An Roinn Gnó,
Fiontar agus Nuálaíochta
Department of Business,
Enterprise and Innovation

Building on the Organisation Capability Review –
The DBEI Implementation Plan

Contents

Secretary General's Message

I welcome the Organisation Capability Review (OCR) report of our Department. I want to sincerely thank the External Panel and the team for their work over the past year.

I also want to thank colleagues across the Department and those externally who have engaged constructively with the OCR team since the process began in February 2018.

The report acknowledges that the Department has a strong record of delivery across its various strategic and business objectives over recent years. It recognises that the Department has been to the forefront in the State's response to the major economic crisis over the past decade supporting the Minister and Government with the Department playing a leading role in turning the economic fortunes of the country around from an unemployment level of 15.2% in early 2012 to 5.7%', with a record high in employment of 2.28 million now.

The report also cites a number of the initiatives and reforms delivered by the Department aimed at modernising and professionalising the delivery of public services.

For all of this, our staff can be rightly proud. I, and my Management Board colleagues, would like to place on record our thanks and appreciation to all the staff for their ongoing work and commitment to the Department.

Of course, there remain challenges and areas that we could be doing things better. Given evolving circumstances across our remit, and global changes, we will need to continue to be adaptable to deliver further improvements.

The OCR now provides us with an opportunity to examine those areas that have been called out with a view to stepping up our performance and delivering to an even higher standard. We aim to address these through the proposed high-level actions set out in this Implementation Plan.

The OCR is an important catalyst and marks a milestone in our continuing process of reform. It can help us in our aim to be "best in class" and a role model for other Departments. I believe our past track record and delivering on the OCR recommendations will put us in good stead to deliver on that aim. From our business perspective, we face a number of challenges in 2019, ongoing uncertainty relating to Brexit, increasing challenges to the global trading environment and changes across our regulatory system.

'as per CSO data published 19th February 2019

Examples of other challenges and opportunities that lie ahead for us include:

- setting out a vision and roadmap for future jobs in Ireland;
- further developing our indigenous enterprise base;
- capitalising on opportunities in innovation;
- working through a more complex employment rights arena; and
- delivering further regulatory reforms.

Whilst there will be many things beyond our direct control, there will also be factors that the Department can influence, be ready for and which will require ongoing commitment and resilience, at home and abroad.

This Implementation Plan will assist us in maximising the impact we can have as a Department to deliver further successes for Irish based business and to ensure positive outcomes for our citizens, through delivering sustainable full employment and higher standards of living across all regions of the country.

We are fully committed to delivering on the various strands of this Implementation Plan in a timely and effective manner over the course of 2019 and 2020. I am confident that with the effective leadership of our senior management cohort and though our talented teams we will deliver many positive outcomes in the years ahead.

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Dr Orlaigh Quinn,
Secretary General,
March 2019.

Department, Offices & Agencies

Departmental Structure - 7 Divisions

- Commerce, Consumer & Competition
- Enterprise Strategy, Competitiveness & Evaluation
- EU Affairs, Trade Policy & Licensing
- Indigenous Enterprise Development
- Innovation & Investment
- Workplace Relations & Economic Migration
- Corporate Services

Offices of the Department

- Companies Registration Office
- Registry of Friendly Societies
- Office of the Director of Corporate Enforcement
- Labour Court
- Workplace Relations Commission
- Patents Office

Agencies

- Enterprise Ireland
- IDA Ireland
- Science Foundation Ireland
- Inter-Trade Ireland*
- Local Enterprise Offices**
- National Standards Authority of Ireland
- Competition & Consumer Protection Commission
- Irish Auditing & Accounting Supervisory Authority
- Personal Injuries Assessment Board
- Health & Safety Authority

*Inter-Trade Ireland is a joint Ireland/UK supported body established under the Good Friday agreement

** The LEOs operate through the Local Government structure with significant funding supports via the DBEI Vote
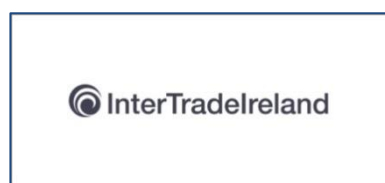
Offices

Agencies

Other

What we do

The Department of Business, Enterprise and Innovation has a very wide remit across Government. We have a strong focus on supporting enterprise, maintaining and creating jobs, and playing a leading role in Ireland's research, development and innovation system. Our remit includes the promotion of fair competition, company regulation as well as protecting consumers and safeguarding workers, in terms of both employment rights and occupational health and safety.

Through our Offices and Agencies, the Department leads and supports the following range of activities:

- Facilitating the start-up and growth of indigenous enterprises,
- Attracting and maintaining Foreign Direct Investment,
- Promoting innovation and growth through investment in research and development,
- Promoting the development of Ireland's exports and trade across world markets,
- Developing evidence-based policy, informed by research, analysis and robust evaluation,
- Identifying the future skills needs of enterprise,
- Representing Ireland's interests in a range of EU and international fora across various international organisations,
- Improving our competitiveness and productivity,
- Promoting fair competition for businesses and consumers,
- Ensuring fit for purpose, modern company law,
- Ensuring occupational safety and health of workers,
- Supporting and facilitating a positive industrial relations environment.

The Department, together with the Offices and Agencies, has been to the forefront in addressing major challenges, particularly employment, that the country has faced over recent years.

We now have over 2.28 million people working, a record high. The Enterprise Agencies and Local Enterprise Offices supported clients are now directly employing over 480,000 people across every region of the country. The annual spend by clients of Enterprise Ireland (EI) and IDA Ireland in the Irish economy now exceeds €43 billion and the level of export sales by EI client companies now exceeds €22 billion per annum.

Progress on the economy is also underpinned by a strong innovation system and a sound regulatory environment. Nearly half of all of Ireland's public funding for R&D is provided via the Department's Vote.

