OUR PEOPLE, OUR FUTURE

Building a Diverse and Innovative Public Service

The Printworks, Dublin Castle.
Paul Reid
CEO,
Health Service Executive.
OUR PEOPLE, OUR FUTURE

Building a Diverse and Innovative Public Service

The Printworks, Dublin Castle.
Paul Morrin
Assistant Director General, Central Statistics Office.
Ireland now – public and private sectors

Paul Morrin, Assistant Director General, Statistical System Co-ordination, CSO
October 30, 2019
Mandate of the CSO

Turning data into information and knowledge for Ireland

DATA → INFORMATION → KNOWLEDGE → INFORMED DECISION-MAKING

creates which generates and leads to
The National Data Infrastructure (NDI)

Without structure all we have is “Silos of data”

To extract value:

- Data must be organised;
- Data has to be blended/integrated
Progress to date under Renewal and OPS 2020

- Cross-departmental NDI Champions Group established in 2017
- Expanded to include Public Sector Bodies in June under OPS 2020 Action 7
- Dashboard on coverage of identifiers developed as a tool to measure progress of NDI with regular reporting of progress to CSMB
- Includes high value Public Service datasets identified by Departments
- OSi Eircode validation application (API) for use by PSBs now live
- The establishment of a Unique Business Identifier (UBI) is moving to requirements gathering stage
- Pathfinder projects, roll-out of Irish Government Statistical Service (IGSS)
Earnings by sector of the economy and earnings growth since the recession

(note; Public Sector definition based on Health, Education and Public admin. sectors includes some private employees)
Earnings growth by year in public and private sectors
Share of employment by 15-34 year olds

![Graph showing the share of employment by 15-34 year olds from 1998 to 2018. The graph compares employment in the private sector (blue line) and the public sector (orange line). The share of employment in the private sector shows a slight decline over the years, while the share in the public sector remains relatively stable.]
Figure 1.4 Population of males and females by age, 2016

Source: CSO Ireland
Share of female employment

- Private sector
- Public sector

www.cso.ie
Share of non-Irish national employment

- Private sector
- Public sector

Year:
- 2007
- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015
- 2016
- 2017
- 2018

Values on the Y-axis:
- 0.0
- 2.0
- 4.0
- 6.0
- 8.0
- 10.0
- 12.0
- 14.0
- 16.0
- 18.0
- 20.0
Share of employees 4+ years in current job

- Private sector
- Public sector

www.cso.ie
Share of graduate employment

Education attainment in Public & Private Sectors - 2018

- Private Sector
- Public Sector
Households in Dún Laoghaire-Rathdown had highest income
About four euro in every ten earned by residents living in Sligo came from Public Service, Education & Health.

Map 6.7: % of earned income from Public, Education & Health by county of residence, 2016

Map 6.5: % of earned income from Agriculture, Forestry & Fishing by county of residence, 2016

Source: CSO Ireland
Higher Education outcomes publication

Figure 6.8.
Earnings of Graduates (NFQ level 8 only) by Field of Study in first year after graduation, for Graduation Years 2010, 2012, 2014

Figure 7.3.
Weekly Earnings of Leaving Certificate Cohort by Year
Number of graduates employed in public sector in first year after graduation, by graduation year

- O - Public Administration and Defence
- P - Education
- Q - Human Health and Social Work Activities
Number of 2010 graduates employed in public sector, by years since graduation
NFQ breakdown for 2014 graduates in public sector and across all sectors, at three years after graduation.
Number of graduates from STEM fields working in public sector, at three years after graduation, by graduation year
Summary

- Public service earnings higher but different employee profile
- Public service is less diverse by nationality than private sector
- Gender outcomes better – and part time workers are better paid
- Public service is older but the Irish population is also ageing quickly
- Public service is regionally dispersed
- For graduates, the public service is an ‘employer of choice’
- More data needed! The National Data Infrastructure will help
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Building a Diverse and Innovative Public Service

The Printworks, Dublin Castle.
Grainne McEvoy
Director of Consumer Protection, Central Bank of Ireland.
Central Bank Celebrates Diversity
Networking
11:05 – 11:30
OUR PEOPLE, OUR FUTURE

