

IGEES Learning & Development Framework 2017-19

What is Learning and Development?

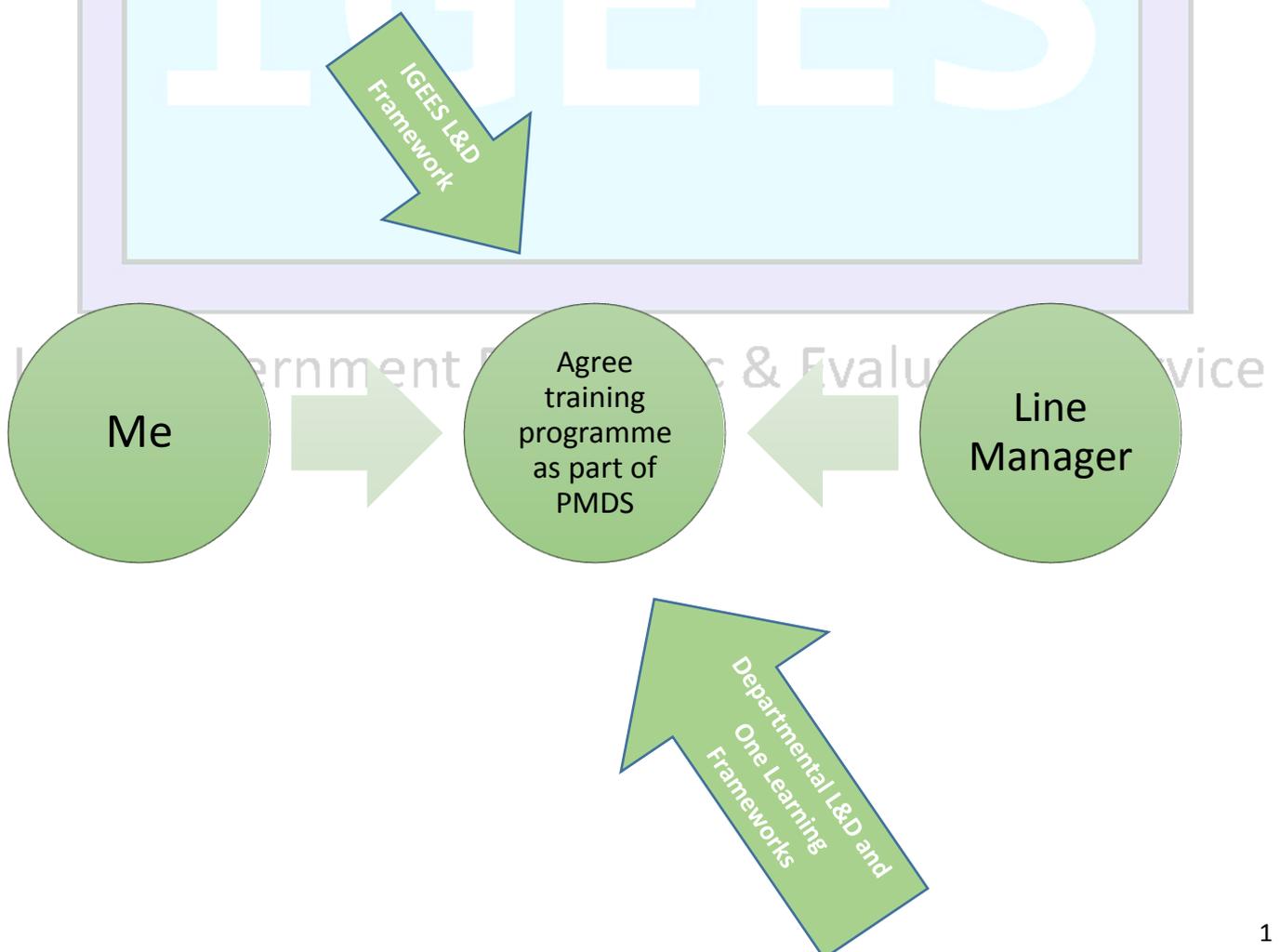
Learning and Development (L&D) refers to activities aimed at acquiring new or enhancing existing skills and competencies. L&D in the IGEES context refers to development of skills and competencies across the Civil Service needed to produce high quality economic analysis and evaluation in order to inform policy development.