Over recent years this, along with other Government supports, has enabled Ireland to become a recognised global performer in science, technology and innovation as demonstrated by the following:

- Irish SMEs are ranked 1st in the EU for innovation, and Ireland is 1st for both employment impacts and sales impacts of innovation (*as per European Commission Innovation Scoreboard 2018);*
- Ireland is ranked 10th globally as an Innovative performer, and 1st for knowledge diffusion (out of 128 countries as per *the Global Innovation Index 2018);*
- We are 11th in the world for the quality of our scientific citations (*as per Thomsen Reuters 2017/18).*

Underpinning the strong enterprise and innovation performance of recent years have been significant developments across the regulatory side of our remit. The Department has successfully delivered a number of major legislative and structural reforms over recent years including consolidation of the Companies Acts, the reorganisation of the State's Industrial Relations apparatus involving the establishment of the Workplace Relations Commission and expansion of the Labour Court; the establishment of the Low Pay Commission, evolution of the County Enterprise Boards into the Local Enterprise Offices and introduction of an online Employment Permits system.

Notwithstanding these achievements, further progress is needed, particularly given the need for balanced regional development, the imminence of Brexit and recent international developments.

For 2019 and beyond, the Department's focus is on building on recent progress and, in particular, delivering on the enterprise and job creation needs identified in *Project Ireland 2040.*

The OCR findings – what we do well

Developing and implementing strategy: The OCR recognises that the Department has a strong track record in leading on the development of policy and strategy across functional areas for which it has primary responsibility. Notable examples include the *Action Plan for Jobs*, *Innovation 2020*, *Enterprise 2025* and *Enterprise 2025 Renewed.*

Through the annual *Action Plan for Jobs (APJ)* initiative, which commenced in 2012, the Department played a leading role, recognised widely across Government, in contributing to the turnaround of the country's economic fortunes. Under this whole-of-Government plan, Departments and Agencies worked closely together to respond to the jobs crisis.

Since the introduction of the APJ in 2012 there are now 495,000 more people at work bringing the total in employment to a record high of 2.28 at the end of 2018. Over the same period the number of unemployed persons has dropped from 309,000 (15.2%) to 128,000 (5.7%)'.

Legislative and structural reforms: The Department has successfully delivered a number of major reforms over recent years. Examples of key deliverables include:

- Major reform of company law with consolidation and modernisation of the Companies Acts;
- Reorganisation of the State's Industrial Relations apparatus through the establishment of the Workplace Relations Commission and expansion of the Labour Court;
- Establishment of the Local Enterprise Offices;
- Establishment of the Competition and Consumer Protection Commission;
- Establishment of the Low Pay Commission;
- Dissolution of Shannon Development, Forfas, the County Enterprise Boards, and the Employment Appeals Tribunal.

Brexit responsiveness: The OCR report recognises the national challenge that Brexit poses right across Government, and particularly for the Department given its broad remit. To date, as evidenced in the OCR, the Department is regarded as responding speedily and professionally establishing a range of appropriate structures, to provide leadership and co-ordination on Brexit issues directly relevant across its brief.

' as per CSO Data for January 2019 - as published 19th February 2019.

Governance: The Department has six Offices and eight Agencies directly under its aegis, along with significant interactions with InterTrade Ireland and the Local Enterprise Offices. The OCR points out that corporate governance is an area of strength, involving effective oversight and liaison arrangements. The independence of the Offices and Agencies is valued and respected.

The OCR attests to the fact that the Department's Corporate Governance Framework document is an excellent summary of its processes and procedures and provides a high-quality base from which to further develop this important facet of business.

Leadership and management: Internally, management and staff are regarded as committed and professional. At Board level, business is regarded as being conducted in an efficient manner, with structured weekly agendas. The Department leads and engages well on international matters.

HR, ICT, Financial & Audit management: The HR function is being modernised and is pursuing a more strategically-focused agenda. Investment in Learning and Development is a notable organisational strength.

The OCR acknowledged that there is a good, well-structured and governed audit structure. The Department's management of its financial operations is professionally run and well respected, internally and externally.

The OCR pointed to good examples of delivery of online services to the public across areas such as Employment Permits, the Companies Registration Office and the Patents Office.

Civil Service Employee Engagement Survey 2017: Whilst a separate process to the OCR, the results of the latest Civil Service Engagement Survey (CSEES) were published in autumn 2018. The majority of DBEI staff believe that overall morale is good and has been improving since the previous survey which was conducted in 2015. The Department scored very highly across the areas of employee engagement, coping with change, well-being, confidence in ability to do one's job and learning and development.

There are a number of areas where the CSEES 2017 results also show how the Department has scope to further improve across areas such as "Involvement climate", "Innovative capacity" and "performance management". We will seek to address these through this Implementation Plan.

Response to the OCR

We will deliver on the OCR recommendations using this Implementation Plan. This will include a range of initiatives that are grouped across the following five thematic areas.

- Further embedding Strategic HR

- Maximising the use of technology as an enabler for innovation

- Further enhancing governance and risk awareness

- Further embedding Departmental policy and evaluation capability

- Further enhancing communications and increasing our outward focus

Oversight on progressing the Implementation Plan through 2019/20

There are 50+ recommendations across a variety of areas. Therefore, the Departmental responses are broken down across short, medium and longer-term actions. We will use a number of mechanisms to ensure effective oversight and delivery on this Implementation Plan. This will include the following:

- The Corporate Services Division (CSD) will lead and co-ordinate across the Department. The **Department OCR Liaison Officer** will provide a monthly progress update to the Head of Corporate Services Division.
- The newly established **PO Network** will initially meet on a bi-monthly basis. Its agenda will include oversight and discussion on issues relating to the OCR.
- Progress reports on delivery of our Implementation Plan will be brought to the DBEI Management Board by the end of July 2019 and again by the end of November 2019.
- We will produce a 2019 annual report on progress.
- The above processes will be replicated though 2020.