Building a Diverse and Innovative Public Service

The Printworks, Dublin Castle.
Ian Curtin
Director, Deloitte.
Unprecedented change and opportunity

**Technology is everywhere**
6.0 billion+ smartphones in the world by 2020¹

**Tsunami of data**
9x more in last 2 years²
Major enabler of machine learning

**Diversity and generational change**
Millennials 50%³
25% global pop in Africa by 2050

Longevity Dividend – 50 year careers⁴

**Change in nature of a career**
2.5 – 5 years: Half-life of skills
4.5 years: Average tenure in a job⁸

**AI, Cognitive Computing, Robotics**
€500,000 in 2008
€22,000 today⁵

**Jobs vulnerable to automation**
35% UK
47% US
77% China⁶

**Explosion in contingent work**
US Contingent workers 40% by 2020⁷

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⁴ https://www.newscientist.com/article/mg23130810-800-the-100year-life-how-should-we-fund-our-lengthening-lives/
⁶ http://www.oxfordmartin.ox.ac.uk/downloads/reports/Citi_GPS_Technology_Work_2.pdf
What appears to be happening

- Mobile, sensors, AI, cognitive computing, data.
- Access to technology by consumers globally.
- Technology infiltrates home and political life.
What is really happening?

Source: Deloitte Human Capital Trends, 2017
The Future of Work Defined
Reimagining all dimensions of work

**Work**
The type of work people will do in the future.

**Workforce**
The portfolio of workforces, people and machines, full time and contingent workers and crowds.

**Workplace**
The structure and practices to enable people to create value in the future.

Source: Deloitte, 2017
The convergence of technology and talent models has opened new opportunities for workforce planning and the composition of work.

"Workforce"

2 Who can do the work?

Technological advancements enabling new models for interaction between companies, employees, and customers...

"Work"

1 What work can be automated?

Increasing automation over the next 10-20 years...

Automation Level

"Workplace"

3 Where is the work done?

Rethinking combinations of talent, technology and workplace...

Physical Proximity

Increasing automation, cognitive and AI technologies will redefine how work is done.

What work can be done by smart machines and robots?

- Virtual Assistants
- Speech Recognition
- Chatbots
- NLP - Natural Language Processing
- ML - Machine Learning
- Computer Vision
- NLG - Natural Language Generation
- Data Visualization
- In-Memory Computing
- Cloud Platforms
- Blockchain
- Digital Health
- Virtual Reality
- Augmented Reality
- Mixed Reality
- Wearables
- Microelectro-mechanical systems
- RFID Chips
- 3D Printing
- Drones/UAVs
- Automated Picking/Knitting
- Surgical Robots

System of Systems

- Internet of Things
- Smart Cities
- Smart Workplaces
- Mobile Connected Workforces
- Cyber-Physical Production Systems
- Autonomous Vehicles
Who can do the work?

New talent approaches are being embraced by organizations to meet the needs of the business and increased expectations from workers.
Where can the work be done?

As global, around-the-clock, human-and-machine workforces develop it will impact where work can be done.

**CO-LOCATED**

**Physical Proximity**

**DISTRIBUTED**

**Physical – Physical Interactions**

In person meetings, common working spaces, and campuses

**Physical – Virtual Interactions**

Most participants are in-person with a combination of remote and distributed workforces, increasingly mobile with use of key technologies (i.e. collaboration platforms, tele/video conferencing)

**Virtual – Virtual Interactions**

Remote and distributed teams, increasingly leveraging virtual reality (VR) and augmented reality (AR). Experts connected to distributed workers
Navigating the future of work: pointing individuals, organizations, and public policy in one direction

**Potential Implications for individuals**
1. Engage in lifelong learning
2. Shape your own career path
3. Pursue your passion

**Potential Implications for organizations**
1. Redesign work for technology and learning
2. Source and integrate talent across networks
3. Implement new models of organizational structure, leadership, culture, and rewards

**Potential Implications for public policy**
1. Reimagine lifelong education
2. Transition support for income and health care
3. Reassess legal and regulatory policies

