

‘Building Momentum – A New Public Service Agreement, 2021 – 2022’ and extension to 31 December 2023
Civil Service Action Plan – Progress Report January 2023

This Action Plan was 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, NDP Delivery 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 and for that reason has a separate Action Plan.

* Please note that on 30 August 2022 ‘Building Momentum – A New Public Service Agreement 2021 – 2022’ was extended to cover the period up to 31 December 2023.

Action Plan – Sector: Civil Service.

PRIORITY 1 - Improving access to services and increased flexibility in our resourcing model to deliver better services				
ACTIONS	OUTCOMES	TIMEFRAME	MEASURES	PROGRESS/ACHIEVEMENTS SEPT ‘22 – JAN ‘23
1.5.2(2) Amending/extending opening arrangements Parties will engage on amending/extending opening 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.	Improved service delivery to clients	Q1 2021 - Q4 2022	Increased opening hours where need identified and agreed.	DoJ The Registration Office in Immigration Service is open extended hours Monday to Thursday until 9pm and at weekends. A call centre is in operation, which handles all appointment booking on behalf of the office. DSP • Currently working normal operating hours however if need for increased opening hours

				<p>are identified engagement will take place on this in advance of implementation.</p> <ul style="list-style-type: none"> • In relation to 24/7 8-hour shifts in the ISD unit, following Expressions of Interest: <ul style="list-style-type: none"> - Four additional HEOs were appointed to shift work from 9th Jan 2023. - Interviews scheduled for EO's in January. • Some issues have arisen in the IR space, and are currently the subject of ongoing discussion under the dispute resolution mechanisms of Building Momentum.
<p>1.5.3(1), 1.5.3(2)</p> <p>Reassignment & Temporary Assignment Policy and Scheme</p> <p>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.</p>	<p>To ensure essential services can continue to be delivered at specific times through the Temporary Assignment Policy and Scheme (TAS).</p>	<p>Q1 2021 – Q4 2022</p>	<p>Staff temporarily assigned across the Public Service as required for key initiatives (e.g. contact tracing, vaccination programme support).</p> <p>Staff reassigned within organisations to meet critical demands as they arise.</p>	<p>Scheme continues to be in operation and can be utilised as required. DCEDIY have successfully utilised the scheme to address the Government's response to the Ukraine crisis.</p>
<p>1.3.3, 1.5.2(1), 1.5.3(3)</p> <p>Position management for professional/technical grades</p> <p>Revision of position management practices for professional/technical grades to align with general service grades.</p> <ul style="list-style-type: none"> • Agriculture: Deployment practices in technical and professional (veterinary) streams with respect to recruitment, promotion and internal transfer. 	<p>Responsive, timely, streamlined, efficient processes</p>	<p>Q1 2021 – Q4 2022</p>	<p>Cooperation with new more efficient processes</p>	<p>DAFM</p> <p>Following engagement, the official and staff sides have been unable to reach agreement on the harmonisation of transfer arrangements for the technical and veterinary grades. The matter has been referred to the Civil Service C&A Scheme for a binding arbitration.</p>

Constructive engagement re the applicability of broader mobility initiatives, including deployment to and retention in allowed posts.				
PRIORITY 2 - The potential for technology to transform service delivery Further embrace and support the use of technology through: <ul style="list-style-type: none"> • 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 SEPT '22 – JAN '23
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 OGCI 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.	As at January 2023 there are over 6,500 users across 22 departments/bodies using the OGCI's ISO Certified Managed Desktop Service. Plans are well advanced to on-board further departments/bodies over the coming 18 months. There are currently 50 systems using the OGCI's Managed Hosting/Government Cloud service and this will grow by 10% in the coming year. 58 departments/bodies are currently on-boarded to the OGCI's Applications platform with planning underway with a further 11.
1.4.1 New and emerging technology	Greater levels of automation and digital innovation maturity in Depts. Manage	Q4 2022	Numbers of initiatives being implemented using	DPENDPDR <ul style="list-style-type: none"> • Collaborating with the OGP to develop a second iteration of the RPA Framework. The

