'Building Momentum – A New Public Service Agreement, 2021 – 2022'
Civil Service Action Plan – Progress Report Aug 2021

This Action Plan has been developed in accordance with the requirement in - 'Building Momentum – A New Public Service Agreement 2021 – 2022' to develop sectoral action plans linked to the reform agenda in the Agreement (section 1.6 of Building Momentum). As stated in the Agreement, the Covid-19 crisis of 2020 saw an unprecedented display of commitment, flexibility, hard work and agility in service provision across the range of civil and public services. The Agreement reflects a commitment by the parties to harness this momentum for change to meet the immediate challenges that present in the lifetime of the Agreement, and to prepare for future challenges. Each of the actions outlined in this action plan are linked back to the reform agenda outlined in Building Momentum – the relevant action number is shown in the Actions column.

In accordance with the Agreement this plan sets out objectives, deliverables and timelines, and will be signed off by the Secretary General of the Department of Public Expenditure and Reform on behalf of the Civil Service Sector.

The Civil Service Action Plan contains commitments to co-operate with a range of reforms across the sector. It also contains examples of the actions specific Departments intend to take. This list is not exhaustive, and the commitments to co-operation in the Action Plan will apply to any such reforms being implemented in civil service workplaces over the lifetime of the Agreement. The Civil Service Action Plan includes input from relevant state agencies where appropriate.

The Irish Prison Service (IPS), while part of the Civil Service, faces challenges specific to itself. For that reason, a separate Action Plan is being prepared.

Action Plan – Sector: Civil Service.

PRIORITY 1				
Improving access to services and increased flexibility in our resourcing model to deliver better services				
<u>**ACTIONS**</u>	<u>**OUTCOMES**</u>	**TIMEFRAME**	**MEASURES**	<u>**PROGRESS/ACHIEVEMENTS AUGUST 2021**</u>
1.5.2(2) **Amending/extending opening arrangements** Parties will engage on amending/extending opening	Improved service delivery to clients	Q1 2021 - Q4 2022	Increased opening hours where need identified and agreed.	DSP phone hours extended in line with the reopening of DSP services

arrangements with a view to providing optimal service to customers taking account also of the growth in use of online services. In the first instance this may involve customer facing areas in DSP, Justice, DETE and PRA.				
1.5.3(1), 1.5.3(2) **Reassignment & Temporary Assignment Policy and Scheme** Continued cooperation, subject to consultation, with staff reassignment where required to meet Covid19 critical demands as they arise. Furthermore the retention of the policy for non-covid19 related critical matters will be the subject of further consultation.	To ensure essential services can continue to be delivered at specific times through the Temporary Assignment Policy and Scheme (TAS).	Q1 2021 – Q4 2022	Staff temporarily assigned across the Public Service as required for key initiatives (e.g. contract tracing, vaccination programme support). Staff reassigned within organisations to meet critical demands as they arise.	Staff continue to be reassigned under the TAS policy as required - managed by local departments and sectors now.
1.3.3, 1.3.5, 1.5.3(1), 1.5.2(1) **Mobility** Extending and expanding the permanent Mobility schemes (where appropriate across the wider Public Service, on a reciprocal basis). Consultation/co-operation with broadening of specialist skill lists for mobility at AO, HEO and development of specialist skill set lists at EO and CO in line with PFG Commitments, CS 2030 Renewal and business needs.	• Completion of general mobility schemes in the Civil Service - similar policy/scheme can be utilised by PS. • Review of CS Mobility Scheme for potential broader application across sectors. • Mobility scheme for P&T grades within the CS. • Review feasibility of scheme for Service Officers	Q3 2021 Q2 2022	Scheme operational and delivering against sequencing arrangements.	Mobility Scheme now in place for all general CS grades from CO to PO. Final phase (AO/HEO) went live in July 2021. List-based scheme for grades CO, EO, HEO & AO. Advertisement based scheme for grades PO, AP and HEO/AO Specialists. Scoping commenced on inclusion of Professional & Technical (P&T) grades.