Source: Hagel, John; Schwartz, Jeff; Bersin, Josh. "Navigating the future of work: Can we point business, workers, and social institutions in the same direction?" Deloitte Review 31 July 2017.
Human Capital Trends
Leading the social enterprise: Reinvent with a human focus

3 CATEGORIES

The future of the workforce

The alternative workforce: It’s now mainstream

From employee experience to human experience: Putting meaning back into work

The future of the organization

From jobs to superjobs

Organizational performance: It’s a team sport

The future of HR

Leadership for the 21st century: The intersection of the traditional and the new

Rewards: Closing the gap

Accessing talent: It’s more than acquisition

Learning in the flow of life

Talent mobility: Winning the war on the home front

HR cloud: A launch pad, not a destination
# Leading the social enterprise: Reinvent with a Human Focus

## 3 Categories

<table>
<thead>
<tr>
<th>The Future of the Workforce...</th>
<th>The Future of the Organization...</th>
<th>The Future of HR...</th>
</tr>
</thead>
<tbody>
<tr>
<td>...is diverse, not just from a race, ethnicity, gender standpoint, but from how work is defined</td>
<td>...is hungry for opportunities to play bigger and more expansive roles at work</td>
<td>...is complex to manage and lead</td>
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<tr>
<td>...is experience-focused and centered on putting meaning back into work</td>
<td>...is team-oriented vs. being structured around the traditional hierarchy</td>
<td>...is personalized to the way in which individuals want to be recognized and rewarded</td>
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<td>...accesses capabilities, not just people</td>
<td>...embeds learning into every aspect of a workers’ day-to-day life</td>
<td>...promotes mobility as a primary means of development and engagement</td>
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<td>...leverages technology to drive continuous reinvention of core processes</td>
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*2019 Deloitte Global Human Capital Trends*  
Leading the social enterprise: Reinvent with a human focus
Digital
Many organizations swirl in an endless loop of ‘doing’ digital things – an illusion of being digital – rather than making changes to their digital mindset and their business, operating, and customer models.

Exploring
Leverage traditional technologies to automate existing capabilities. Dabbling with digital. No real change to the organization.

Doing
Leverage digital technologies to extend capabilities, but still largely the same business, operating, and customer models.

Don’t get stuck here

Becoming
Leverage digital technologies—becoming more synchronized and less siloed—with more advanced changes to current business, operating, and customer models.

Being
Business, operating, and customer models are optimized for digital and profoundly different from prior business, operating, and customer models.

It’s critical to move beyond just ‘doing’ digital
Unsuccessful transformations are piling up because these approaches don’t work

WHAT NOT TO DO

Focus only on implementing new digital technologies

Try to ‘org design’ the way to digital

Approach digital transformation as a technology implementation

Isolated victory or bursts of activity—then declare digital success

Just tell people to be more agile and innovative

Hire or buy digital skills without also focusing on training existing talent in digital
Maturing digital organizations have more advanced Digital DNA – the ‘genetic code’ for being digital.

Digital DNA is a set of 23 traits, identified through research, that your organization can adopt or mature to organize, operate and behave in digital ways.

Most organizations focus on 3-4 Digital DNA at a time.
If you are succeeding as a digital business, you are focused on doing a few important things well

- Accepting risk of failure as a natural part of experimenting with new initiatives
- Actively implementing initiatives to increase agility in its response to rapidly changing markets
- Valuing and encouraging experiments and testing as a means of continuous organisational learning
- Recognising and rewarding collaboration across teams and divisions as part of culture and operating model
- Organising around cross-functional project teams to implement digital business
Jobs are not going away.
They are just changing.
Ian Curtin
Director, Deloitte

Doncha O’Sullivan
Assistant Secretary, Department of Justice and Equality

Raomal Perera
UCD Innovation Academy

Sinead Heneghan
CEO of the Irish Institute of Training and Development

Pauline Mulligan
Assistant Secretary, Department of Business, Enterprise and Innovation.
Dr. Lucy Fallon-Byrne
Head of Reform, Department of Public Expenditure and Reform
Thank you for your attention

Visit our Website at WWW.OPS2020.gov.ie

Reform Delivery Office
Department of Public Expenditure & Reform