

Circular 9/2011: Civil Service HR Shared Service Centre (HRSSC) Implementation - Temporary Assignment / Secondment Opportunities to the Project Team in the Department of Public Expenditure and Reform – Executive Officer, Higher Executive Officer and Administrative Officer

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A Dhuine Uasail,

1. I am directed by the Minister for Public Expenditure and Reform to refer to the implementation of the Civil Service Human Resource Shared Service Centre (HRSSC) commencing in November 2011. A project team is being set up to implement the HRSSC in the Irish Civil Service and the Department of Public Expenditure and Reform will require additional staff for up to 2 years to participate in this project team. Departments¹ are being circulated to seek expressions of interest from staff, in the grades listed below (at section 3), to be seconded to work on the implementation of the Civil Service HR Shared Service project. The secondment of any individual is subject to the approval of that individual's Department. The Project Office is located in the offices of the Department of Public Expenditure and Reform in Lansdowne House, Lansdowne Road, Dublin 2.

2. Background

2.1 The Department of Public Expenditure and Reform is responsible for the development of a HR Shared Service Centre (HRSSC) for the Civil Service. The intention is to establish a single HRSSC that will undertake the transactional elements of HR processes for the Civil Service. The Department of Public Expenditure and Reform will be working with an external implementation partner who will assist in the delivery of this project and is putting in place a Civil Service HRSSC project team to work with the implementation partner's project team on the delivery of this project. It is envisaged that this project team will consist of a combination of staff from the Department of Public Expenditure and Reform and a number of suitably qualified officers from other Departments, assigned on a secondment basis.

2.2 The Civil Service project team will be working with the implementation partner over three phases to design and set up the HRSSC, support organisations in the transition to the HRSSC and provide operational support thereafter. The following bullet points sets out an overview of each phase:

- The **Set Up Phase** relates to the set of tasks required to put in place the HRSSC and its supporting services prior to beginning the transition of Departments/Offices to the HRSSC. Tasks are based around optimising the HR transactional processes for delivery under a shared service arrangement and setting up the HRSSC.
- The **Transition Phase** is the phase of the project over which the Departments and Offices currently using the Human Resource Management System (HRMS) will have the transactional elements of their HR processes transferred to the HRSSC.

¹ For "Department", read "Department or Office" throughout this document.

- The **Shared Service Operational Expertise Phase** commences when the last Departments/Offices have transferred to the HRSSC. It is a period during which support will be provided to the HRSSC, DPER and the Departments/Offices to bed down the shared service arrangement.

3. Details of Staff Required

It is expected that up to 6 staff in total will be required across the grades of Executive Officer, Higher Executive Officer and Administrative Officer.

4. Role Description

This role offers experienced HR practitioners an exciting opportunity to work as part of the Public Service Reform agenda, to influence, change and actively shape and design a new way of delivering HR services in the Civil Service. In their role on the Civil Service HR Shared Service Centre project team the successful candidates will be engaged in a wide range of functions, including:

- Working as HR process analysts to assist with capturing detail on the current (As Is) HR service delivery;
- Capturing the data required to baseline/benchmark how HR service is currently delivered;
- Agreeing the new HR processes for the new (To Be) HR shared service arrangement;
- Defining the detail of the HR service delivery in the HR Shared Service context, e.g. process mapping;
- Designing the HR roles and associated activities to be carried out in the HR Shared Service Centre;
- Developing and delivering training on the newly designed HR Shared Service roles to the HR Shared Service Centre employees;
- Working as team leaders to transition the Civil Service organisations to the HR Shared Service Centre;
- Provide on-going HR operational support to the Civil Service organisations post go-live as the HR Shared Service Centre beds down;
- Delivering the communication strategy and implementing change within organisations and across the Civil Service.

The successful candidates will work with the implementation partner's project team on the delivery of this project and will receive training on various aspects of this role, including Business Process Re-engineering.

