



Oifig Náisiúnta
um Sheirbhísí
Comhroinnte

National
Shared Services
Office

National Shared Services Office

ANNUAL REPORT 2018





14%

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Chairperson's Foreword

I am pleased to present the first Annual Report of the National Shared Services Office as a statutory office. 2018 was an important year for the NSSO as the legislation was enacted, enabling the Office become a separate statutory civil service office at the beginning of the year. The NSSO Chief Executive, as Accounting Officer, continues the work previously carried out by me.

Public Service Reform is a continuous process. As the public service becomes more mobile, flexible and accountable, the demands placed on the National Shared Services Office will increase. The adoption of a Shared Services model is one of the actions identified in *Our Public Service 2020*, the Government's second public service reform plan.

The legislation establishing the Office empowers it to provide human resources, pension, payroll and financial management services to all Government Departments and Offices and some additional organisations - a total of 57 public service bodies.

The NSSO has to date provided human resources, pension and payroll services and is now developing a single technology platform needed to provide standard financial management shared services. The proposed solution will meet the requirements of accounting officers and enable an integrated approach to finance for consolidated reporting, accrual accounting and the professional development of the finance function across the civil service. The programme did not meet its planned start date of September for the first wave of departments.

It is more important to ensure that the programme is ready to deliver quality Shared Services than adherence to the original timeline, given the scale, complexity and its importance.

The NSSO will continue to support the implementation of the 'People Strategy for the Civil Service'. In particular, the NSSO will develop ICT to improve the delivery of HR services and to build HR capacity in the civil service. The NSSO will also provide the helpdesk for the new Civil Service Learning & Development (L&D) shared service, OneLearning.

Recognising the need for improvement, the NSSO is investing in next generation technology to improve both the quality and speed of its services. Through robotic technology, the NSSO is dedicated to increasing digitisation and collecting data once that can be used often, in order to meet the demand for data analytics and insights that only Shared Services can provide.

The NSSO's legislative remit also includes providing guidance and support to the other Public Service sectors of Education, Health and Local Government, as they advance their individual Shared Services plans. Shared Services is Government policy and projects are led in each sector, in line with their individual Shared Services plans.

It is important to recognise that there are challenges and risks in the NSSO's operating environment relating to its early stage of maturity and associated pace of change. The NSSO, and the provision of Shared Services in the civil service, is a new initiative and the Office and its services are not at the end of their development journey yet. My colleagues and I continue to be available to provide guidance, advice and support to the NSSO.

The NSSO has adopted a strategy for 2018-22 to drive its work and meet its key challenges and risks which are people, technology, process and governance, and pace of change. This new strategy will enable the NSSO meet its challenges and address them to ensure the Office's ultimate mission is achieved.

Finally, I wish to thank my fellow Advisory Board members for the valued advice they have given me, and the Chief Executive and her colleagues in the NSSO for driving forward the Shared Services model in the civil and wider public service.

Robert Watt

Chairman
Advisory Board
National Shared Services Office



Chief Executive's Review of the Year

This is the first Annual Report of the NSSO as a statutory civil service office, and the fourth annual report on activities. This Office continues the work we previously did as part of the Department of Public Expenditure and Reform, beginning in 2014.

We are an ambitious organisation that aims to deliver real value for the people who rely on us for services, the public service organisations that use our services and ultimately the citizens of Ireland who receive services from those organisations.

The organisations we serve in the civil and public service are facing a complex, challenging and fast-moving domestic and international environment. Information and communication technology continues to advance. At the same time, the expectations of our client organisations and the individuals we serve continue to increase. The need to use a range of tools available to improve our service, and provide additional analysis and insight to our clients, and free up their staff from routine tasks, is growing all the time. We are harnessing digital technology to improve and simplify processes to provide a simple, quick and effective service to the people we serve.

In 2018, we carried out several employee engagement activities with the support of our staff forums. We also completed a dedicated health and wellbeing programme and a leadership team development programme. We continued to invest in our staff through customer service excellence training and core professional training courses. This was organised

through OneLearning, and certified accredited courses such as IPASS, ACCA, CIPD Foundation Certificate in HR Practice, project management (CAPM/PMP) and Lean Six Sigma.

