People Strategy for the Civil Service
2017 - 2020
CS People Strategy 2017 – 2020

Action 26 Review of the Civil Service
HR Operating Model (HROM)
Review of HROM: Why?

The Civil Service Renewal Plan (2014)

The Civil Service People Strategy (2017-2020) was developed\(^2\) to deliver on the Civil Service Renewal Plan and further identified **strengthening strategic HR capability**

Our Public Service 2020 (OPS 2020)\(^3\) also highlights a number of key people related focus areas. **Developing our people and organisations**

The strategic HR project
Action 26: design a new, fit-for-purpose, strategic HR operating model

**PROJECT AMBITION**

The purpose of this project is to design a new HR operating model to:

- build strategic HR capability
- improve workforce performance through structural and cultural reforms
- develop an approach to evaluate the effectiveness of HR reforms

Key insights ‘as is’ from the work activity analysis
Work distribution analysis by Department

- On average 46% of time is allocated to Administration and Inquiries across the pilot organisations
- That percentage increases when considering the departments alone which is not uncommon, however, normally seen as part of shared service activity
- Time spent on Delivery and Strategy & Design varies significantly across the pilot departments while consultation is broadly the same
- 10% of time is spent on “Other” services, including participating in working groups; HR administration and clerical work; management of freedom of information requests and general governance
Key findings
As-is themes and priority areas

Findings from across all data sources; quantitative survey data; analysis of current HR structure and operating model; and consultation findings, were analysed and grouped together to identify the three primary themes. The as-is review identified significant opportunity to create capacity, grow capability, empower the HR community and boost HR credibility.

**THEME 1: CIVIL SERVICE TALENT DEVELOPMENT**

01 The impact of the **people manager** role is limited due to a lack of clarity and accountability combined with mixed capability.

02 **Talent loss** due to retirement poses a significant sustainability risk to the Civil Service.

03 Effective **performance management** is not a reality in the Civil Service and, in its current practice, may prevent a culture of high performance.

04 **Learning and development** has emerged as a key priority area in relation to role specific technical skills (e.g. HR, Finance, ICT, Communications, etc.).

**THEME 2: HR FUNDAMENTALS AND ENABLERS**

05 **Processes** are not consistent, leading to both an inefficient use of resources and service delivery model.

06 **Technology** significantly inhibits the effectiveness of HR in the Civil Service and prevents data driven decision making.

**THEME 3: STRATEGIC HR**

07 **Professionalisation of HR** is currently not facilitated in the Civil Service limiting the impact and value HR can deliver.

08 Strategic HR is not enabled through the current **HR operating model** which has arisen from the organic nature of the development of HR in the Civil Service, and facilitates limited integration, collaboration and partnership across Civil Service HR Departments and internally between Departments.
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Delivering strategic HR will provide many benefits to the Civil Service

Research by Bersin by Deloitte, shows that when HR operates with high impact, the business excels. Organisations that implement a high impact HR operating model are better able to adapt to market changes, accelerate introduction of new services, operate efficiently, and respond to customer needs more quickly.

- **Reduce attrition and increase retention** by ensuring the needs of changing workforce demographics can be met within the Civil Service. This includes focussing on required training and development and supporting mobility across the Civil Service.
- **Increase engagement** in the workforce by identifying people challenges and addressing them with both local and cross sectoral initiatives.
- **Manage and reduce underperformance** through upskilling people managers to tackle the difficult conversations and providing them with the enablers and support to do so.
- **Increase people manager capability** through targeted development programmes and providing appropriate support channels through self service to on the ground support.
- **Improve knowledge management** by planning for the workforce of the future and being prepared for employee movements in and out of roles, thus preventing knowledge loss and shortening the learning curve for new joiners.
- An estimated **25.1%** of the total local HR and CSHRD capacity could be made available for re-investment in strategic HR. This is a result of administrative and inquiry work, currently completed by local HR and CSHRD, being reassigned to shared and central services.

Review of HROM Co-design

- 3 Co-design sessions
- Reps from 4 pilots orgs, National Shared Service Office, Public Appointments Service, Civil Service HR Division
- Agreed 28 Future HR service descriptions
  - RACI for these services – Responsible, Accountable, Consulted, Informed
- Best practice and model for civil service
- Workshop 13 March

<table>
<thead>
<tr>
<th>Process name</th>
<th>Deloitte best practice HR process description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Separation</td>
<td>Manage voluntary and involuntary employee separations, which includes providing counselling, performing exit activities and recording separation data</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Process name</th>
<th>Deloitte best practice HR process description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Exit</td>
<td>Manage voluntary and involuntary employee exits, including retirements. Provide employee exit support and access to Employee Assistance Services, perform exit activities and record data.</td>
</tr>
</tbody>
</table>
Future HR Service Catalogue
Identifying where HR work will sit in the future model

