

CSO People Strategy

Strategic Framework 2020–2022

Empowering
our People
to achieve
excellence



Message from the Management Board

It gives us great pleasure to introduce Le Chéile, the People Strategy for the CSO 2020 to 2022. This strategy is an integral element of our corporate development process and a key enabler for CSO's Vision 2030 and Statement of Strategy 2020 –2022.

Le Chéile has been developed through collaboration with staff from across the CSO who contributed their ideas, expertise and experiences to co-create the Human Resource priorities for the CSO as we build toward 2030. As the title of the Strategy suggests, our aim is to work together to achieve our strategic objectives and Le Chéile's stated ambition 'Empowering our People to achieve Excellence in Delivering our Strategic Priorities', reflects this shared aspiration.

Modern demands for official statistics, the expectations of our stakeholders and the profile of our workforce are all evolving rapidly. To ensure the ongoing success of our organisation, and our ability to provide "independent insight for all", the Office needs to adapt to this changing environment, including through recognising and responding to the opinions, priorities and development aspirations of our people.

Much has already been accomplished in developing the CSO as a great place to work and our staff have played a central role in progressing our corporate vision through their ongoing commitment and capacity to deliver. Now, this new People Strategy seeks to further build on all that has been achieved and to reinforce the CSO as an employer of choice where talent, ambition and good work are cherished and rewarded. Our strategic goals have been agreed by the People Strategy

project team, that will provide a clear focus for our work in the years ahead. Through these goals we are committed to fostering a great place to work that engages, enables and empowers our people; builds the statistical and non-statistical capacity of our team; prioritises leadership and management capabilities and positions the HR function as a key driver of strategic change.

These goals focus on the key people challenges for the organisation and are designed to ensure that current and future skills gaps are anticipated and addressed, that staff are well managed and well led in an environment that recognises their professional aspirations, supports them in managing personal challenges and encourages high performance, for the public good.

These are ambitious goals, but this strategy will provide the framework and the structures necessary to consolidate the progress already achieved in delivering people-centred plans as well as developing new initiatives. Le Chéile sits alongside other strategic corporate plans and is fully aligned with the new corporate Vision and 3-year Statement of Strategy.

Management Board are very happy to endorse Le Chéile and are committed to its effective implementation. To realise our shared goals, proactive engagement and partnership will be needed, where staff across the organisation will co-own and co-lead on the delivery of the strategy in conjunction with the HR team. Our collective commitment and actions will define our success. Working together, we can make Le Chéile happen.



JENNIFER BANIM
Assistant Director General
Economic Statistics



PÁDRAIG DALTON
Director General



MARIA HURLEY
Assistant Director General
Corporate Affairs



RICHARD McMAHON
Assistant Director General
Social and Demographic Statistics



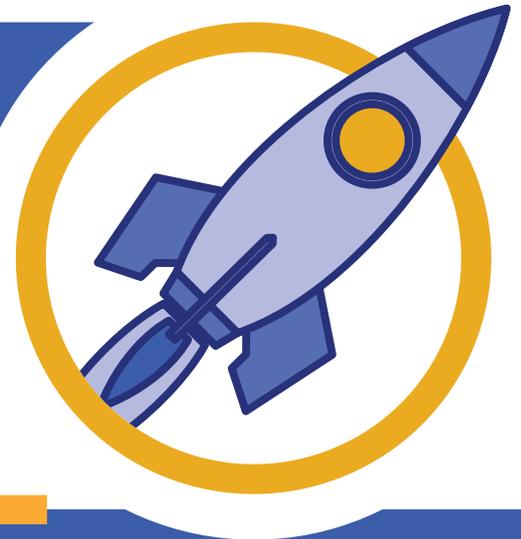
PAUL MORRIN
Assistant Director General
Statistical Systems Co-ordination Unit



JOE TREACY
Director
Business Statistics

Goal 1

Foster a Great Place to Work that Engages, Enables and Empowers our People.



Our Strategic Priorities

- A Continue to position the CSO as an employer of choice through innovative talent acquisition and retention strategies.