<p>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 includes any associated or potential impacts in terms of assignment to new roles/processes.</p> <p>Introduction of digital signatures, including but not limited to:</p> <ul style="list-style-type: none"> • PAS • DoTransport • DHLGH - PRA <p>DSP</p> <ul style="list-style-type: none"> • 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. <p>DoJ</p> <ul style="list-style-type: none"> • Digital Transformation Programme across key services <p>DETE</p> <p>Replacement of legacy IT systems including Employment Permits, Export Licensing; and Labour Court</p>	<p>staff resourcing in transactional areas.</p>		<p>new or emerging technology.</p>	<p>market sounding (RFI) concluded in December, with the Request For Tender (RFT) due to be published in late February. It is projected that the new framework will be in place for Q3 2023.</p> <ul style="list-style-type: none"> • Facilitating conversations with a number of public bodies who are looking to utilise RPA, including DFA, NTA, WRC, and DCEDIY. • The project cycle for the Future Tech Challenge pilot initiative concluded in December 2022. Case Studies are being developed on each of the three projects, and are due to be launched in Q2 2023. Meanwhile, discussions are ongoing with OGCIO and EI as to the format of the next iteration of FTC, with the intention being to focus on SME's. • The most recent iteration of the Foundation Certificate in Artificial Intelligence commenced in November 2022. The 12 week course is free to public servants. Applicants must be working for an organisation that plans to use AI in the delivery of one or more of its services, and the applicant will be encouraged to investigate the automation of that service further as part of the course. To date approx. 40 Civil and Public Servants have taken part and another 20 are currently in training. An example of projects already delivered, include Natural Language Processing algorithms to extract data in bulk and an intelligent chat-bot to handle customer queries. • The 2023 Public Service innovation Fund Call
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<p>PAS</p> <ul style="list-style-type: none"> Accelerated use of AI, RPA, chatbots Redesign of processes and service delivery – Project Nova <p>DoTransport</p> <ul style="list-style-type: none"> 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 <p>Oireachtas</p> <ul style="list-style-type: none"> 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 system with Dáil business system <p>DRCD</p> <ul style="list-style-type: none"> 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. 				<p>for Applications was launched in October 2022. The call received 99 applications in total, 34 of which propose the use of emerging technology. Projects will now be evaluated by an external panel and the successful applicants will commence the 2023 funding cycle on 1st March.</p> <p>DSP</p> <ul style="list-style-type: none"> Customer usage via mywelfare.ie stands at over 10m transactions up to Jan 2023. Over 19M online transactions on the WelfarePartners site to Jan 2023 providing online services relating to Treatment Benefit, Community Employment, Wage Subsidy and Redundancy & Insolvency schemes. Part time Jobseeker online signing stands at 75%. There continues to be around 5K fulltime Jobseekers signing online per month. Phase 2 of digital Pathways to Work (dPtW) went live on 2nd Dec 2022 on MyWelfare allowing Jobseekers to update their records online. New online service allowing customers to apply for contribution credits for periods caring for someone introduced 30 Sep 2022. Addition of online video appointments for initial 1-2-1 Activation introduced 02 Dec 2022. New online service to apply for Fuel Allowance introduced 02 Dec 2022.
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<p>DHLGH</p> <ul style="list-style-type: none"> • 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. • Modernisation and redesign of forecast processes, services and the production and delivery of weather, climate and hydrological information. 				<p>DoJ</p> <p>The end-to end review of international process has continued to influence innovative and customer centric processes with the focus on improving outputs and the customer journey into 2023. Improvements have included effective tracking of applications, increase in capacity and reach for interviews, an assisted and expedited application procedure for identified categories of applicants and a more efficient and effective application process that increased daily capacity from 20 a day to 160 while issuing all Temporary Residence Cards on the day and almost eliminating the need for call-backs.</p> <p>DETE</p> <p>A new contract for the Employment Permits system has been signed and is expected to go live in late 2023.</p> <p>DoTransport</p> <ul style="list-style-type: none"> • The Licenced Haulage Emergency Support Scheme has been shortlisted for the Civil Service Innovation & Excellence Awards – a key component of this was the utilisation of RPA technology. • Migration to OGCI0 Managed Desktop service was completed at start of November. This will allow the Department to pivot towards innovation, and is a step-change in our delivery of services to business areas.