Governance
- e.g. CSMB

HR Leadership
- Local HR leadership teams, CHRO leadership team and Shared & Central Services leadership teams
- HR Strategy and Projects
- Vendor Management
- HR Technology
- Engagement
- Culture
- Budget Management

HR Business Partnering
- Local delivery of strategic HR
- HR Business Partners and Advisors
- HR Business Partnering

Communities of Expertise
- Research and best practice view and delivery of strategic HR topics
- Policy CoE
  - Industrial Relations
  - Employee Relations
  - Employee Exit
  - Leave Policy and Procedures
- OnLearning CoE
  - Learning and Development
  - Onboarding
- Performance, Career and Talent Management CoE
  - Performance, Career and Talent Management
  - Resource Allocation & Mobility
- HR Strategy CoE
  - Workforce Planning
  - Manage HR Communications and PMO
  - Organisation Design and Development

Shared and Central Services
- e.g. NSSO, PAS
- Public Appointment Service
- Recruitment and Selection
- National Shared Service Office
- Employee Data Administration
- Workforce Administration
- Organisational Structure Administration
- Payroll and Benefit Administration
- Reporting and Analytics
- Manage Inquiry and Transaction Res.
- Content Management
- Shared and Central Service Management
- HR Technology

Outside HR
- GSEAS
- Corporate Compliance
- Pay (Pay and Pensions Division)

HR Enablers
- Process, policy, technology, data, insights, capability

New service
Enhanced service
Limited to no change
Recommendations
6 recommendations to get to the future HR operating model

To achieve the future state vision of strategic HR in the Civil Service and address the challenges identified in the as-is priority areas, six recommendations have been developed. These recommendations encompass the future HR operating model*, which along with the projects to deliver on the People Strategy for the Civil Service (2017 – 2020) and Our Public Service 2020, set the pathway to deliver strategic HR in the Civil Service.

**Transition to a HR business partnering model** introducing dedicated HR Business Partners and HR Advisors who work closely with business leaders, people managers and employees to help build organisational and people capabilities.

**Formalise HR expertise through four communities of expertise centrally** strengthening the level of expertise in specific HR specialisms to provide enhanced support from the centre, with local deployment where required.

**Differentiate the local HR delivery model** reflecting the varying needs of the Departments.

**Optimise and enhance the role of shared and central services** transferring a percentage of the transactional activity from local HR to the NSSO and PAS, following their engagement and buy-in, enabling local HR to focus on higher value activities.

**Invest in people capability uplift** increasing people manager capability and professionalising HR through the creation of career paths, and supporting structures for HR employees.

**Invest in HR enablers** consistent HR processes, policies and a modern technology platform will enable data driven decision making and increase the credibility of HR across the Civil Service.

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*HR Enablers
Process, policy, technology, data, insights, capability

**Governance**
e.g. CSMB

**Local HR leadership teams, CHRO leadership team and shared & central services leadership teams**

**Communities of Expertise**
Research and best practice view and delivery of strategic HR topics

**Performance, Career and Talent Management CoE**

**OneLearning CoE**

**HR Strategy CoE**

**Policy CoE**

**HR Business Partnering**
Local delivery of strategic HR

**HR Business Partners**

**HR Advisors**

**HR Customers**

**Business Leaders**

**People Managers**

**Employees**

**Other (e.g. applicants, ex-employees)**

**Shared and Central Services**
e.g. NSSO, PAS

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Action 27
Implementation of Future HROM
# The Roadmap to Strategic HR – High Level Summary

## Proof of Concept

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Case approved</td>
<td>End to end process review completed**</td>
<td>Evaluate COE and HR BP pilots</td>
<td>Leveraged HRBP model rolled out</td>
</tr>
<tr>
<td>Project scoped</td>
<td>Capacity in local HRs created*</td>
<td>Further capacity developed</td>
<td>HCM Project</td>
</tr>
<tr>
<td>Pilots identified*</td>
<td>HRBP and CoE functions implemented*</td>
<td>Roll out of HR BP and COE to all departments</td>
<td></td>
</tr>
<tr>
<td>Assessment and Design of HRBP and CoE commenced</td>
<td>HCM Strategy Developed**</td>
<td>Leveraged HRBP designed and issues explored</td>
<td></td>
</tr>
<tr>
<td>Assessment and Design of HR processes commenced</td>
<td></td>
<td>HCM Project</td>
<td></td>
</tr>
</tbody>
</table>
HROM Phase 2 – Proof of Concept

• Three pilot organisations
  ✓ Department of Employment Affairs and Social Protection
  ✓ Department of Business, Enterprise and Innovation
  ✓ Department of Public Expenditure and Reform – CS HR Division