Further embedding Strategic HR

The OCR concludes that there is a discernible move towards Strategic HR and that the Learning and Development function is a real strength. However, the Department is facing a major capability challenge with c.180+ (22%) of its staffing cohort being eligible to retire over the next three years. A number of matters need to be addressed as part of the "***DBEI Retirement Cliff"*** challenge such as succession planning, skills matching, knowledge management and business process engineering in certain areas.

Department Response

The Department is not unique in this regard as this problem exists across the Civil Service as a consequence of the fiscal crisis and the staffing moratorium from 2009 to 2015. We acknowledge the scale of the challenge presented by the "Retirement Cliff" given our staffing demographics *(see p28 – Staffing Age Profile)* with 44% of staff aged 50 or over. We also recognise the opportunity that new staff can bring in terms of new talent and diversity.

We have recently initiated actions to enhance practices across a number of areas such as "Knowledge Management" and succession planning. We acknowledge that we have much more to do to mitigate the risk of significant loss of corporate knowledge over the years ahead. Our response on this will have to go well beyond simply "***HR reliance/HR only"*** delivered initiatives.

This requires a co-ordinated response across the Department, sharing experience and learning from best practice in other Government Departments. It will require local leadership across each business unit e.g. a systematic approach to enhanced procedures manuals and handover notes to new post holders, timely recruitment, "buddy" system – local section induction, examination of work practices, PO/teams helping to developing their own staff for the future. Complementing this body of work in addressing the "Retirement Cliff" challenge will be the ***eDocs project*** and an enhanced ***Data Management*** capability (see page 14 below).

What we will do / proposed high-level actions

- Through the "**Connected HR Strategy",** the Department has committed to three strategic goals aimed at: building the workforce to meet DBEI's business needs; developing excellent people managers; and embedding HR's strategic role. These are underpinned by 32 actions aimed at addressing many of the OCR recommendations in areas such as: Mobility, Skills, Secondments, Workforce Planning and Performance Development.

- In autumn 2018, the HR Unit, following extensive consultation, developed an internal Mobility Policy to address some of the issues raised in the OCR. The Learning &

Development Unit will also continue to arrange for the provision of various senior leadership and mentoring initiatives (including Executive Coaching and Phase 3 of the DBEI Mentoring Programme) to enhance our managerial capability and to assist the development of our talent.

- The HR Business Partner model is being used to forge relationships and a strong understanding of the business across the various DBEI Divisions and Offices. It will also be used specifically for: disseminating data and findings; continued workforce planning discussions; exploring mobility and secondment opportunities for staff across the Department including the regions; and supporting managers in their people development responsibilities.

- Workforce Planning is being developed through a more granular analysis of DBEI's people analytics to glean insights into the HR trends that exist and are developing. This will enable DBEI to respond to the risks and opportunities in a more targeted and meaningful way. Additional tools, such as the One Learning Skills Register and the new Organisation Chart (to include information about each post) will also be important in this regard.

- Of relevance to the Workforce Planning strand will be ensuring that we have effective recruitment processes that best serves the needs of the Department. This will see us continue to work closely with other Departments, public sector organisations and with the Public Appointments Service on recruitment matters and staff movement across the wider Civil Service.

- An **18 Month Operational Programme,** approved by the Management Board in January 2019, will be implemented. This has been developed to meet the challenges identified through both the Workforce Planning process and the OCR. This programme, and recent new Induction guidelines, have a strong focus on developing DBEI specific skills (e.g. policy analysis, legislative process), core civil service competencies, and internal coaching, mentoring, buddying and engagement.

- The Department hosted a new initiative, a dedicated "*Innovation Week"* at the end of January 2019. This included a *"Call for Ideas"* and a *"Hackathon"* to explore possible solutions to address a number of "Grand Challenges" for the Department as identified by the Management Board. The "Call for Ideas" generated a tremendous response (over 110 Ideas submitted), many of relevance to the thematic areas of this Implementation Plan, including HR. These are being given further consideration at this time. The Department will explore how best to sustain the momentum gained from the success of "Innovation Week".

Maximising the use of technology as an enabler of innovation

The OCR concludes that the day-to-day ICT network, applications and systems provision across the Department and its Offices are reliable. Staff are generally appropriately equipped with the necessary ICT tools to undertake their jobs. However, for the Department with lead policy responsibility for innovation policy across enterprise, the OCR finds that there is scope for improvement in its own innovative capability and for modernising some of the ICT systems.

Department Response

Given the very broad remit of the Department, including its Offices, there are a multiplicity of systems, both large and small, that sets the Department's ICT operations apart from many other Government Departments. The Department is pleased to note that the OCR evidence points to the reliability, robustness and appropriateness of "core" ICT systems to enable staff to do their work. We acknowledge, however, that we have scope to be more innovative and reduce our reliance on a small number of aging ICT systems and measures to address this are underway. For example, we are progressing towards a greater use of centralised "Build to Share" systems and we will work closely with the OGCIO on this in the period ahead.

As the Department responsible for enterprise innovation we are keen to be leading in further embedding innovation across the civil and indeed public service, for example through the Public Service Leadership Board and our recent "Innovation Week" held during January 2019.

What we will do / proposed high-level actions

- **New ICT Strategy:** The Department is currently developing a new ICT Strategy. The OCR recommendations will be used to inform the development of the strategy which will be finalised in early 2019. This will map out the Department's ICT vision over the medium-term. This will be a broad strategy, focused not only on the technology aspects of the Department's ICT service delivery, but also under issues such as customer engagement, strategic data management, project management, capability etc. A number of specific actions have already commenced. These include:

- **Initial scoping and planning for the introduction of eDocs** has begun following approval by the Management Board in January 2019. A project team, led at PO level has been established. The eDocs team will work closely with the ICT Unit, Divisional representatives and with the Office of the Government Chief Information Officer (OGCIO) throughout 2019 to undertake the significant preparatory work required over the months ahead. The OGCIO is currently in the process of supporting other

Departments in the move to eDocs. It is envisaged that the DBEI "*Go Live*" date is likely to commence on a phased basis from Quarter 1, 2020.

