil Service Management Board has been successful in providing the necessary ongoing leadership to deliver on the ambition of the plan across a range of areas as set out already. For the first time ever the heads of all Departments and major offices are meeting regularly to collectively implement change in a structured and consistent manner to strengthen key areas such as governance, performance, responsiveness, development and capacity.

This way of working should continue and the CSMB want to maintain and build on the progress made taking account of the changes in the world we work in both inside and outside of the Civil Service. It is timely therefore to reflect on whether the actions in the Plan that have been implemented have been embedded across the service, delivering the expected impact and whether more is required. Similarly for those actions not yet fully delivered are they still relevant or do they need to be recast to reflect the current context. There are also other new areas of challenge that must be addressed.

In line with Our Public Service 2020, the new framework for development and innovation in the public service, the actions should reflect the strong commitment to service delivery and connecting to the lives of the citizens served by the Civil Service. This work must also reflect on the changing expectations of our citizens and our changing workforce. It is intended to publish a refreshed Renewal Plan in autumn 2018.

## Appendix 1: Civil Service Management Board Membership 2017

Martin Fraser (Chair)	Department of the Taoiseach
Robert Watt	Department of Public Expenditure and Reform
Jim Breslin	Department of Health
Maurice Buckley	Office of Public Works
Niall Burgess	Department of Foreign Affairs and Trade
Elizabeth Canavan	Department of Rural and Community Development (Acting)
Niall Cody	Office of the Revenue Commissioners
Pádraig Dalton	Central Statistics Office
Graham Doyle	Department of Transport, Tourism and Sport
Mark Griffin	Department of Communications, Climate Action and Environment
Katherine Licken*	Department of Culture, Heritage and the Gaeltacht
Fergal Lynch	Department of Children and Youth Affairs
John McCarthy	Department of Housing, Planning and Local Government
John McKeon**	Department of Employment Affairs and Social Protection
Oonagh McPhillips***	Department of Justice and Equality (Acting)
Damien Moloney****	Office of the Attorney General
Derek Moran	Department of Finance
Aidan O'Driscoll	Department of Agriculture, Food and the Marine
Seán Ó Foghlú	Department of Education and Skills
Maurice Quinn	Department of Defence
Orlaigh Quinn	Department of Business, Enterprise and Innovation
Fiona Tierney	Public Appointments Service

\* Replaced Joe Hamill January 2017

\*\* Replaced Niamh O'Donoghue July 2017

\*\*\* Replaced Noel Waters December 2017

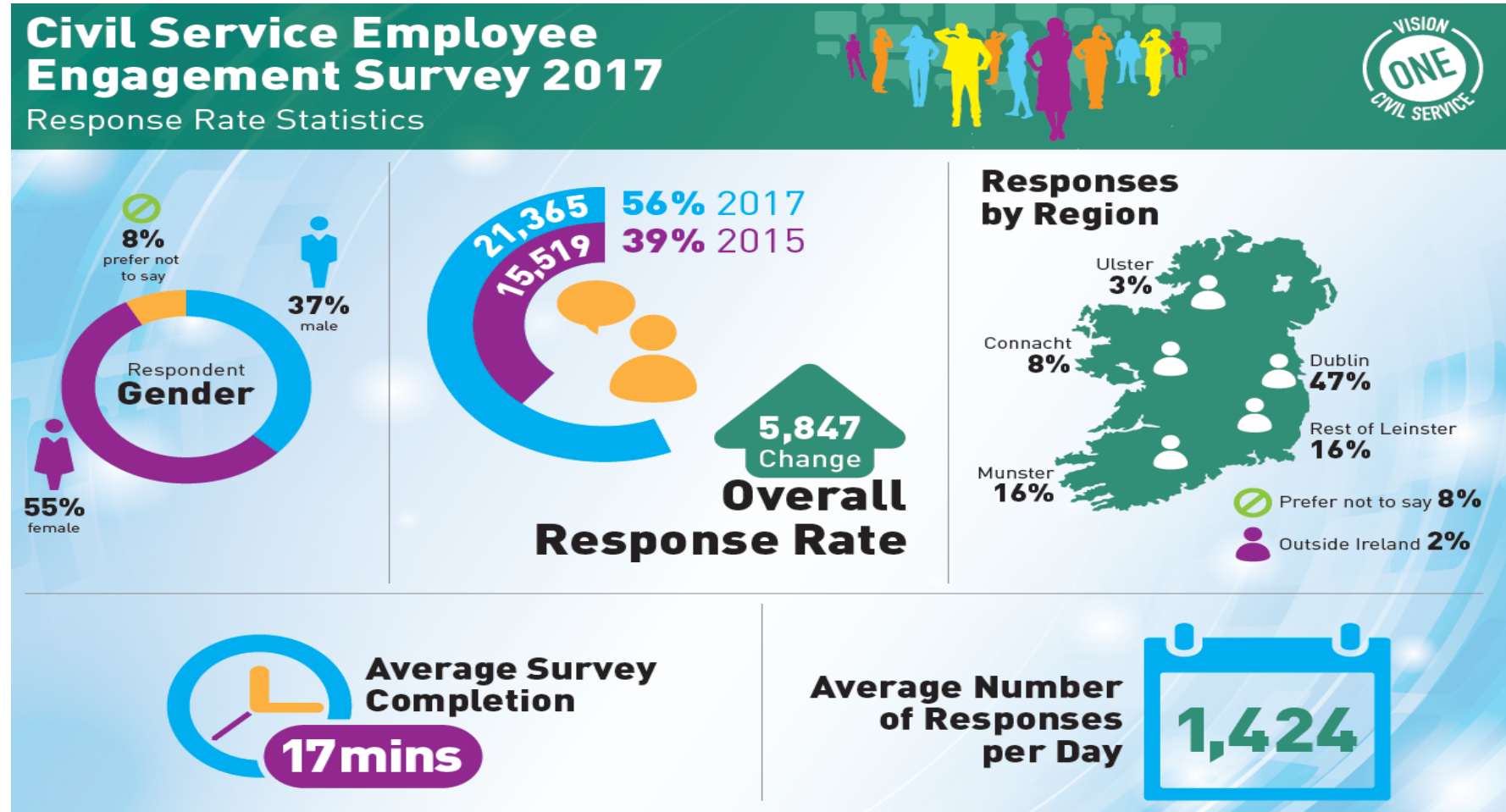
\*\*\*\* Replaced Liam O'Daly February 2017