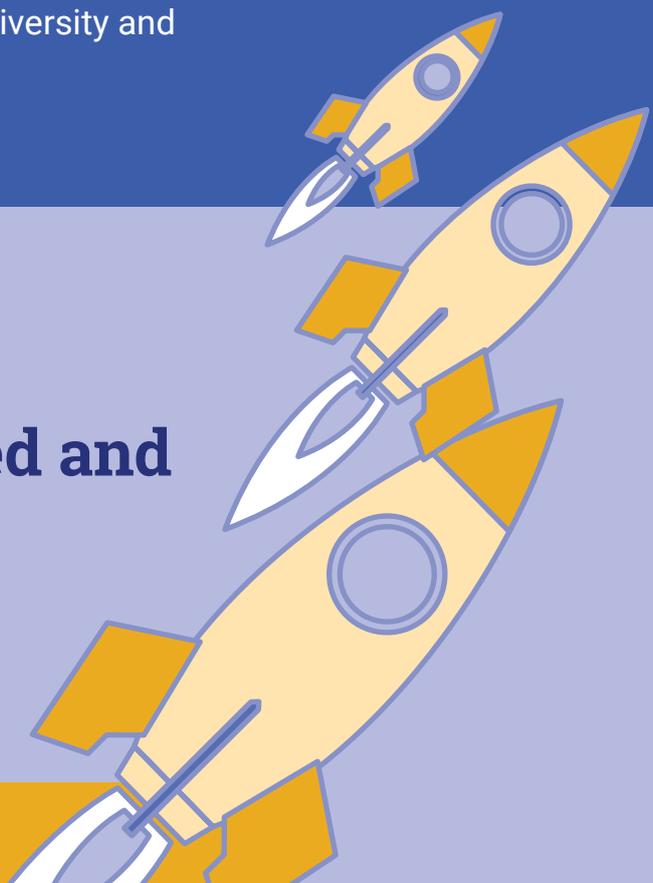
- B Sustain the CSO's positive work environment where people's wellbeing and morale are of the highest priority.

- C Maintain focus on developing people's potential, value their contribution and enrich their working life experience.

- D Continue to foster a culture of equality, diversity and inclusion in the CSO.

2022 Outcomes

An inclusive, engaged and resilient workforce.



Goal 2

Build the Statistical and Non-Statistical Capacity of our People.



Our Strategic Priorities

- A Enable our people to reach their full potential through our culture of personal and professional development.

- B Continue to develop the statistical professionalism of our people to deliver an excellent service to our customers and meet their future needs.

- C Work with staff to continuously support our people in their career planning and development.

- D Promote a dynamic culture that encourages innovation and collaboration in the CSO.

2022 Outcomes

A prestigious workplace that promotes personal, professional and technical development.



Goal 3

Prioritise Leadership and Management Capabilities.



Our Strategic Priorities

- A Prioritise excellence in leadership at all levels in the CSO.

- B Strengthen a culture of high-performing teams across the CSO.

- C Position, support, and nurture managers as people developers.

- D Encourage managers to foster greater communication at all levels to promote an inclusive, engaged and agile workforce.

2022 Outcomes

Strengthened our leadership and management capabilities across the organisation.



Position the HR function as a Key Driver of Strategic Change

Evolve the HR Operating Model
to build strategic HR capability

Increase the use of
HR data to generate
insights into people and
performance aspects of
the business.

Align the HR function to
become more business-
focused through
implementing HR
Business Partnering.

Maintain a high quality
HR service to all staff

**A HR delivery
model aligned with the
dynamic business needs
of the CSO.**

Developing Le Chéile – the experience of individual staff members

“I found working on this project an excellent eye opener. I think sometimes we think everyone wants to follow the same path in work/life but the feedback from staff made me realise there are so many other different angles and that there is no one size fits all. I think ‘Le Chéile’ gives a good snapshot of the most important wants and needs of the office.”

“I would certainly recommend the experience and the involvement. From the moment I became involved it was clear that all who had volunteered for creating the People Strategy had a genuine interest for the positivity of the organisation and betterment of the staff in the CSO. All the individual input from each of the outreach groups in all locations were discussed and collated and put in some guise towards building the foundations for the People Strategy.”

“The working group for Le Chéile CSO People Strategy was an excellent opportunity to learn and participate in organisational strategy, Thanks to the Strategic HR team for organising it.”

“There was a good mix of grades in my group, it was interesting to hear their views and ideas on the various pillars covered in the People Strategy sessions. The Group Chair & HR lead put a lot of work into facilitating and guiding my group.”

“It was a very rewarding experience to be part of the development of ‘Le Chéile’. The dedicated working groups ensured that feedback from initial consultations with staff provided the foundation for the pillars of the People Strategy, and for effective implementation of the strategy through 2022.”

“Le Chéile’s development took a novel approach. Everyone was included in the invitation to hear about the People Strategy plan and everyone was invited to volunteer to get involved. Having people across all grades and work locations including field workers clearly demonstrated that each work environment has different needs and priorities and these factors need to be included as part of change. Including people in conversations about organisation change and decision-making delivers huge benefits.”



The CSO's People Strategy is known as "Le Chéile" which means "together" or "to team up with".

This title is very apt for the People Strategy as people are the key enablers for what we do in the CSO. It reflects how it is through working together and in support of each other that the CSO will deliver its strategic aims and continue to grow and flourish.

It also reflects how the strategy was developed by people across all grades and locations working together with great drive and enthusiasm.

Published by the
Centra Statistics Office,
Ireland.
January 2020.