We developed and implemented new governance structures, policies and corporate functions to support the effective running of the Office and a comprehensive system was put in place to identify, analyse and mitigate risks.

At the end of 2018, the NSSO had, in relation to HR Shared Services, 36,400 customers across 42 public service bodies and in Payroll Shared Services, 127,700 payees across 54 pay groups from public service bodies including over 60,000 pensioners. Two new clients were onboarded.

We completed 250,000 HR transactions for customers in 2018, improved service performance in many areas, meeting the service level targets agreed with HR managers, and consistently achieved high quality scores for process compliance and controls. The total value of payroll and pension payments made by the NSSO in 2018 was over €4.8 billion. This was by far the busiest year for the Payroll Shared Services team.

The Finance Shared Services programme fell behind schedule during the year. The migration of the first wave of departments in September was deferred. A detailed review of the design and programme will conclude in 2019. It is important to take the time required to ensure a successful implementation. I am very grateful to those staff and subject matter experts from client departments for their continuing support to ensure a successful implementation when live.

During the year we hosted a number of Shared Services Seminars for public servants from the sectors of Education, Health, Local Government and the civil service, including our colleagues from the Northern Irish Civil Service, to learn from each other's experience and hear presentations from leading specialists in the field. I, and all the staff of the NSSO, were delighted to welcome Minister of State, Patrick O'Donovan TD on his visits to our HR Shared Services office in Clonskeagh and our Payroll Shared Services office in Tullamore during the year.

I would like to take this opportunity to acknowledge and thank all NSSO staff for their hard work – they are the people who have delivered this progress. I would also like to thank Robert Watt and the members of the NSSO Advisory Board, and the members of the Programme Boards and Committees for their time, commitment and support to assist with this major innovation programme for the civil service. Without this support, we could not reach the milestones achieved.

I am proud of what the NSSO achieved in 2018. There was definite improvement in the service delivered. I look forward to leading the NSSO as we continue to develop. Good governance is integral to our long-term success, and our governance arrangements will continue to evolve as the NSSO delivers on its strategic objectives. I look forward to 2019 and making further sustainable improvements in service.

Hilary Murphy-Fagan

Chief Executive

National Shared Services Office

Key Achievements in 2018



Two new client bodies

the Department of Rural and Community Development and the Policing Authority transitioned to the NSSO's HR shared services during 2018



Successfully partnered with Revenue to deliver the changes associated with **PAYE Modernisation** for our 127,700 payroll customers



Major process mapping and data protection training to ensure compliance with **GDPR** regulations within its first year



Further progress on the **Financial Management Shared Services Programme**

Key Achievements in 2018



The number of NSSO customers increased to **127,700** across a wide range of Public Service Organisations



Establishment of a single enterprise **ICT function** within the **NSSO** responsible for Application Management, Reporting, Business Intelligence and Technology Innovation including Robotics



37% reduction in overpayments attributed to the NSSO as result of improved processes



Our services received the internationally recognised **Type II ISAE 3402 audit certification**

2. Progress on Strategic Goals in 2018

The NSSO has defined four strategic goals for the Office. This table summarises the progress made during 2018.



1

Deliver Excellent Shared Corporate Services

Provide Public Service Bodies with excellent shared services and communicate the benefits that these efficient and effective services create

This was our first year as an independent statutory office and the first year of progress on our goals. In 2018 we;

- Established Customer Relations and Support Services on a cross-functional basis and merged relationship management into an end-to-end service across the NSSO, resulting in over 80 client engagement meetings.
- Began the process for our first customer relations survey, to be conducted in 2019, increased our quality scores and performed over 20,000 quality checks.
- Surpassed our 80% target for first call resolution, achieving 87%.