5. Skills Required

5.1 These posts are in the area of HR architecture design and implementation for the HRSSC. Candidates for these posts should have skills in all of the categories described below as "Essential" and in some or all of the categories marked "Desirable":

HR (Essential)

- Experience of HR service delivery
- Strong appreciation of Civil Service policies and procedures
- Knowledge of HR in the wider Civil Service context (numbers policy, central reporting, CPSA/PAS, pensions, payroll, CSO, CSTDC)

Interpersonal Skills (Essential)

- Strong, effective, two-way communicator (writing, presentations and interpersonal communication)
- Ability to assertively put forward thoughts and opinions and able to deliver constructive feedback
- Ability to identify, develop and maintain an effective network of contacts

- Adaptable, with a proven ability to further their own personal development and learning
- Ability to lead and drive a results-oriented team
- Ability to use own initiative

Change (Desirable)

- Experience in Organisation Development and Change Management
- Proven ability to drive and deliver change
- Experience in dealing with resistance to change, conflict management, open minded regarding differing needs/requirements of various stakeholders
- Adaptable and flexible in responding to changing needs
- Broad knowledge of change facilitation and intervention techniques

Project Oriented (Desirable)

- Ability to prioritise tasks and meet strict timelines, milestones and deliverables
- Ability to work effectively as part of a team
- Experience of workshop-based activities, both participating and delivery
- Business Process Re-engineering skills
- Ability to develop and deliver training

Technology (Desirable)

- Experience of working on the Civil Service HRMS
- Strong appreciation of how IT can support HR service delivery
- Experience in maintaining the integrity of HR IT systems (e.g. data cleanup, validation, mapping & impacts of changes to a HR system)
- Experience of service delivery over multiple ICT channels
- IT administration skills including proficiency in MS Word, Excel, Outlook and PowerPoint

6. Conditions of assignment

6.1 In the case of individuals applying from a Department that is prepared to facilitate the temporary release of staff for the period of the project, such staff will be seconded to the Department of Public Expenditure and Reform. Seconded staff will continue to have access to promotional opportunities in the parent department. All staff will retain access, in the normal way, to interdepartmental/open competitions subject to meeting qualifying criteria.

6.2 Assignments will be on a secondment basis and the assignment will not attract any additional allowances or entitlements.

6.3 Staff will be assigned for up to 2 years and will return to their parent Department or be redeployed to another Department (as appropriate in accordance with the Redeployment Arrangements applying at that time) at the end of their work on the project.

6.4 The assignment will be reviewed after a period of not less than six months to ensure that the arrangement is meeting the expectations of both parties.

7. Eligibility

7.1 Applicants must on **25 November 2011** be serving in the grade applied for, and:

- (a) have not less than 1 year of service in the Civil Service and have successfully completed the required probationary period; and
- (b) have obtained a rating of 3 or higher for their Annual PMDS review; and
- (c) must not be availing of the incentivised career break scheme (Circular 13/2009: *Special Civil Service Incentive Career Break Scheme 2009* refers).

7.2 Officers engaged in temporary contracts which are of limited duration or for a fixed purpose will not be eligible to apply.

7.3 When considering an officer's application for assignment/secondment, an officer's sick leave and attendance records will be taken into account, having regard to the relevant circulars.

8. Applications

8.1 Applications are being sought from both serving HR practitioners and those officers with the appropriate skills and training required, set out above, that are not currently serving in a HR role. In order to apply for these posts, candidates should submit a short CV, highlighting relevant experience accompanied by a covering note setting out their reasons for considering themselves qualified for the role with reference to the skills outlined above.

8.2 Applications should be submitted not later than Friday, 25 November, 2011. Applications can be sent in hard copy to Ivana McGarr, HRSSC Project Office, Department of Public Expenditure and Reform, 3rd Floor, Lansdowne House, Lansdowne Road, Dublin 4 or e-mailed to HRSSCproject@per.gov.ie

9. Selection

9.1 Following the receipt of applications a selection process will be held which may include shortlisting and an interview, if deemed appropriate. The principles of the Commission for Public Service Appointments (CPSA) codes of practice will apply.

9.2 After shortlisting, selection procedures will be put in place as appropriate and the Department will directly contact applicants on an individual basis. Shortlisted applicants may be asked to submit further details and will be given further information as to the format of the interview and the selection criteria which may be used.

9.3 Following completion of the selection process a panel of candidates in order of merit will be established. The Department of Public Expenditure and Reform will draw officers from the panel, as required. It is envisaged that two candidates will be selected initially. As the project implementation process proceeds additional candidates may be called.

10. Circulation

Personnel Officers are required to bring this Circular to the notice of all eligible officers serving in Departments without delay. Special care should be taken to ensure that eligible officers on maternity leave, career break or any other relevant forms of leave (other than those availing of the incentivised career break scheme under Circular 13/2009) are notified of the competition.

If candidates have any queries about this Circular, they should contact HRSSCproject@per.gov.ie

Mise le meas,

Patricia Coleman
Director
Personnel and Remuneration Division