

Ireland (cont.)

The review resulted in the following 6 key recommendations for strengthening critical HR capabilities and positioning HR as a strategic partner to the business:

- Transition to a HR business partnering model
- Formalise HR expertise through four communities of expertise centrally
- Adapt the local HR delivery model
- Optimise and enhance the role of shared and central services
- Invest in people capability uplift
- Invest in HR enablers

Phase 2 of the project will recommence in May 2021 with three pilot organisations involved in the detailed design, testing and implementation of the recommendations from the phase 1 review. As part of phase 2, it is planned to develop a blueprint for all HR organisations across the wider Civil Service. The outcome will be a strategic HROM which will create opportunities for automation; promote different skill sets; professionalise HR services; support a diverse and agile workforce; help attract talent etc.

We are working in partnership with the European Commission on this project and would be very open to sharing final outcomes and learnings with our EUPAN colleagues in 2022.