IGEES L&D is available to all Civil Servants working in roles developing evidence based policy.

Objectives of IGEES L&D Framework

The IGEES L&D Framework provides the guidelines and opportunities designed to build skills and competencies needed to support and promote evidence based policy making. The aim of IGEES Learning and Development Framework is to support members of the IGEES network in delivering the IGEES Medium Term Strategy 2016-2019 by providing guidelines on learning and development and offering relevant, targeted and timely learning and development opportunities.

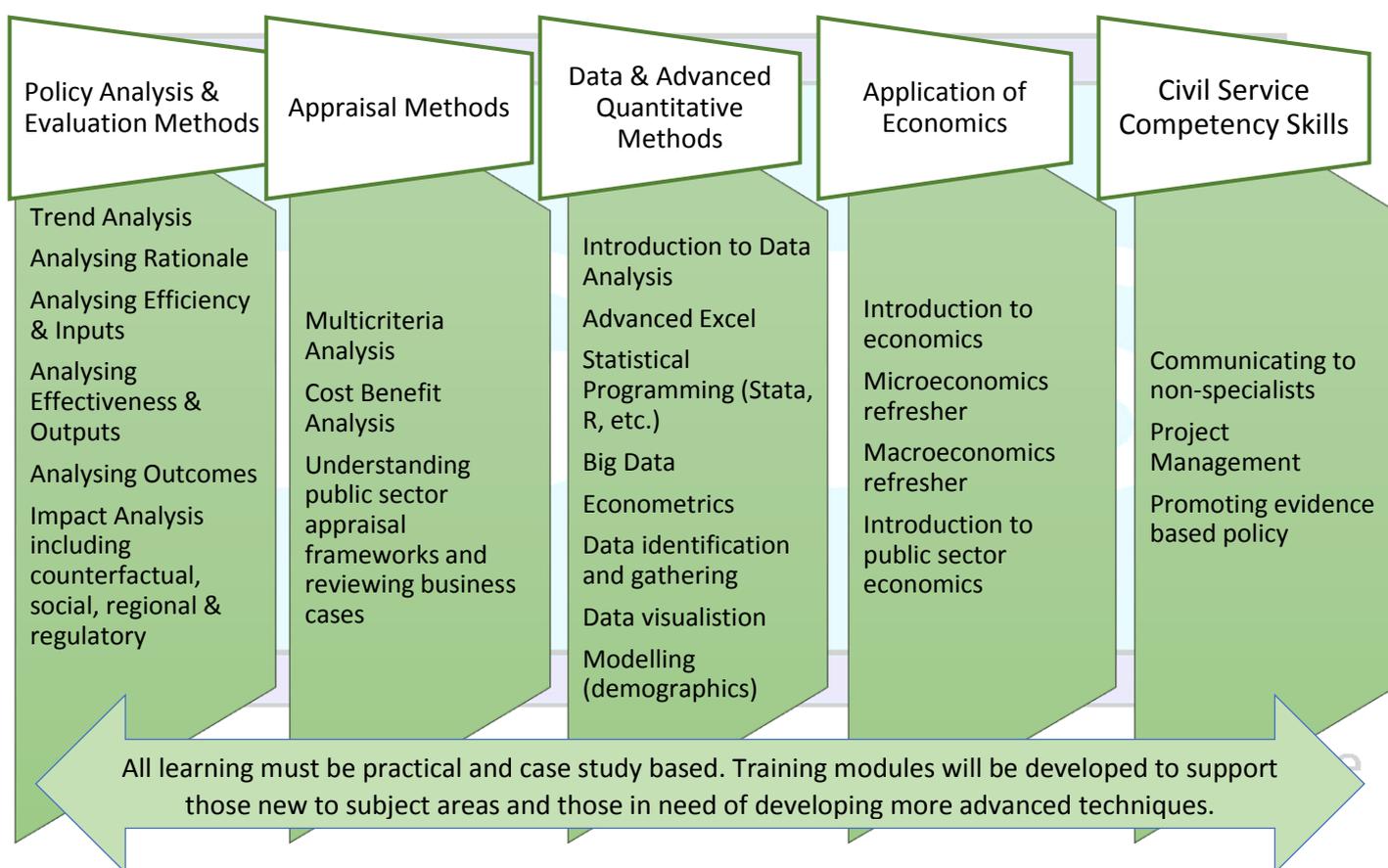
How will the IGEES L&D Framework work?