- **Enhanced Data Management:** The OCR recognises that there are numerous rich data sources spread across the Department, its Offices and its Agencies. The OCR recognises the potential for the Department to improve its capacity to tap into such data sources. The Department is committed to developing an enhanced data management policy and is looking at ways to make it easier for data to be more accessible and shared across the organisation. This will be achieved working across all business units, the PO Network; greater utilisation of *bob* ("Business on business" - the newly developed Departmental intranet); and in tandem with the eDocs project.

- Following a reorganisation of duties in ICT Unit, a new post to promote **the introduction of Microsoft SharePoint systems, including Build to Share options,** has recently been filled. The role will have specific responsibilities for supporting the introduction of Build to Share systems, replacing existing small Lotus Notes based systems, and implementing new automation opportunities using MS SharePoint. Discussions have commenced with business owners of larger Lotus Notes systems about opportunities to replace these with other technology platforms.

- As mentioned on page 12, the Department hosted a dedicated "*Innovation Week"* at the end of January 2019. A number of the ideas submitted contained a significant ICT component and innovative suggestions as to how we could improve our internal and external services using ICT solutions. These are being given further consideration at this time.

Further enhancing governance and risk awareness

The OCR concludes that corporate governance is an area of strength, involving effective oversight and liaison arrangements, across the Department's Offices and Agencies. The OCR makes a number of recommendations to further enhance certain elements of governance to improve risk awareness amongst line managers and staff.

Department Response

The Department recognises the critical importance of good systems of governance, risk and compliance in fulfilling its mandate and the delivery of its services. It promotes and values a culture which supports these.

The OCR acknowledges the Department's Governance Framework as a comprehensive enunciation of its policy towards governance, both internal and external and a high-quality base from which to further develop this important facet of business. This Framework has been updated as part of the Department's 2018 work programme. In the latter part of 2018 the Department also supplemented the Governance Framework with a Compliance Framework which sets out the sources of key compliance obligations and lead responsibility across the Department.

The OCR makes a number of recommendations, which fall broadly under the area of governance and these are addressed below.

What we will do / proposed high-level actions

- The Department has recently established a **Principal Officer (PO) Network** to provide a forum for discussion, review and recommendation to the Management Board on a range of wider operational issues and challenges within the Department.

- The **PO Network** will provide a sounding board for issues for consideration by the Management Board. It will promote opportunities for collaboration between POs and foster a culture of engagement between POs in reform initiatives and decision making in the organisation. It will share learnings, knowledge and professional networks across the organisation in areas such as corporate governance, stakeholder consultation and project management. Over time, we will explore if other networks across other grades would be beneficial.

An initial priority for the PO Network will be to:

- o Oversee the implementation and reporting of this Implementation Plan.
- o Identify barriers to implementation of any action(s) in the plan and identify means to overcome them, where appropriate.
- o Advise Corporate Services Division and the Management Board accordingly.
- o Look to establish additional cross-sectional/divisional teams to enhance horizontal issues and to explore innovative ways of working within DBEI
- o Test new ideas.

- We will formally embed the Agency Liaison Forum (ALF) as part of the Department's governance structures within the Corporate Services Division. This will build on the good work achieved through the ALF to further strengthen, and ensure consistency in oversight of Offices and Agencies, including aspects related to the Code of Practice for the Governance of State Bodies.

- **Risk Committee**: We will ensure that the high-level risks of the Offices of the Department are included in the Department's Risk Register, whilst ensuring that this does not diminish the independence of the operations of the Offices from the Department.

- The Department has recently developed a Risk Appetite Statement, which articulates the degree to which the Department is, or is not, willing to take risks across its areas of activity. The Risk Appetite Statement will serve as part of the guidance to staff in terms of what levels of risk are acceptable in business planning.

- Cross-Divisional Risk Awareness & Training has been included in the Department's Business Plans for 2019, including how risk is further embedded in the work of business units and how risk mitigation is managed.

Further embedding Departmental policy and evaluation capability

The OCR concludes that the Department has a strong track record in leading on the development of policy and strategy for each of the functional areas for which it has primary responsibility. Notable examples include the *Action Plan for Jobs, Innovation 2020, Enterprise 2025* and *Enterprise 2025 Renewed.* However, core capability around strategy and analysis has become diluted within the Strategic Policy Division. This has primarily been as a result of staff churn in recent years, retirements and reassignments in the absence of a managed skills replacement programme.

Department Response

The Department is pleased to see that the OCR recognises our strong record of developing policy and leading effective implementation, such as the very successful "Action Plan for Jobs" process.

The Department acknowledges that further clarity on the role and contribution of Strategic Policy Division is required. We will work to optimise the structures and skillsets of staff to ensure the Division can continue to deliver fully on the Department's strategic objectives relating to enterprise development, including skills and competitiveness. A number of initiatives are underway and/or planned in this regard, some of which are outlined below.

What we will do / proposed high-level actions

The **Strategic Policy Division** has recently been re-configured and it is now the **Enterprise Strategy, Competitiveness & Evaluation Division**. This will provide a clearer focus on external policy issues affecting the Department's remit and on supporting evaluation and policy development across the Department.

Revised Divisional Structure: Enterprise Strategy, Competitiveness & Evaluation Division.

The Division is now organised across Units as follows:

- Competitiveness and Productivity
- Labour Market and Skills
- Digital Single Market and Digital Economy Policy
- Monitoring, Evaluation and Research support
- Enterprise policy

- Working with the Department of An Taoiseach, the **Enterprise Policy Unit** is leading on the development of *Future Jobs Ireland*, a whole-of-Government initiative organised around 5 pillars including raising SME productivity, harnessing technological innovation, enhancing skills, increasing labour force participation and preparing for the transition to a low carbon economy. *Future Jobs* provides a vehicle through which the Department can progress key enterprise and innovation policy goals. The Unit will work closely across the Department and with other Government Departments in taking this work forward.

