

Resourcing Policy & Mobility - Presentation to Basque Delegation

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Background to Recruitment into the Irish Civil Service

- All recruitment to the Irish Civil Service is governed by legislation. Under the Public Service Management (Recruitment and Appointments) Act, 2004, recruitment to the Civil Service must ensure that "standards of probity, merit, equity and fairness" apply to all recruitment and selection processes.
- Over 95% of appointments are through competitions.
- Majority of recruitment to the Irish Civil Service is undertaken on behalf of Government departments and offices by the Public Appointments Service.
- The Public Appointment Service, under the legislation, is independent in carrying out its recruitment function and is subject to Codes of Standards published by the Commission for Public Service Appointments.
- The Commission for Public Service Appointments, under the legislation, is an independent statutory body which has responsibility for overseeing appointments to a wide range of positions in the Civil and Public Service.

Background to Recruitment into the Irish Civil Service

- The Codes set out the regulatory framework for such appointment processes and centre on five recruitment principles. There are:
 - ▶ Probity
 - ▶ Merit
 - ▶ Best Practice
 - ▶ Fairness
 - ▶ Transparency
- Through its audit function, the Commission safeguards the standards established in the Codes of Practice and ensures compliance with these standards for the recruitment of staff to positions within the Civil Service.

Background to Recruitment into the Irish Civil Service

- In general, selection competitions within the Irish Civil Service take place under the following streams;
 - **Open** - all candidates eligible, including members of the public
 - **Interdepartmental** - candidates from all Civil Service departments
 - **Internal** - candidates confined to a particular department
- Candidates who are successful at a competition are ranked in order of merit and are placed on panels to await appointment when and if a vacancy arises.
- Recruitment and promotions are made on the basis of an agreed method of sequence. Within the civil service, sequences vary for each grade and usually involve a combination of open, interdepartmental and internal panels.
- **Sequences** for the recruitment and promotion of ALL service civil grades are agreed under the Civil Service Conciliation and Arbitration Scheme and are as follows:

Background to Recruitment into the Irish Civil Service

Grade	Open	InterD	Internal
Clerical Officer	100%	Nil	Nil
Executive Officer	40%	30%	30%
Higher Executive Officer	Nil	50%	50%
Administrative Officer	100%	Nil	Nil
Assistant Principal	33.3%	33.3%	33.3%
Principal Officer	66.6%	Nil	33.3%
Assistant Secretary	100%	Nil	Nil
Secretary General	100%	Nil	Nil

Recruitment Policy

- Traditionally, open recruitment to the Civil Service took place at three levels Clerical Officer (100%); 50% at Executive Officer and 100% at Administrative Officer which were the 3 entry grades
- Otherwise movement (in reality promotion) in the civil service was by way of promotion competitions either restricted to individual departments (internal promotion) or throughout the civil service (interdepartmental competitions).
- It was recognised by various Governments and senior management in the civil service that this was not the optimum way to recruit staff. In 2007 under the Government Programme *Towards 2016* more open recruitment at all grades (other than HEO) was set in policy and union agreements
- The Irish Civil Service Renewal Plan, agreed by Government in 2014, contains a commitment to “extend the established policy of open competition for all senior management positions (Assistant Principal and above).” This builds on previous government mandates for more open and competitive recruitment at senior levels.

Recruitment Policy

The rationale for more open recruitment policy is:

- To allow the Civil Service attract staff with the widest range of skills and experience needed in a modern public administration;
- To actively manage the challenges of an ageing workforce;
- To ensure that all appointments in the Civil Service draws on the widest possible pool of available talent; and
- To provide more open development opportunities for all staff.

Recruitment Policy

- At the Top Level Appointments Committee (TLAC) - Assistant Secretary & Secretary General there is 100% open recruitment with a clear set of experience parameters to attract a broader set of candidates. There is also a commitment on gender.
- At entry grades - CO and AO, there is 100% open recruitment and open recruitment exists at all grades excluding HEO
- Our open recruitment policy, especially at TLAC level, would be regarded as progressive across EU States
- A further significant development in 2014 was that the Civil Service Arbitration Board agreed new sequences at Principal Officer (PO) and Assistant Principal Officer (AP) Level which has allowed more open recruitment at these levels as follows:

2016	Open	InterD	Internal
PO	66.6% (20%)	Nil (30%)	33.3% (50%)
AP	33.3% (20%)	33.3% (30%)	33.3% (50%)

Civil Service Mobility

- Key Action under 2014 Civil Service Renewal Plan. Biggest call out at Town Hall Meetings
- It is designed “to expand career and mobility opportunities for staff across geographic, organisational and sectoral boundaries.”

SPS Mobility (Assistant Secretary)

- Introduced in 2012 - overseen by the SPS Mobility Subgroup (3 Secretaries General)
- Mobility considered for all vacancies at Assistant Secretary level
- Introduced as a means of breaking down cultural silos at Management Board level
- Deploys skills and experience across the system effectively in pursuit of common Governmental and civil service goals and priorities
- To date, 72 Assistant Secretary posts have been advertised across 22 organisations, with 23 filled through mobility.

Civil Service Mobility

Principal Officer Mobility scheme

- Goal:- 1 in 3 PO positions to be advertised under the scheme with 1 in 6 to be filled through Mobility
- Up to June 2018, 64 Principal Officer posts were advertised with 53% of these filled through the scheme
- The Scheme has met the goals set out
- It replaces a system where mobility was limited to certain promotion competitions
- Need to consider an alternative mobility scheme for professional and technical staff at an equivalent level.

Civil Service Mobility

➤ CO / EO / HEO / AP Mobility

- Being launched on a phased basis
- **Phase 1** for CO and EO grades launched in September 2018
- 20% of the 17,000 participating staff members applied for mobility
- 150 moves have taken place in first six months
- 46 regional zones - applicants can include up to 3 choices including current
- Sequencing 50% CO moves, 15% EO moves
- The scheme is administered centrally and is fully automated
- Open and transparent scheme
- Replaces a myriad of former transfer mechanisms
- Meets both staff member and business needs
- **Phase 2** for HEO and AP grades to launch Q1 2020.