1.3.3, 1.3.5, 1.5.3(1), 1.5.2(1) **Secondment** Co-operation with CS Secondment Policy, including bodies under the aegis. Acknowledging that mobility remains the primary vehicle for staff movement within the Civil Service.	• Secondment Policy for the Civil Service – similar policy can be applied by sectors as required. • Review of CS Secondment Policy for potential broader application across sectors.	Q2 2021 Q2 2022	Policy live and in operation, working in tandem with Mobility Schemes.	Final draft of Secondment Policy completed to go to CSMB for final sign off - Autumn 2021.
1.5.4(4) **National Apprenticeship Plan** Continue with, and expand on the commitment that 'apprenticeship and traineeship numbers will expand incrementally, on a sectoral basis' in line with PFG commitments alongside established primary recruitment processes. Following consultation cooperation with the implementation of the review findings and recommendations from existing apprenticeship pilot programmes (ICT, accounting technicians).	Working with the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) to scope out possible expansion of the apprenticeship model in the civil and wider public service in the context of Programme for Government Commitments (the DFHERIS National Action Plan for Apprenticeships 2021 – 2015 commits to an increased annual intake of 10,000 apprenticeships (from c.6,000 per annum currently) with all private and public service employers by 2025).	Q4 2022	• Year on year increase in number coming through apprenticeship schemes in line with PfG commitments • Year on year increase in numbers undertaking reskilling internally programmes.	Pilot ICT Apprenticeship Programme led out by OGCIO successfully completed in May 2021 across 11 Government Departments/Offices with union cooperation. Review currently underway. ICTU Public Service Group has initially engaged with D/FHERIS in advance of launch of National Apprenticeship Plan 2021-2025 in April 2021. D/FHERIS paper submitted to CSMB & PSLB as initial step to progress consideration of expansion of apprenticeships in public sector.

PRIORITY 2
The potential for technology to transform service delivery
Further embrace and support the use of technology through:
- Engagement with new and emerging technology
- Streamlined processes and procedures, including intelligent automation, redesign and digitalisation

	Upskilling and reskilling

ACTIONS	OUTCOMES	TIMEFRAME	MEASURES	PROGRESS/ACHIEVEMENTS AUGUST 2021
1.4.1, 1.3.5 **Shared and common services** Cooperation with the continued move towards greater use of shared and common services. Commitment that the move to shared and common services may require the redeployment of designated personnel to other organisations, where required following integration into shared service functions. Cooperation with move to common delivery of utility ICT services, infrastructures and applications as provisioned by OGCIO as part of the Build to Share programme.	Economies of scale, rationalisation, common platforms, supports collaboration, enhanced productivity, ability to refocus Departmental IT professionals to act on Dept specific functions. Depts. will have the ability to scale up remote and other working requirements quickly and effectively to meet business and societal needs. Greater levels of innovation and capacity to adopt new digital workplace tools and solutions, will be enabled through upskilling/ reskilling of staff with higher levels of ICT and digital literacy skills.	Q4 2022	Build to Share client on-boarding metrics.	Three further bodies migrated to the Build to Share (BTS) Desktop Services. Projects initiated to migrate two further organisations of by end 2021. As of H1 2021, there are currently 18 CS Bodies on-board the BTS Desktop service and 57 bodies, across Civil and Public Service, using the Applications suite.
1.4.1 **New and emerging technology** Continued consultation and cooperation with intelligent automation, aimed at redesigning and improving services, staff upskilling and retraining as jobs/roles/related processes change, ensuring better career opportunities for all staff, and	Greater levels of automation and digital innovation maturity in Depts. Manage staff resourcing in transactional areas.	Q4 2022	Numbers of initiatives being implemented using new or emerging technology.	Targeted opportunity assessment being conducted with relevant Departments and PSBs. Number of RPA Case Studies from Civil and Public Service bodies now published on www.ops.gov.ie.

includes any associated or potential impacts in terms of assignment to new roles/processes. Introduction of digital signatures, including but not limited to: • PAS • DoTransport • DHLGH - PRA DSP • Jobseeker service – expansion and improvement to services including progress on automation / online claims • Intreo Offices – continue cooperation with, and consultation on impacts arising from, the redesign and expansion of services to provide better customer service, more efficiency and greater opportunities for staff to reskill and enhance career progression. DoJ • Digital Transformation Programme across key services DETE • Replacement of legacy IT systems including Employment				Digital signatures introduced in: • PAS • DoTransport • OPW DSP • The no. of claims received by way of the online channel continues to rise across all schemes e.g. 85% of medical certification for IB made by GPs using the echannel. • Full confirmation of eligibility for PUP customers undertaken in July and an ongoing use in re-certification for casual jobseeker customers. • Working Family Payment - online claim applications/renewals with automated back end processing. • A new service was introduced in July to automate claims under Redundancy & Insolvency Payment Schemes. DoJ • Migration to online forms in Immigration Service continues to be rolled out.