- The **Labour Market and Skills Unit** will provide the Department with a strong policy-related capacity on labour market issues thus responding to concerns about the Department's recently diminished capacity in this regard following the transfer of the employment rights policy responsibility to the Department of Employment Affairs and Social Protection in late 2017.

- **The Digital Single Market and Digital Economy Policy Unit** has also been incorporated into the newly configured ESCE Division. As adoption of digital technologies is key to enhancing enterprise productivity, there are obvious synergies with the work of other units in the Division.

- **The Monitoring, Evaluation & Research Support Unit** is bringing together the monitoring (Enterprise & other surveys) and evaluation functions. Additional resources are being allocated to strengthen the evaluation function. As part of the business planning process, the Unit will present an annual Evaluation Plan to include both internal and external evaluations to the Management Board for consideration. This Unit will also provide research support to other Divisions and contribute to cross-departmental projects.

- The **new Competitiveness & Productivity Unit** will enable the Department to sharpen its focus on issues that are critical to the competitiveness of the enterprise sector.

Other issues relating to our policy and evaluation capability

- On **Skills and capacity issues**, ESCE Division is working with HR Unit and with the Irish Government Economic & Evaluation Services (IGEES) to make best use of existing talent in the Department. We will also recruit additional IGEES Administrative Officers and Assistant Principals and this will enable a re-balancing of the skills mix in the Division.

- **Senior Responsible Owners:** The OCR calls out for a lead and secondary officials to be identified across a small number of key sectors of direct relevance to Department's remit, for example, areas such as Artificial Intelligence, Robotics. This will be done in conjunction with the newly established **PO Network** and the Management Board.

- To complement our internal policy and evaluation capability we will continue to engage external professional research support, in situations where this is considered appropriate. A **DBEI Consultancy Research and Advisory Committee**, which is chaired at Assistant Secretary level, with membership comprising Principal Officers representing all Divisions of the Department, reviews requests for funding for external research support and makes recommendations to Management Board on priorities to be funded. This Committee also monitors and informs the Management Board on all policy research being conducted across the Department.

- The Department has committed to the establishment of a **User Consultative Forum,** which will be jointly chaired with the Department of Justice and Equality. The Forum will provide a forum for key stakeholders to discuss and provide feedback on the operation of the employment permit regime. A first meeting of the Forum will be held in April 2019.

Further enhancing communications and our outward focus

The OCR concludes that internal communications are reasonably good. The Board and other managers make genuine efforts to keep staff informed of plans and developments.

There is scope to improve external communications on the policies and deliverables under the Department's remit. Externally the Department is not seen as being as influential across Government as it was in previous years.

Department Response

The Department is keen to further improve both internal and external communications. To support this aim, a key structural change undertaken during 2018 to increase and professionalise the team available was to merge the Press and Communications functions into one combined Unit.

Staff in the newly formed Communications Unit now work as a team across communications planning, digital communications, press office and internal communications. This had led to greater efficiencies and effectiveness of the Unit in supporting our Ministers and staff across the Department to engage with our key audiences as well as stronger support for internal communications.

The strengthened Communications Unit, and our role in other cross-government fora, should ensure a more strategic and cohesive approach is taken as we aim to increase our influence across Government and with stakeholders and the public we serve.

What we will do / proposed high-level actions

Communications

- A new "**Communications Strategy"** has been developed which sets out the details and mechanisms we will use to engage more effectively with our varied audiences. This involves significant focus and investment through incorporating communications planning into our work, be that internal or external, supporting our Ministers and staff across all Divisions of the Department and in all our liaisons with our stakeholders. The Strategy will be evaluated at six- month intervals and updated as required.

- **Internal Communications:** Complementing this Strategy, the Communications Unit has recently established a **Business partner model** approach**,** so that communications support and planning is embedded across the 7 Divisions. The Head of Communications will also continue to provide weekly updates to the Management Board on how internal and external communications are being supported across the Department.

- Feedback received from staff at all levels, through the OCR and the Civil Service Staff Engagement process, makes it clear that staff are keen to be more involved in the decision making process and the communications flow on matters relating to their business units. Whilst recognising the significant differences in scale of our Divisional operations we will look to **embed a standardised approach for PO/Business Units** to ensure regular meetings with their full teams. This will provide for increased opportunity for involvement of staff and lead to other future benefits for the organisation.

- The **Communications Unit** will continue to lead monthly conference calls and quarterly meetings with the DBEI Offices and Agencies. These engagements will allow for greater information sharing and enhanced co-ordination of communications under the DBEI umbrella.

- The Communications Unit will also continue to grow the Department's social media presence across Twitter (c.20,000 followers currently) and LinkedIn (c. 5,000) in particular. Our following on both platforms has increased significantly recently. The Unit is also considering how best to enhance the circulation of our *"Business Bulletin"* (1,600 subscribers at present) as a means of enhancing our stakeholder communications.

- On an ongoing basis the Department publishes a wide range of policy documents and practical advice to businesses, and regularly hosts associated stakeholder seminars and media launches across the country.

- We will continue to use our intranet, *bob*, to enable business units to promote their content on the site and ultimately the work of the Department to an internal audience. It is proving to be a useful tool in fostering better staff communications and engagement, particularly given the geographical spread of staff throughout the regions.

- **Other Fora/Groups:** We will use the recently established PO Network and other fora, such as "*Lunch & Learn"* sessions and further innovation initiatives to enhance our communications and our outward focus.

Increasing our outward focus at national level

- **Interactions with our Offices, Agencies and across Government:** In the wider cross-Government context, the Department will continue to influence, participate in, and collaborate with, a wide range of cross-Departmental groups and networks on matters of cross-cutting interest (see Appendix 5).

- The Department will put in place a structure similar to the **Brexit Senior Officials Group** chaired by the Secretary General and involving senior management from relevant business units across all Divisions, Offices and Agencies for the efficient and effective examination of issues and sharing of information on cross-departmental issues that impact on the Department and across Government.