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				<p>OPW</p> <ul style="list-style-type: none"> • Deployment of Robotic Process Automation technology in Accounts Branch to assist with the processing of invoices. Project intended for completion in early 2023. • Pilot deployment of IoT sensors to monitor environmental conditions within buildings (e.g. CO2, temperature, occupancy rate etc.) undertaken within OPW Dublin Office during 2022. Tender for an expanded service will issue to the market in 2023. • Pilots of new people counter technologies undertaken at a number of Heritage sites during 2022. Tender will issue to the market in 2023. • Tender will issue to the market in 2023 for Common Data Environment (CDE) technology. This will radically change the way building construction projects are managed from a digitalisation perspective. • The HRM ICT System for OPW Operational staff has moved to Post Management and the next stage to pilot the system went live with a cohort of staff in January 2023 with a rollout across to all operational sites scheduled for Q1 & Q2 2023. <p>PAS</p> <ul style="list-style-type: none"> • Continued to conduct assessments online, including tests, proctored tests, video shortlisting and online interviews, and provided appropriate supports to candidates, selection board members and staff to ensure
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				<p>the quality and consistency of these assessments.</p> <ul style="list-style-type: none"> • Concluded the evaluation for stage 1 of the procurement process for a new digital recruitment system. The Project Team, with partners in the OGP, CSSO, and in the business, are working on developing the Invitation to Tender (ITT) which is due to issue in Q1 2023. • A dedicated online hub for medical consultant roles recruited by publicjobs.ie was launched in Q4 2022, in partnership with the HSE. Medical consultant roles can now be viewed in one, easy to access online hub. Twelve area specialities will be recruited on the hub including surgery, psychiatry, paediatrics, anaesthesiology, emergency medicine, obstetrics and gynaecology, general internal medicine, pathology, radiology, public health, orthodontics, and ophthalmology. <p>CSSO Set up a videoconferencing system compatible with the standards required regarding attendance at hearings of the European Court of Justice which has resulted in increased efficiencies in the delivery of our EU law services and provides professional video conferencing facilities to engage with clients.</p> <p>Revenue The ROS (Revenue Online Service) Helpdesk launched a Chatbot in October 2022. The main focus of the Chatbot was to help with the ROS</p>
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				login process. It is based on a cloud-based conversational AI service utilising a secure API connection to the ROS database with all end user data handled securely on Revenue systems. The chatbot launched 18 October 2022 and saw usage of up to 600 sessions per day over the pay & file period.
PRIORITY 3 - Flexibility and strengthening capacity				
<u>ACTIONS</u>	<u>OUTCOMES</u>	<u>TIMEFRAME</u>	<u>MEASURES</u>	<u>PROGRESS/ACHIEVEMENTS SEPT '22 – JAN '23</u>
<p>1.3.1(4), 1.3.5(4), 1.5.4(5)</p> <p>Flexible working</p> <p>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:</p> <ul style="list-style-type: none"> • 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 providing opportunities for staff to upskill. 	<p>Increased flexibility for employee, employer and better services to the public.</p>	<p>Q2 2021</p> <p>Q1 2021 - Q4 2022</p>	<p>Blending Working Policy Framework agreed.</p> <p>Number of blended working policies in place in organisations.</p> <p>Cooperation in relation to revised or new flexible working arrangements including agreement on blended working policies and associated changes to work practices.</p>	<p>Blended Working policies are in place in a number of Departments/Offices.</p> <p>Following agreement of the Blended Working Policy Framework with staff representatives, the issue of flexitime accrual in a blended working environment was brought to arbitration in March 2022. The Civil Service Arbitration Board recommended piloting two approaches: Approach 1 - Flexitime accrual for all employees in eligible grades, irrespective of work location. Approach 2 - Flexitime accrual for all blended working employees in eligible grades while in the office only. These approaches have been piloted in most organisations since mid-2022, later in some cases. The evaluation process has commenced with a survey having issued to Departments/Offices in early January 2023. Responses will be considered and evaluated in February 2023 and will be subject to engagement.</p>