2

Engage, Enable and Empower our People

Engage, enable and empower our people to deliver continuous innovation and change

The NSSO has been growing and developing its team since its formation in 2014. During 2018 we created a new HR function and other specific achievements during the year included:

- Held staff consultations on the development of our new Strategy, conducted a Healthy Place to Work survey and analysed the findings in workshops for managers on the implications of the results
- Active staff forums met throughout the year and set the priorities for our Employee Engagement and Internal Communications programme, aligned to the Civil Service Employee Engagement Survey.
- Expanded our employee ezine, the Shared Scoop, using employee engagement technology.

Exploit the full potential of modern technological platforms, systems and solutions

The ICT systems currently used by the NSSO for HR and payroll will have to be replaced in the coming years by an integrated system. During 2018 we:

- Developed a detailed ICT and Cyber Security strategy for the period up to 2022
- Increased the use of robotics further in our HR Shared Services
- Implemented a single case management system (CMS) across HR Shared Services and Payroll Shared Services for end-to-end view of processing.

Establish Shared Services as a valued approach for Public Service Bodies and the NSSO as a trusted partner

Highlights in our progress towards this goal included:

- Delivered two seminars on Shared Services Excellence in the Public Service and began planning for the second conference on Public Service Shared Services, to take place in 2019
- Began the process of developing a new Communications Strategy for the NSSO to reflect our status as a separate Civil Service Office with our own new identity
- Worked closely with the Department of Public Expenditure & Reform on the Civil Service People Strategy.

3

Invest in New Digital Technologies



4

Champion Shared Services Across the Public Sector



3. Governance and Structure

3.1 Corporate Vision, Mission and Values

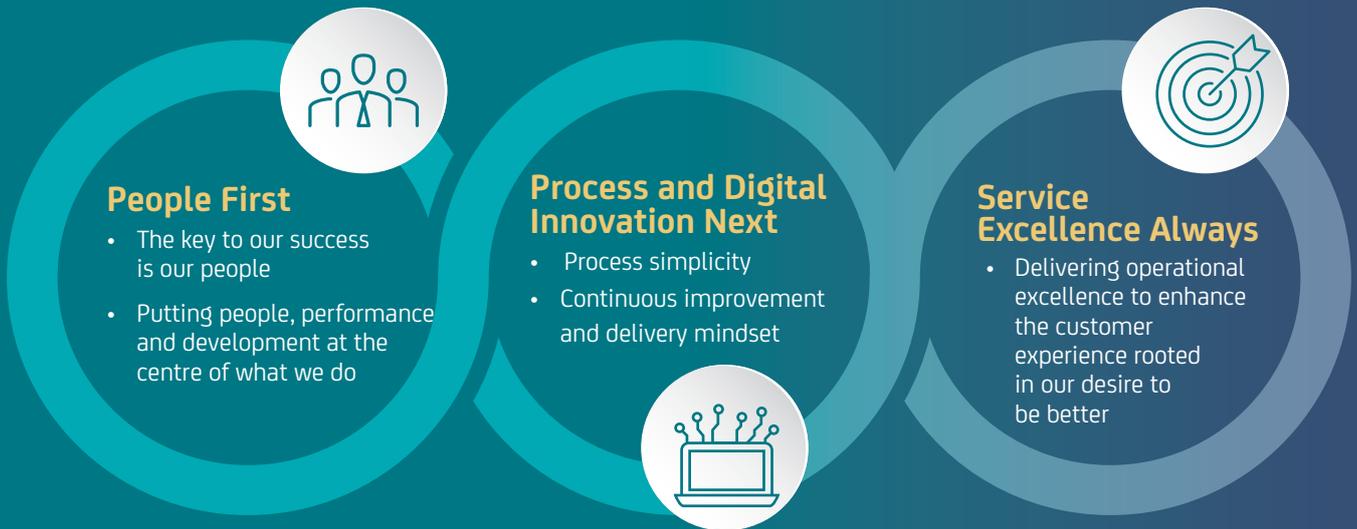
The vision of the NSSO is a customer-focused, innovative and learning organisation, providing consistently high standards of Shared Services that support business needs.