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Permits, Export Licensing; and Labour Court PAS • Accelerated use of AI, RPA, chatbots • Redesign of processes and service delivery – Project Nova DoTransport • AI / Machine Learning: assessment and implementation of new platforms such as eIDAS as eIDAS, Digital Post-box, eCase (and any subsequent introduction including preparatory phases) • RPA: Proof Of Concept of RPA to Departments Change of Vehicle Ownership; trial deployment of RPA across department Oireachtas • Digital Parliament Programme, including Digital Order Paper for Dáil Éireann, digitalisation of manual tasks associated with Oireachtas Committee meetings, processing and laying documents before the Houses, and integration of memory-based translation				PAS • RPA process review underway • Project NOVA at tender stage DoTransport • Rollout of Teams is complete. • eRisk went live in May. Oireachtas • Introduced software for managing Order Paper Translations. • A system that digitalises manual tasks associated with the management of committee meetings went live in June 2021. • Implemented software to digitalise the complete Business Committee Report process. DRCD • Implementation of Digitalisation Strategy has commenced, with a number of subgroups in place. DHLGH • Under project Díon (an integrated solution for the management of Housing

system with Dáil business system **DRCD** • Ongoing co-operation and engagement with virtual first learning. • Ongoing engagement and co-operation from staff on move to online application and assessment processes for funded schemes. **DHLGH** • Digital Transformation Programme across key services: planning, housing, heritage services, etc. with a focus on improving digital customer experience through process simplification and standardisation and a "digital first" approach. • Modernization of Housing Delivery ICT tracking system in collaboration with Local Authorities through project Díon. • Streamlining interagency data sharing by adoption of standards and implementation of a data exchange platform as part of the roll-out of a Data Strategy.				Programmes, linking local authorities and other key stakeholders) processes reviewed across all housing programmes and a primary process is proposed to support the implementation of the ICT solution that will be procured later in 2021. • Data maturity assessment completed in Q2 2021 to identify key strategic initiatives to facilitate better data standardisation, integration and exchange with other agencies. • Scoping of project to modernise forecast processes, services and the production and delivery of weather, climate and hydrological information has commenced. **OPW** • Mobile Inspection App now live for playground inspections. • Invoice processing RPA pilot underway. • Data Analytics Pilot schemes underway in Accounts Branch, Quantity Surveying and Property Maintenance.

• Modernisation and redesign of forecast processes, services and the production and delivery of weather, climate and hydrological information.				• Cultural Assets Database now live, next step is to provide a public-facing portal.

PRIORITY 3
Flexibility and strengthening capacity

ACTIONS	OUTCOMES	TIMEFRAME	MEASURES	PROGRESS/ACHIEVEMENTS AUGUST 2021
1.3.1(4), 1.3.5(4), 1.5.4(5) **Flexible working** Agreement in principle to work with departments/offices in relation to revised or new flexible working arrangements following normal consultation processes, taking into account the current agreement on flexible working. This will include, but is not limited to the following: • Blended working policies across the Civil Service • DSP (Review, refine and expand functions/services offered by Intreo offices. Including a review and enhancement of cross-divisional working arrangements. This may include the potential to broaden the scope to include work currently done by other PSBs. With the focus on improving customer service, increasing efficiency and	Increased flexibility for employee, employer and better services to the public.	Q2 2021 Q1 2021 - Q4 2022	Blending Working Policy Framework agreed. Number of blended working policies in place in organisations. Cooperation in relation to revised or new flexible working arrangements including agreement on blended working policies and associated changes to work practices.	A draft of the Blended Working Policy Framework for Civil Service Organisations has been approved by the CSMB Subgroup so that it can be shared with staff representative bodies with the intention of commencing discussions in early September 2021. DSP • Transformational Change Review ongoing across the Divisional Structure in DSP. National Intreo Contact Centre (NICC) has been established. DETE • Connected Teams pilot was completed by 30 June 2021.

providing opportunities for staff to upskill. • DETE (to pilot a 'connected teams' project with a focus on team behaviours in a blended work framework) • Agriculture (additional flexible arrangements including compressed/autonomous hours)		Q1 2021 - Q4 2022		
1.3.1(4), 1.3.5(4), 1.5.4(5) **Accommodation** Local engagement and cooperation with any changes to property utilisation required by departments to support their business , including preparatory changes aimed at making better and/or more efficient use of office space. This specifically includes changes in office space resulting from flexible ways of working (e.g. blended working.) This may mean, but is not limited to the following: • Working to the concept of agile, open plan accommodation (at all grades) • Optimising the utilisation of desks including the question of rights to designated workstations • Optimising office floor plates through no automatic right to single occupancy office for any grade while having due regard for the effectiveness of blended working	More efficient use of capital resources and reduction in overhead costs.	Q1 2021 - Q4 2022	Co-operation with changes to associated working practices and changes to accommodation to deliver efficiencies.	Working Groups established within Depts./Offices in the context of the transition back to the workplace and blended working with planning underway to reconfigure existing office space to meet the future needs of organisations.