<ul style="list-style-type: none"> • 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		<p>DETE Connected Teams Action Plan - Peer2Peer initiative continuing to provide support to new entrants as blended working is embedded. Next steps to further enhance team connectedness under development for 2023.</p> <p>DSP Ongoing engagement regarding how best to serve our customers and staff.</p>
<p>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:</p> <ul style="list-style-type: none"> • 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.	<p>DoJ</p> <ul style="list-style-type: none"> • The Department has moved to the 'villaging' approach with areas of workspace dedicated to each function. • With the introduction of blended working and space availability the programme to reconfigure 23 single occupancy offices has been put on hold pending further review of requirements. • Some meeting rooms have been upgraded to having internal video conferencing solutions in place as well as capability to use Zoom and Webex as needed. • A software application has been implemented to manage bookings for car parking, shared desks and single occupancy rooms and has received good feedback. <p>Revenue</p> <ul style="list-style-type: none"> • Completed a review of Dublin office accommodation, further consideration required to finalise recommendations.

<ul style="list-style-type: none"> • Colocation across organisations when required <p>This will include, but is not limited to office reconfiguration/rationalisation in the following organisations: Justice</p>				<ul style="list-style-type: none"> • Meeting rooms are being upgraded to host video conference meetings • A software application has been rolled-out to manage shared spaces bookings. <p>DFA</p> <ul style="list-style-type: none"> • Rationalisation of DFA's property footprint in Ireland will take place in late 2023/early 2024. The OPW is currently fitting out three floors of new accommodation for DFA in Bishop's Square. Once complete, all DFA office space in Clare Street, Clonmel Street and Hatch Street will be vacated with an anticipated reduction in overheads and running costs. Bishop's Square will provide modern office accommodation, designed for blended working, with modern facilities for hybrid and in-person meetings and spaces throughout the three floors to encourage collaboration. • To tie in with the move to Bishop's Square, the Department's Citizen Services hub will be located in Knockmaun House. The Department's main public services will be delivered from this location – the Dublin Passport Office and the Consular Services unit. A search for new modern premises for the Cork Passport Office is underway in collaboration with the OPW, with the current accommodation at end of life and requiring ongoing significant maintenance works. The passport production teams have completed a move into new modern offices in Balbriggan.
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<p>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).</p> <p>Co-operation with the implementation of ongoing ICT strategies.</p> <p>*Apprenticeship's are part of the functional strategies, please see the above action re National Apprenticeship Plan.</p>	<p>Accelerate the professionalisation of functions through defined strategies, including functional career paths for all required functions to deliver goals of CS Renewal 2030</p>	<p>Q1 2021 - Q4 2022</p>	<ul style="list-style-type: none"> • 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 	<p>HROM Project Pilot Departments continue to embed Communities of Expertise within their individual departments.</p>
<p>PRIORITY 4 - Business/operational/policy changes leading to internal efficiencies</p>				
<p><u>ACTIONS</u></p>	<p><u>OUTCOMES</u></p>	<p><u>TIMEFRAME</u></p>	<p><u>MEASURES</u></p>	<p><u>PROGRESS/ACHIEVEMENTS SEPT '22 – JAN '23</u></p>
<p>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.</p>	<p>More efficient deployment of veterinary and technical resources to high value core work.</p>	<p>Q4 2021</p>	<p>Outsourcing of TSE Sampling in Knackeries. Staff are deployed to higher value work which will yield greater organisational and societal benefit.</p>	<p>DAFM The matter continues to be the subject of engagement between the official and staff sides in accordance with the outsourcing protocols set out in national agreements.</p>
<p><u>Compliance with industrial peace provisions of the Agreement:</u></p>				
<p>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.</p>				

Achievements in relation to the below actions have been reported in previous reporting cycles and may be reported on in future reporting cycles.

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

ACTIONS	OUTCOMES	TIMEFRAME	MEASURES	*Previously reported on & for future reporting
<p>1.3.3, 1.3.5, 1.5.3(1), 1.5.2(1)</p> <p>Mobility Extending and expanding the permanent Mobility schemes (where appropriate across the wider Public Service, on a reciprocal basis).</p> <p>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.</p>	<ul style="list-style-type: none"> • 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 	<p>Q3 2021</p> <p>Q2 2022</p>	<p>Scheme operational and delivering against sequencing arrangements.</p>	
<p>1.3.3, 1.3.5, 1.5.3(1), 1.5.2(1)</p> <p>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.</p>	<ul style="list-style-type: none"> • 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. 	<p>Q2 2021</p> <p>Q2 2022</p>	<p>Policy live and in operation, working in tandem with Mobility Schemes.</p>	
<p>1.5.4(4)</p> <p>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.</p>	<p>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</p>	<p>Q4 2022</p>	<ul style="list-style-type: none"> • Year on year increase in number coming through apprenticeship schemes in line with PFG commitments • Year on year increase in numbers undertaking 	

Following consultation cooperation with the implementation of the review findings and recommendations from existing apprenticeship pilot programmes (ICT, accounting technicians).	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).		reskilling internally programmes.	
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PRIORITY 3 - Flexibility and strengthening capacity

ACTIONS	OUTCOMES	TIMEFRAME	MEASURES	*Previously reported on & for future reporting
1.3.3 Organisational Reviews Cooperation in relation to organisational reviews following normal consultation processes. In the first instance that involves: 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	*Previously reported on & for future reporting
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	

<p>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:</p> <ul style="list-style-type: none"> - The policy reforms including legislative changes deemed necessary for the move to the WRC e.g. discipline, grievance, and appeals structures. - Reform of annual leave and bereavement leave policies and processes. <p>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.</p>	<p>Responsive, timely, streamlined, efficient policies</p>	<p>Q3 2021 – Q4 2022</p>	<p>Revised policies in place where required.</p>	
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Sign off:  _____

Date: 10/02/2023

Secretary General of the Department of Public Expenditure, NDP Delivery and Reform on behalf of the Civil Service Sector