- As part of Future Jobs, the Department will lead a number of important strategies and initiatives to ensure that Ireland's enterprises and workers are well placed to prosper in the rapidly changing global economy.

- We will continue to utilise a range of stakeholder fora such as the **Enterprise Forum on Brexit and Global Challenges and the Retail Consultation Forum**, which are chaired by the Minister for Business, Enterprise and Innovation, as consultative vehicles for macro issues impacting on the sphere of influence of the Department. A list of various stakeholder forums with DBEI involvement is set out at Appendix 6.

- The Department will strengthen its supports in the provision of external policy advice on the broader areas within its remit such as competitiveness, productivity and other economic areas of relevance.

Increasing our outward focus internationally

The OCR notes that the Department has a significant EU and international dimension to much of our work. The Department invests considerable time and resources in ensuring that this important facet is professionally and effectively managed.

- **The growing complexity of global trade:** The OCR recognises the Department's key strategic role in international trade and investment. This encompasses both international trade negotiations as part of the EU and working with our agencies and cross government to maximise our enterprise impacts and global footprint. The Department is acutely aware of the rapidly changing climate for international trade with growing protectionism and the questioning by some of the capacity of the multilateral trading architecture to fully support a consistent, rules-based, approach to open global trading.

- Against the backdrop of ever increasing demands on, and complexity of, trade policy as well as the various implications arising from Brexit, the Department has augmented resources and established **a new Trade & Investment Implementation Unit.** The new Unit will include secondees from the Agencies. It will work with colleagues across the Department, our Agencies and relevant Government Departments to reinforce delivery of our goals of sustainable export growth and diversification of strong inward investment.

- This will complement the work of the Department's **Trade Policy Unit** and recognises the substantial growth in overseas trade and investment missions in recent years and the Government's ambition to expand further under the **Global Ireland 2025** initiative.

- **DBEI overseas staff & our global footprint:** The Department has set out its ambition to increase its presence in existing and new overseas locations. Additional resources have already been provided across the enterprise agencies reflecting key trade, investment, Brexit mitigation and innovation objectives as outlined in ***Building Stronger Business.*** In the period ahead we will look to optimise our presence in key markets such as UK, Germany, USA and China.

- We will also look to ensure the provision of appropriate supports to DBEI colleagues based overseas, ensuring that they are kept up to date in a dynamic and timely manner about new and emerging policy considerations. This will also be explored by the PO Network in conjunction with DBEI PO colleagues based abroad.

Appendix 1   Department's Divisions & Business Units - March 2019

Division	Commerce, Consumer and Competition Division
Business Units	Competition and Consumer Policy
	Company Law Policy and Business Regulation
	Company Law Development and EU
	Company Law Audit and Accounting Policy
	Internal Audit* (*reports to CCC Assistant Secretary for administrative purposes only)
Offices	Companies Registration Office
	Registry of Friendly Societies
	Office of the Director of Corporate Enforcement
Agencies	Competition and Consumer Protection Commission
	Irish Accounting and Auditing Supervisory Authority
	Personal Injuries Assessment Board
Division	**EU Affairs and Trade Policy Division**
Business Units	EU Affairs and Single Market
	Export Licensing, Administration and Policy
	Brexit Unit
	Trade Policy, EU Multilateral & Bilateral Trade
	Trade & Investment Implementation Unit
	DBEI staff serving overseas in London, Brussels & Geneva
Division	**Indigenous Enterprise Development Division**
Business Units	Enterprise Agencies and Programme Unit
	Finance for Growth and State Aids
	Regional Strategies and Enterprise Initiatives
	Entrepreneurship and SMEs
Agencies	Enterprise Ireland, Local Enterprise Offices
	National Standards Authority of Ireland
Division	**Innovation and Investment Division**
Business Units	Science, Technology Innovation Programmes, Agency Policy & Delivery, Div. Finances
	National and International STI Policy
	Intellectual Property Unit
	Inward Investment and North/South
Offices	Patents Office
Agencies	IDA Ireland
	Science Foundation Ireland
	Inter-Trade Ireland (a joint Ireland-UK body established under Good Friday Agreement)
Division	**Enterprise Strategy, Competitiveness & Evaluation**
Business Units	Competitiveness & Productivity
	Enterprise Policy
	Digital Single Market & Digital Economy Policy
	Monitoring, Evaluation & Research Group
	Labour Market & Skills
Division	**Workplace Regulation and Economic Migration Division**
Business Units	Employment Permits & Economic Migration Policy Unit
	Industrial Relations
	Safety, Health & Chemicals Policy Unit
	International Labour Organisation International
Offices	Labour Court, Workplace Relations Commission
Agencies	Health and Safety Authority
Division	**Corporate Services Division**
Business Units	Human Resources Unit
	Finance Unit
	Communications Unit
	Governance & Management Support Unit (incl. FOI/Customer Service & GDPR Units)
	ICT Unit
	Business Services Unit (incl. Accommodation, Health & Safety, Procurement, Fixed Assets, Organisation Capability Review)

Appendix 2 Overview of DBEI Staffing numbers

Staff of the Department and its Offices serving at end of December 2018

Grade	Female	Male	Total
Secretary General	1	0	1
Deputy Secretary	0	1	1
Assistant Secretary / equivalents	5	7	12
Principal Officer/equivalents	27	34	61
Assistant Principal/equivalents	63	77	140
Higher Executive Officer	77	60	137
Administrative Officer	16	11	27
Executive Officer	146	71	217
Clerical Officer	167	95	262
Services Staff	20	24	44
Total	522	380	902