This IGEES L&D Framework will take effect from the beginning of January 2018. It is expected that IGEES L&D goals and activities will be discussed and included in each individual's goal setting form for 2018. The training programme agreed should be based on each individual's development needs & business needs of Department arising from Business Planning & Strategic Priorities. The training programme should draw from the IGEES L&D, Departmental L&D and One Learning Frameworks.

Clusters of Skill Needs [Pillars of Learning]

A comprehensive consultation process identified clusters of skills and competencies specific to IGEES roles. These skills clusters are the integral part of the IGEES L&D Framework and will guide the provision of the IGEES L&D offerings. The IGEES L&D is intended to supplement L&D provision available through Departmental and One Learning L&D Frameworks.



As established through the consultation process, all IGEES L&D opportunities must be practical and case study based, with expertise drawn from internal and external sources.

Skill needs will change over time and IGEES will conduct annual reviews and consultation to ensure that the offerings supplied through the L&D Framework are in line with the needs of the individuals and Departments

IGEES Learning & Development Guidelines

IGEES L&D requirement

It is expected that IGEES staff will achieve the goal of completing a minimum of the equivalent of three working days annually of IGEES L&D activity.

November 2017

IGEES AO recruits in Year 1 are an exception to this and instead will have:

- 4 day IGEES induction programme, and
- 14 days of the Civil Service graduate training programme.

Those new to IGEES roles are recommended to set more ambitious training goals than the three day minimum in their first five years.

Who can avail of IGEES L&D?

IGEES L&D is available to all Civil Servants working in roles developing evidence based policy.

Roles and Responsibilities

- ❖ **Individuals** have primary responsibility for ensuring that their own L&D needs are identified and addressed. The PMDS process facilitates and supports them in this regard. Individuals will identify their specialist (economic/evaluation) L&D needs and agree on IGEES L&D to be carried out on an annual basis with their line managers as part of the overall discussion on their L&D requirements within the PMDS process. Individuals are responsible for recording their L&D activity as part of the PMDS process and providing a return on their IGEES L&D activity to IGEES Corporate Support & Development when requested. Individuals will be expected to participate in the evaluation of L&D programmes that they participate in
- ❖ The onus will be on line **managers** to communicate their view of the L&D needed for the role. Managers are encouraged to support staff in aligning learning objectives with business needs as outlined in the Business Plan or Strategy Statement priorities and to set out clear objectives/expectations for learning outcomes for their staff. Line managers are responsible for determining if staff are releasable for training opportunities. Managers will be expected to participate in the evaluation of L&D programmes that their staff participate in. Individuals and their line managers will agree the appropriate balance of structured and unstructured L&D activities.
- ❖ **IGEES Corporate Support & Development, IGEES Internal Advisory group and IGEES management** will support and implement the IGEES L&D Framework ensuring that the framework is evaluated regularly. IGEES Corporate Support and Development and IGEES management, working with Departmental L&D Units, will identify training needs, host workshops and develop content. They will manage the IGEES training budget and ensure that it is spent to secure alignment with the IGEES Medium Term Strategy and identified skill needs, as well as to secure the greatest value added. They will monitor and evaluate the framework and evaluate individual programmes commissioned to assess whether they are having the required impact and developing the appropriate skills for staff to achieve their goals within their organisation. The IGEES Internal Advisory Group will support the design, implementation and evaluation of the L&D Framework and its constituent elements. The Group will promote the use of the Framework to ensure capacity building in evidence based policy across Departments.
- ❖ **IGEES Policy Oversight Group and Senior Management** will support the IGEES L&D Framework ensuring that the framework complements other Civil Service L&D frameworks. They will promote the use of the IGEES L&D Framework to ensure capacity building in evidence based policy across Departments.
- ❖ **IGEES External Advisory Group** will provide advice to support IGEES management in implementing and renewing the IGEES L&D Framework.

Recording L&D

IGEES L&D will be recorded in the L&D section on each individuals PMDS form on the ePMDS system.