• Colocation across organisations when required This will include, but is not limited to office reconfiguration/rationalisation in the following organisations: • Justice				
1.3.3, 1.5.2, 1.4.1(3) **Professionalisation** Cooperation with the development of strategies for further professionalisation of functional expertise (e.g. HR, ICT) following normal consultation processes. Supporting future skills development as set out in the 2030 future skills plan (e.g. major projects management, policy, data analytics). Co-operation with the implementation of ongoing ICT strategies. *Apprenticeship's are part of the functional strategies, please see below action.	Accelerate the professionalisation of functions through defined strategies, including functional career paths for all required functions to deliver goals of CS Renewal 2030	Q1 2021 - Q4 2022	• Number of Functional development strategies across the CS and PS • Number of defined 'specialist career paths' across the CS and PS • Number of specialist competitions and hires into (recruitment),and through (mobility) the system	HR Operating Model detailed design phase commenced in August 2021. 2021 AP HR Competition - panel in place from August 2021.

Compliance with industrial peace provisions of the Agreement:

There has been compliance with the industrial peace provisions of the Agreement and recourse to the dispute resolution process as provided for under the Agreement where appropriate.

The below actions will be reported on in future reporting cycles.				

PRIORITY 1
Improving access to services and increased flexibility in our resourcing model to deliver better services

<u>ACTIONS</u>	<u>OUTCOMES</u>	<u>TIMEFRAME</u>	<u>MEASURES</u>	*For future reporting
1.3.3, 1.5.2(1), 1.5.3(3) **Position management for professional/technical grades** Revision of position management practices for professional/technical grades to align with general service grades. Agriculture: Deployment practices in technical and professional (veterinary) streams with respect to recruitment, promotion and internal transfer. Constructive engagement re the applicability of broader mobility initiatives, including deployment to and retention in allowanced posts.	Responsive, timely, streamlined, efficient processes	Q1 2021 – Q4 2022	Cooperation with new more efficient processes	

PRIORITY 3
Flexibility and strengthening capacity

<u>ACTIONS</u>	<u>OUTCOMES</u>	<u>TIMEFRAME</u>	<u>MEASURES</u>	*For future reporting
1.3.3 **Organisational Reviews** Cooperation in relation to organisational reviews following normal consultation processes. In the first instance that involves:				

ACTIONS	OUTCOMES	TIMEFRAME	MEASURES	*For future reporting
DRCD ongoing co-operation with actions arising from Organisational Capacity Review				

PRIORITY 4
Business/operational/policy changes leading to internal efficiencies

ACTIONS	OUTCOMES	TIMEFRAME	MEASURES	*For future reporting
1.3.3 Business/operational/policy changes leading to internal efficiencies. In the first instance that involves: DAFM: The parties reaffirm their commitment to constructive engagement on DAFM outsourcing proposals, in accordance with protocols set out in previous national agreements.	More efficient deployment of veterinary and technical resources to high value core work.	Q4 2021	Outsourcing of TSE Sampling in Knackeries. Staff are deployed to higher value work which will yield greater organisational and societal benefit.	
1.5.3(3) **Standardisation** In principle agree standardisation and automation of policies and associated processes with a view achieving greater efficiencies (e.g. HCM or any other related HR/IT system) following normal consultation processes.	Responsive, timely, streamlined, efficient policies	Q4 2022	Cooperation with new more efficient processes	
1.5.3(3) **Redesign of policies** Agreement that the following principles will apply in the redesign of all HR policies. This includes but is not limited to: - The policy reforms including legislative changes deemed necessary for the move to the WRC e.g. discipline,	Responsive, timely, streamlined, efficient policies	Q3 2021 – Q4 2022	Revised policies in place where required.	

grievance, and appeals structures. - Reform of annual leave and bereavement leave policies and processes. Principle: Decision making will be devolved to the appropriate management level reflecting normal employment law standards Principle: Policies and procedures will be streamlined in line with good employment law / HR practice, and in particular, will avoid unnecessary layers or additional steps. Principle: Design of policies will deliver efficient (e.g. cost-effective and timely) and user-friendly processes. Principle: Processes will be standardised, wherever feasible, to deliver efficiencies.				

Sign off: _____ Secretary General

Date: _____ 20/8/2021 _____