*The vast bulk of staff working in the DBEI Offices (CRO, Labour Court, ODCE, Patents and WRC) are direct employees of the Department.
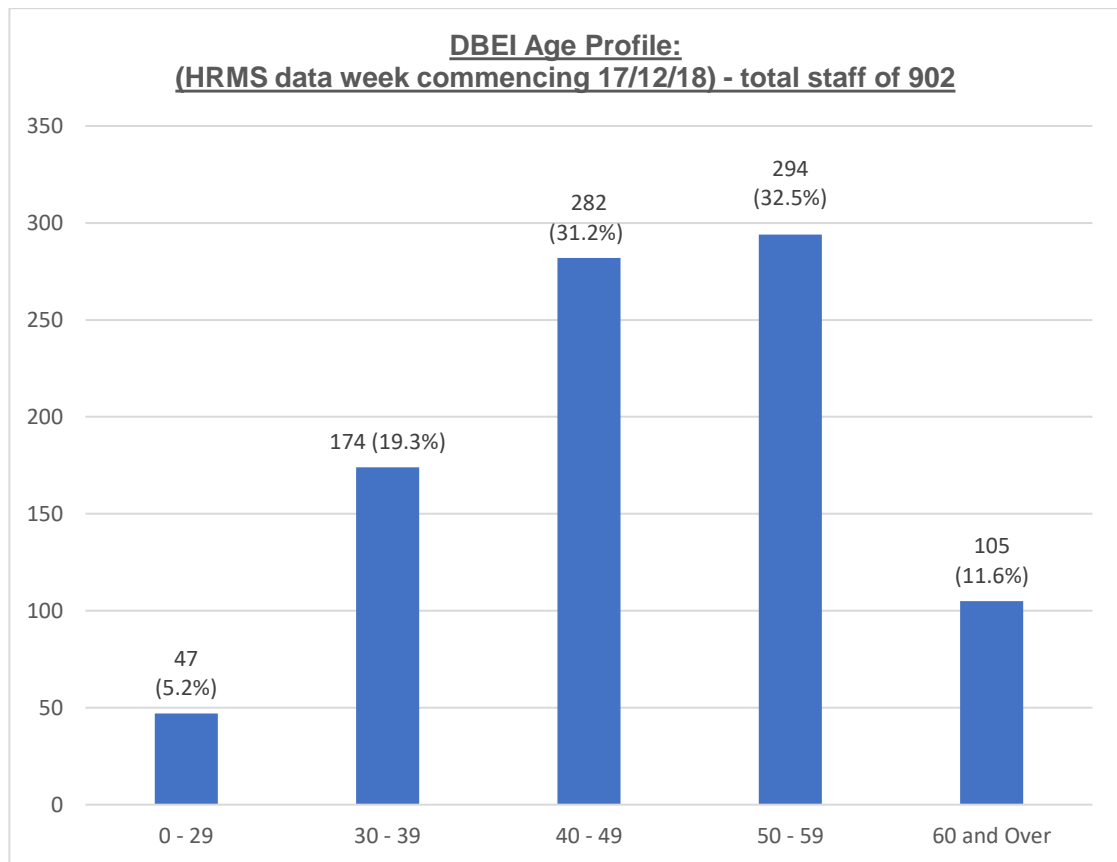
Composition of the DBEI Management Board

	Female	Male
Secretary General	1	0
Assistant Secretary	3	4
Secretary to the Board (Principal Officer)	0	1

Gender Breakdown Table across grades: Department & Offices at end 2018

	Female	Male
Secretary General	100%	-
Deputy Secretary	-	100%
A/Secretary/equivalents	42%	58%
Principal/equivalents	44%	56%
Assistant Principals	45%	55%
Higher Executive Officer	56%	44%
Administrative Officer	59%	41%
Executive Officer	67%	33%
Clerical Officer	64%	36%
Service Grades	45%	55%
Overall / all grades	**58%**	**42%**

Staffing breakdown - Age Profile December 2018

DBEI Age Profile:
(HRMS data week commencing 17/12/18) - total staff of 902

Age	Count (%)
0 - 29	47 (5.2%)
30 - 39	174 (19.3%)
40 - 49	282 (31.2%)
50 - 59	294 (32.5%)
60 and Over	105 (11.6%)

Appendix 3   Department & Offices by location

The Department and its Offices are located across 11 geographical locations across the country and 3 internationally, as outlined below.

23 Kildare Street, Dublin 2
Earlsfort Centre, Earlsfort Terrace/Hatch St. Dublin 2
59 Dawson Street, Dublin 2
Companies Registration Office Bloom House, Gloucester St., Dublin 1 and O'Brien Road, Carlow
Labour Court, Lansdowne House, Lansdowne Road, Dublin 4
Office of the Director of Corporate Enforcement, Parnell Square, Dublin 1
Patents Office, Lower Hebron Road, Kilkenny.
Workplace Relations Commission: Dublin, Carlow, Cork, Shannon, Sligo Lansdowne House, Lansdowne Road, Dublin 4 O'Brien Road, Carlow Centre Park House, Cork Eastpark Business Campus, Shannon Finisklin Business Park, Sligo
DBEI presence overseas There are 12 DBEI staff currently on secondment to the Department of Foreign Affairs & Trade to work across various aspects of the DBEI remit at an international level. These DBEI officials are based in: The Permanent Representation of Ireland, Brussels, Belgium The Embassy of Ireland, London, England The Permanent Mission of Ireland to the UN, Geneva, Switzerland

Appendix 4   DBEI involvement in areas of cross-cutting interest & collaboration across Government

Department of Agriculture, Food and the Marine

Exports and trade, Foodwise 2025, Innovation 2020, H&S in the Farming and Fisheries sectors, Chemicals Acts – (REACH, CLP, Rotterdam Regulations).

Department of An Taoiseach

Development of annual Action Plans for Jobs (now replaced by "Future Jobs Ireland" initiative, Digital Single Market Strategy, National Risk Assessment. Engagement through a range of Cabinet Committees, Senior Officials Groups, etc.

Department of Rural and Community Development

Regional Action Plans for Jobs, roll-out of Broadband, Action Plan for Rural Ireland.