• Four Working Groups – wider collaboration
  ✓ HR Business Partners Working Group
  ✓ Community of Expertise Working Group
  ✓ Professionalisation of HR Working Group
  ✓ People Manager Working Group
Phase 2 Detailed Design and Implementation – Consultants Support

Summary of Tender

a) Further detailed design and consultation
   - Detailed design HRBP, COE components
   - High level process design
   - Deeper analysis of “could” and “should”

b) Support implementation in pilots
   - Design transition approach to individual roles
   - Implement HRBP and COE functions
   - Transition to new roles
   - Record methodology

c) Change management programme
   - Develop Change management and comms plan, including readiness assessment
   - Implement change programme
   - Governance structures
HROM - Metrics

JOIN AND PLAN WORK
- Onboarding
- Workforce planning
- Resource allocation mobility

DEVELOP AND ENGAGE THE WORKFORCE
- Performance, career and talent management
- Culture
- Engagement
- HR business partnering
- Organisation design & development
- Learning and development

MANAGE THE WORKFORCE
- Employee relations
- Industrial relations
- HR strategy and projects
- Leave policy and procedures

MANAGE HR
- Budget management
- HR technology
- Manage HR communications & PMO
- Vendor management

LEAVE WORK
- Employee exit
People Strategy Metrics
33 baseline metrics agreed in consultation with HR Community

HR Dashboards being developed for local HR, Community of Expertise (CoE) and People Managers
## Baseline Metrics

<table>
<thead>
<tr>
<th>No.</th>
<th>Metric</th>
<th>Description/Formula</th>
<th>Pillar</th>
<th>Programme Benefits</th>
</tr>
</thead>
</table>
| 1   | Hiring                                                                 | 1. Numbers recruited through Open Competition + headcount  
|     |                                                                         | 2. Numbers of serving Civil Servants recruited through Open Competitions + headcount  
|     |                                                                         | 3. Numbers of serving Public Servants recruited through Open Competitions + headcount  
|     |                                                                         | 4. Number of non-serving Civil/Public Servants recruited through Open Competitions + headcount                                                                                                                     | 1, 2   | Capability                       |
| 2   | Time to hire (PAS)                                                   |                                                                                                                                                    | 2      | Information (data)              |
| 3   | Workforce Composition                                                 |                                                                                                                                                    | 2      | Information (data)              |
|     | Average age                                                           | Average age                                                                                                                                                                                                    | 1, 2   | Engagement                      |
| 4   | Workforce Diversity: Gender by Grade                                  | Headcount of gender + headcount                                                                                                                  | 1, 2   | Engagement                      |
| 5   | Workforce Diversity: People with Disabilities                         | Number of employees with a disability + headcount                                                                                                  | 1, 2   | Engagement                      |
|     | No. of placement through AHEAD                                        | Number of placements through AHEAD                                                                                                                  |         |                                  |
| 6   | Turnover                                                              | Attrition is the number of staff who have left the Civil Service within the period e.g. retirements, resignations, involuntary resignations.                                                                 | 2      | Information (data)              |
| 7   | Turnover                                                              | Turnover is the number of staff who have left or moved within the Civil Service within the period e.g. retirements, resignations, involuntary resignations, transfers & promotions within the CS. | 2      | Information (data)              |
| 8   | Involuntary termination rate (ii) for probationers                   | (i) Employer initiated terminations relative to the size of the workforce (excl. retirements)  
|     |                                                                         | (ii) Employer initiated terminations during probation relative to the number of probationers                                                     | 2      | Performance/Accountability       |
| 9   | No of resignations during a process (e.g. disciplinary)               |                                                                                                                                                    | 2      | Performance/Accountability       |
| 10  | Performance Management                                               | % Compliant; % breakdown by distribution; % compliant in an agreed timeframe                                                                  | 3      | Accountability/Performance      |
## Baseline Metrics (contd)

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>11</td>
<td>Promotion rate</td>
<td>Number of employees promoted ÷ FTE</td>
<td>1,3</td>
</tr>
<tr>
<td>12</td>
<td>L&amp;D hours per FTE</td>
<td>Total number of L&amp;D hours provided ÷ FTE</td>
<td>1,2,3</td>
</tr>
<tr>
<td>13</td>
<td><em>Learning and Development EES Results</em></td>
<td>This measures the extent to which civil servants feel they have sufficient and effective opportunities for Learning and Development*.</td>
<td>1,2,3</td>
</tr>
<tr>
<td>14</td>
<td>Performance Improvement Plans in place</td>
<td>Number of PIP’s put in place</td>
<td>3</td>
</tr>
<tr>
<td>15</td>
<td>Absence rate</td>
<td>Total number of sick days ÷ Standard working year x Number of FTE’s</td>
<td>3</td>
</tr>
<tr>
<td>16</td>
<td>Absence cost per FTE</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>17</td>
<td><em>Performance Standards EES Results</em></td>
<td>This measures the degree to which civil servants feel performance standards are high and that underperformance is managed effectively*.</td>
<td>3</td>
</tr>
<tr>
<td>18</td>
<td><em>Career Development and Mobility EES Results</em></td>
<td>This measures the extent to which civil servants feel there are sufficient opportunities for career development, learning, mobility and promotion in the Civil Service*.</td>
<td>1,3</td>
</tr>
</tbody>
</table>