In addition, IGEES Corporate Support and Development in DPER will request annual returns on IGEES L&D carried out to inform the future development of the IGEES L&D Framework.

Funding IGEES L&D

The costs of L&D will be covered through multiple funding streams, including the Civil Service Refund of Fees Scheme, IGEES L&D funding, and Departmental L&D funding.

L&D activities include:

Structured	Non-structured
Induction (general and IGEES specific)	Professional activities (attending conferences and seminars, committee participation, attending presentations etc.)
Civil Service Graduate training programme	Self-directed learning (reading, viewing, publishing)
Further education (certificates, diplomas, degrees, masters, PhD)	
Short courses (on-line, classroom, blended learning)	
Presenting at seminars, conferences etc.	
Work based learning ("on the job" learning, mentee, mobility, lunch and learn, work demonstrations)	
Mentoring/coaching/teaching/peer reviewing	

Suggested IGEES L&D activities

The matrix below sets out suggested IGEES L&D activities by length of service and experience. Its purpose is to assist individuals and line managers as they consider the individuals economic/evaluation/policy analysis learning needs as part of the regular engagement on the individual's overall development in their role.

	Structured	Non-structured	Interpersonal	Focus
Newly appointed	IGEES induction, short courses if relevant to role, work based learning	Online, books, papers, attending SPD sessions and conferences	Mentee, peers, job shadowing	Orientation, technical skills, networking, norms and standards
Experienced staff	Targeted specialist courses, mobility, benchmarking visits, further education, work based learning	Selective papers, viewing, attending and presenting at SPD sessions, seminars and conferences	Coaching, cross-functional learning, peer to peer networking	Technical skills, multi-disciplinary, critical thinking, creativity, vision and values
Grade related training	Targeted specialist courses, benchmarking visits, work based learning	Selective papers, viewing, attending and presenting at seminars and conferences	Mentee, peer to peer networking	Critical thinking, creativity, vision and values
Capacity building for those not in IGEES roles	Short courses, further education	Online, books, papers, attending SPD sessions and conferences	Peer to peer networking	Technical skills, networking

Monitoring and Evaluating IGEES L&D

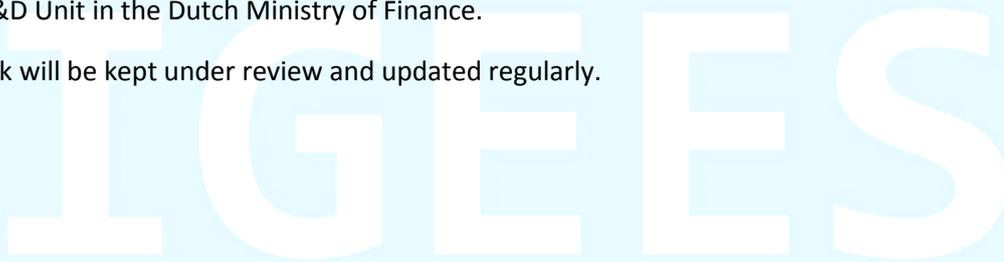
IGEES Corporate Support and Development will monitor participation in IGEES L&D and conduct evaluation of effectiveness of the IGEES L&D in achieving the IGEES strategic goal of building analytical capacity for evidence based policy formulation. A selective, focused and practical approach will be taken in assessing all learning and development.

Consultation Process

The IGEES L&D Framework was developed following consultation with internal and external stakeholders including:

- ❖ An IGEES Learning and Development Sub-group representing IGEES staff and management across Departments;
- ❖ IGEES staff and those in the wider Civil Service analytical community through a survey and focus groups;
- ❖ IGEES management and the IGEES Internal Advisory Group;
- ❖ Academics and researchers on the IGEES External Advisory Group;
- ❖ The L&D Unit in the Central Bank of Ireland;
- ❖ Professional bodies including Engineers Ireland, the Medical Council, and the Chartered Accountants of Ireland;
- ❖ Officials in the UK Government Economic, Statistical and Social Research Services;
- ❖ The L&D Unit in the Scottish Economic Service; and
- ❖ The L&D Unit in the Dutch Ministry of Finance.

The framework will be kept under review and updated regularly.