## Appendix 2: Civil Service Recruitment 2017\*

Role	Number Assigned 2017
Clerical Officer	1852
Executive Officer	734
Higher Executive Officer	423
Assistant Principal Officer	287
Administrative Officer	192
Immigration Control Officer	121
Higher Executive Officer ICT	91
Executive Officer ICT	76
Prison Administration and Support Officer	52
Principal Officer	48
Higher Executive Officer Auditor	42
Third Secretary	35
First Secretary	28
Trainee Auditor	24
Administrative Officer Economist	21
Assistant Principal Officer HR	17

\*Main recruitment campaigns by the Public Appointments Service

### Appendix 3: Civil Service Employee Engagement Survey 2017



## Appendix 4: Civil Service Excellence and Innovation Awards 2017

Leading Civil Service Renewal	<ul style="list-style-type: none"> <li>• <b>Build to Share Applications</b></li> <li>• Office of the Government Chief Information Officer</li> </ul>
Digital Excellence	<ul style="list-style-type: none"> <li>• <b>High Speed Broadband Map</b></li> <li>• Department of Communications, Climate Action and Environment</li> </ul>
Research, Analysis and Insight	<ul style="list-style-type: none"> <li>• <b>MÉRA (Met Éireann ReAnalysis)</b></li> <li>• Met Éireann</li> </ul>
Excellence in Policy	<ul style="list-style-type: none"> <li>• <b>National Cancer Strategy 2017-2026</b></li> <li>• Department of Health</li> </ul>
Excellence in Customer Service	<ul style="list-style-type: none"> <li>• <b>Social Insurance Statement – A MyWelfare Online Service</b></li> <li>• Department of Employment Affairs and Social Protection</li> </ul>
Excellence in Innovation	<ul style="list-style-type: none"> <li>• <b>A new model for allocating special education teachers to schools</b></li> <li>• Department of Education and Skills</li> </ul>
Excellence in People, Skills and Organisational Development	<ul style="list-style-type: none"> <li>• <b>'Better Data/Better Lives' - Delivery of statistical and analytical expertise to the Civil Service</b></li> <li>• Central Statistics Office</li> </ul>
Excellence through Collaboration	<ul style="list-style-type: none"> <li>• <b>The Farm Hazardous Waste Scheme 2015 - 2016</b></li> <li>• Departments of Agriculture, Food and the Marine &amp; Communications, Climate Action and Environment</li> </ul>
World Class Civil Service	<ul style="list-style-type: none"> <li>• <b>Online Passport Renewal Project</b></li> <li>• Department of Foreign Affairs and Trade</li> </ul>
Citizen Impact	<ul style="list-style-type: none"> <li>• <b>Enhanced Online Service for Customers</b></li> <li>• Office of the Revenue Commissioners</li> </ul>