### Employee Engagement and Wellbeing

<p>| | | | |</p>
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<tr>
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</thead>
<tbody>
<tr>
<td>19</td>
<td><em>Employee Engagement Survey Results</em></td>
<td>This measures the sense of energy, connection and fulfillment civil servants have with their work*.</td>
<td>1,2,3,4</td>
</tr>
<tr>
<td>20</td>
<td>Flexible working</td>
<td>% and number of employees availing of Work-Sharing, Shorter Working Year Scheme; Remote Working; access to Flexitime</td>
<td>1</td>
</tr>
<tr>
<td>21</td>
<td>No of health and wellbeing programmes in place</td>
<td>Programme is defined as targeted well-being initiative(s) aimed at delivering stated organisational/individual benefits.</td>
<td>1</td>
</tr>
<tr>
<td>22</td>
<td><em>Well-being EES Results</em></td>
<td>This measures the extent to which civil servants feel they can realise their own potential and cope with the normal stresses of life*</td>
<td>1,3</td>
</tr>
<tr>
<td>23</td>
<td><em>Innovative Climate EES Results</em></td>
<td>This measures the extent to which civil servants feel that the organisation supports and encourages them to be innovative*</td>
<td>1,3</td>
</tr>
<tr>
<td>24</td>
<td><em>Involvement Climate EES Results</em></td>
<td>This measures the extent to which civil servants feel that they are involved openly in decision making in their organisations*</td>
<td>1</td>
</tr>
</tbody>
</table>
Baseline Metrics (contd)

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Baseline Metric</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>No of civil servants who completed EES</td>
<td>Number of civil servants who complete the biennial engagement survey</td>
<td>1</td>
</tr>
<tr>
<td>26</td>
<td>HR Capability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Professional HR Qualifications, CIPD or equivalent %</td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>HR Manager attending management board meetings (%)</td>
<td>Is the HR Manager attending Management Board Meetings (Please do not include HR Managers attending in secretarial capacity or Corporate A Sec attending Board meeting)</td>
<td>1,2,3,4</td>
</tr>
<tr>
<td>29</td>
<td>HR cost per employee</td>
<td>HR cost + headcount</td>
<td>4</td>
</tr>
<tr>
<td>30</td>
<td>HR to employee ratio</td>
<td>No employees working in HR + Headcount FTE working in HR + total number of FTE</td>
<td>4</td>
</tr>
<tr>
<td>31</td>
<td>People Strategies in Place</td>
<td>Does your organisation have a People Strategy in place Y/N</td>
<td>4</td>
</tr>
</tbody>
</table>

**Future Metrics**

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Baseline Metric</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>32</td>
<td>Gender Pay Gap</td>
<td>Future metric based on legislation</td>
<td>2</td>
</tr>
<tr>
<td>33</td>
<td>Workforce Diversity: Ethnic group</td>
<td>Future metric based on collaboration with Equality Division Dept. of Justice and PAS</td>
<td>1,2</td>
</tr>
</tbody>
</table>

*CSEES Disclaimer on Theme Scores*

The theme scores in the CSEES are a measure of civil servants’ perceptions of their experience of work at a single point in time and are not designed as a metric for the actions included in the HR People Strategy. The theme scores are one aspect of the wide evidence base which could be used to evaluate the impact of the actions associated with the People Strategy.

**Legend for Pillars**

1. Employer of Choice
2. Build the Workforce of the Future
3. Build, Support and Value Managers as People Developers
4. Position HR as a Strategic Driver

**Legend for Consolidated Benefits**

Accountability (Pillar $) | Improved culture of accountability for people managers
Capability (Pillar 2,3,4) | Increased capability of the workforce
Engagement (Pillar 1-4) | Higher levels of engagement across the Civil Service
Performance (Pillar 2,3,4) | Improved performance across the Civil Service
Information (data) (Pillar 1-4) | Capturing the right data and utilising it in the most efficient manner for more effective decision making
People Strategy Programme Consolidated Benefits

- **Accountability**
  - Improved culture of accountability for people managers

- **Capability**
  - Increased capability of the workforce

- **Engagement**
  - Higher levels of engagement across the Civil Service

- **Performance**
  - Improved performance across the Civil Service

- **Information (data)**
  - Capturing the right data and utilising it in the most effective manner for more effective decision making