Irish Government Economic & Evaluation Service

Indicative Implementation Plan 2017-19

2017

- IGEES Induction (Q3)
- Launch of IGEES L&D Framework (Q4)
- Three day Counterfactual Impact Evaluation **Workshop**(Q4)
- Three day Cost Benefit Analysis **Short Course**(Q4)
- 'How to use data' **Short Course** (Q4)
- IGEES Networking Event (Q4)
- IGEES SPD Sessions (All Quarters)
- Relevant Conferences (DEW, IEA, SSISI, ESRI, NERI, etc.) (All Quarters)

2018

- Design of Application of Economics Short Course including content workshops (Q1)
- Appraisal Methods **Short Course**(Q1)
- 'How to use data' **Short Course** (Q1 & Q3)
- IGEES Spending Review Conference (Q1)
- Design of Appraisal Methods short course including content workshops (Q2)
- **R Short course** (Q2)
- IGEES Annual Conference (Q2)
- Support for Refund of Fees (Q2)
- Application of Economics **Short Course** (Q3/Q4)
- IGEES Induction (Q2 & Q3)
- Appraisal Methods **Short Course** (Q4)
- Regulatory Impact Assessment **Workshop** (Q4)
- IGEES Networking Event (Q4)
- Review of the first year of the L&D Framework (Q4)
- Relevant Conferences (DEW, IEA, SSISI, ESRI, NERI, etc.) (All Quarters)
- Guest lectures on relevant topics including Behavioural Economics (All Quarters)
- Work with CSO to maximise relevant L&D opportunities for statisticians and those in evidence based policy roles

2019

- 'How to use data' **Short Course** (Q1 & Q3)
- IGEES Spending Review Conference (Q1)
- Design of Data short course including content workshops (Q1)
- Appraisal Methods **Short Course** (Q1)
- IGEES Conference (Q2)
- Support for Refund of Fees (Q2)
- Data **Short Course** (Q2/Q3)
- IGEES Induction (Q2 & Q3)
- Application of Economics **Short Course** (Q4)
- IGEES Networking Event (Q4)
- Full Evaluation of the L&D Framework (Q4)
- IGEES SPD Sessions (All Quarters)
- Relevant Conferences (DEW, IEA, SSISI, ESRI, NERI, etc.) (All Quarters)
- Guest lectures on relevant topics including Behavioural Economics (All Quarters)
- Work with CSO to maximise relevant L&D opportunities for statisticians and those in evidence based policy roles

Please note that this is an indicative plan for 2018 and 2019 with a detailed plan to be developed and advertised as the framework is rolled out.

What's Scheduled so far in 2017 and 2018?

IGEES Induction

Target Audience : New IGEES AOs

- Four day practical induction programme covering appraisal frameworks, evaluation, policy analysis, data analysis and excel training.
- Will run for the new AOs starting in September 2017 and will run again in May 2018.

Masterclasses, Workshops and Short courses

Target Audience: Civil servants in need of CBA and CIE Training

- Counterfactual Impact evaluation three day workshop in December 2017
- Cost benefit analysis three day course in December 2017
- Both will run again in 2018 subject to demand

Capacity building in economics, evaluation and policy analysis

Target Audience: Civil servants with no/little economics or evaluation skills who wish to develop their data analysis skills

- 'How to Use Data' Short Course (piloted in Finance/PER in Q4 2017). Will be rolled out in 2018.
- Evidence based policy making module provided to Civil Service Graduate Training Programme Q4 2017 and Q1 2018.

Support under Civil Service Refund of Fees Scheme

Target Audience: All civil servants with identified training needs

- Support for accredited university courses including on-line courses.
- IGEES will explore development of accredited modules from masters courses in universities.

Seminars

Target Audience: All civil servants interested in evidence based policy

- Monthly Strategic Policy Discussion (SPD) sessions
- Regular IGEES conferences and seminars including seminars with guest speakers
- Support to participate in other conferences including Dublin Economic Workshop and Irish Economic Association

How to find out about IGEES L&D opportunities?

All training opportunities and events will be advertised to the IGEES mailing list and on the IGEES Hive Team site - <https://hive.cloud.gov.ie/Pages/Directory.aspx>

If you have any queries or wish to be added to the IGEES mailing list, please contact IGEES Corporate Support and Development at igees@per.gov.ie