Central Statistics Office

A range of surveys on enterprise and innovation performance, QNHS module on work-related accidents and illness, inputs to the development of the National Data Infrastructure and the Unique Business Identifier and productivity statistics.

Department of Communications, Climate Action and Environment

Innovation 2020, roll-out of high speed broadband, energy security and supply, Chemicals Acts, collaborative work on the Emission Trading Scheme, UN Sustainable Development Goals, Green-Govt group, All-of-Government Climate Plan.

Department of Defence

Defence Organisation's collaboration with industry and research organisations on product development and evaluation, Security and Defence Enterprise Group, Progression of EU proposal to establish European Defence and Industrial Development Programme.

Department of Health

Innovation 2020, Establishment of Health Innovation Hub Ireland, healthy workplace dimension of the *Healthy Ireland Initiative,* Chemicals Acts.

Department of Education and Skills

National Skills Policy, Expert Group on Future Skills Needs, areas of key skills shortages, Excellence and basic research, Research prioritisation, Investment in PRTLI, Entrepreneurship in Education, Construction Skills Certification Scheme, Social Policy under the EPSCO Council.

Department of Finance

Finance for Business, taxation, funds and markets, insolvency, anti-money laundering, Cost of Insurance Working Group.

Department of Public Expenditure and Reform

Capital expenditure priorities to support enterprise development, capital and current funding of Agencies, Labour-Employer Economic Forum (LEEF), Public Sector and Civil Service Reform.

Department of Foreign Affairs and Trade

EU Permanent Representation, Trade policy, Trade Strategy, Trade missions, Support for Irish business in existing/new markets, Economic diplomacy strategy, The Joint Economic Commissions (JECs) process with China, Russia, Saudi Arabia and Korea, Export Trade Council (ETC)/ Trade Coordination Group, DFAT's ongoing work on Least Developed Countries, Sustainable Development Goals and targets of the 2030 Agenda, Whole-of-Government approach to foreign policy, Human Rights, International Labour Organisation, Reporting for the Council of Europe's European Social Charter, licensing and enforcement system for export controls, North South cooperation – InterTradeIreland.

Department of Housing, Planning and Local Government

Project Ireland 2040, Ireland's national planning framework (February 2018). Affordable housing, planning process, water, waste management, Local Authorities key role in delivering the goals of the Regional Action Plans for Jobs, DHPCLG's *Social Inclusion and Community Activation Programme (SICAP)*, Dangerous Substances Act -Licencing role of Local Authorities, Chemicals Acts –Control of Major Accident Hazards, Receivership Working Group – exploring ways to protect legal tenancies.

Department of Justice/Garda Síochana

Employment permits, employment rights inspections, carriage of dangerous goods by road (ADR), Driving for Work programme, employment equality as part of employment and social policy coordination of the EU EPSCO Council, EU insolvency issues.

Revenue Commissioners

Employment rights - Joint investigations (WRC, DSP and Revenue Commissioners), Employment Permits, Chemicals Acts, Company Law.

Department of Employment Affairs and Social Protection

Protocol between DBEI, DSP and the Enterprise Agencies aimed at maximising recruitment by the Enterprise Agencies from the Live Register, low pay, employment and social policy EU under the EPSCO Council, Employment rights - Joint investigations (WRC, DSP and Revenue Commissioners).

Department of Transport, Tourism and Sport

Transport infrastructure.

Appendix 5   Leadership and Participation in Stakeholder Forums[1]

Department Lead

Advisory Group on Small Business

Brexit Enterprise Forum

Brexit Secretary General Group

Canal District Innovation Advisory Group

Company Law Review Group

Companies Registration Office Stakeholder Forum

Chemicals Inter Departmental / Agency Group

CSMB Gender and CSMB Communications sub-group

Enterprise Forum on Brexit & Global Challenges

EU Competitiveness Council

EU Space Programme Group

EU Trade Council

EU-Australia Senior Leaders Forum

Expert Group on Future Skills Needs

Health Innovation Hub Oversight Group

IDG Review of Economic Migration Policy

Implementation Committees for 9 Regional Enterprise Plans

Innovation 2020 Implementation Group

International Labour Organisation

National Competitiveness Council

National Design Forum

National Skills Council

Public Service Leadership Board

Retail Consultation Forum

Small Advanced Economies Initiative

SME State Bodies Communications Group

World Intellectual Property Organisation

Department Participates

2019 National Risk Assessment Steering Group

Bio economy Implementation Group

Business and Human Rights Implementation Group

Comprehensive Employment Strategy for People with Disabilities Implementation Group

Construction Safety Partnership Advisory Committee

Cost of Insurance Working Group

CSMB Gender and CSMB Communications sub-group

D/Justice Transformation Programme Board

Digital Strategy IDG

ESRI Board

EU Employment Committee

European Migrant Networks Consultation Group

European Molecular Biology Conference

European Molecular Biology Laboratory

European Southern Observatory

European Space Agency

Healthy Workplace Framework Sub Group

IDG Automatic Enrolment Programme Board

IDG Children First

IDG Marine Coordination Group

IFS2020 HLIC

Implementation Group

Industrial Partners Group

International Association of Insolvency Regulators

IP Policy Working Group

Knowledge Transfer Ireland Stakeholder Forum

Labour Employer Economic Forum

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[1] This represents a sample of DBEI Participation in Stakeholder Forums

Meeting of subgroups of the EIB-Ireland Financing Group

National Cyber Security Strategy

National Disability Inclusion Strategy Implementation Group

National Economic and Social Council

National LEO Steering Group

National Shared Services Office Board

National Strategy for Women and Girls 2017-2020

Project Ireland 2040 Delivery Board

Public Service Innovation Board

Senior Officials Group on Sustainable Development Goals

SME Advisory group on Public Procurement

SOLAS Stakeholder Oversight Group

Technology Futures

Working Group on Industrial Relations Structures for An Garda Síochana

World Trade Organisation