The mission of the NSSO, as a civil service office, is to provide excellent corporate business services to Government and other public service bodies that

meet end user needs and delivers value for money to citizens.

The NSSO also provides guidance and support to the other public service sectors of Education, Health and Local Government, as they advance their individual Shared Services plans. Shared Services is a Government policy and projects are led in each sector, in line with their individual Shared Services plans.

NSSO Values



People First

- The key to our success is our people
- Putting people, performance and development at the centre of what we do

Process and Digital Innovation Next

- Process simplicity
- Continuous improvement and delivery mindset

Service Excellence Always

- Delivering operational excellence to enhance the customer experience rooted in our desire to be better

3.2 Governance

As the NSSO only became a separate statutory office, under the aegis of the Department of Public Expenditure and Reform, in 2018, a key focus of its work has been to put in place the necessary corporate governance structures to support its activities within this new environment. This involved developing its own suite of governance policies and procedures, e.g. risk management, procurement, in addition to the establishment of an Audit and Risk Committee and Internal Audit function.

The NSSO places a great significance on having in place a robust corporate governance structure to ensure that the Office meets its obligations to and the expectations of its stakeholders. At the core of our governance structure, authority rests with the

Chief Executive, who is also the Accounting Officer, answerable to the Oireachtas. A clear structure of delegation operates through each level of the organisation, matched by a corresponding framework of accountability.

Our activities are guided by a risk appetite that is aligned to our strategic objectives. A comprehensive suite of policies and procedures are in place to guide operations, supported by robust internal controls. Assurance and oversight is provided through a broad framework of audit, assurance and compliance.

The governance arrangements also draw on a wide range of independent and stakeholder advice through the Advisory Board and key stakeholder forums, which ensure that our client organisations have a voice in the future of Shared Services.

3.3 NSSO Committees

NSSO Advisory Board

The NSSO Advisory Board supports the work of the Office in providing Shared Services. The Board has nine members including four Secretaries General of client departments, the Chairman of the Revenue Commissioners, the Civil Service Human Resources Officer, the Government Chief Information Officer and two independent members (see Appendix 2 for members and meetings attended). The Chief Executive of the NSSO also attends.

The Board's primary role is to provide strategic advice and insight to the Chief Executive in areas that are core to the effective functioning and long-term success of the NSSO. These include the standards to be achieved in the provision of Shared Services, internal control and governance, strategy and policy development.

The Board met four times in 2018 and issues considered included governance arrangements, policy and procedures, data protection, key operational challenges as well as receiving updates from the Audit and Risk Committee.

Some key areas where the Advisory Board supported the NSSO during 2018 are summarised in the table below:

NSSO Governance Charter	The Board provided input and advice on a draft NSSO Governance Charter and approved the final Charter.
NSSO Strategy Development Process	The Board was updated on the process for preparing the NSSO's 2018-2022 Statement of Strategy and bilateral meetings were held with Board members to discuss their views on the direction of the strategy.
NSSO Business Plan 2018	The Board reviewed the NSSO's draft business plan for 2018.
NSSO KPI Dashboard	The Board monitored Key Performance Indicators (KPIs) for the NSSO at each meeting.
Overpayments and Data Loss Incidents	Overpayments have been of concern and the NSSO has devoted resources to monitoring and managing the matter. The Board received updates on these matters and agreed that the NSSO needs to continue to closely monitor.
Financial Management Shared Services Programme	The Board received regular updates on the status of the programme and advised the CEO on advancing the programme

Risk Management

The Advisory Board is updated on the key strategic risks facing the NSSO. During the year it considered and advised on:

- Risk mitigation for Financial Management Shared Services programme
- Management of payroll overpayments
- Future upgrade of our Payroll IT system
- Future upgrade of our Human Resources IT system (HCM)

Audit & Risk Committee

The NSSO has an independent Audit and Risk Committee which provides advice and assurance to the Chief Executive of the NSSO, as its Accounting Officer. The Chairman of the Committee is also a member of the Advisory Board and updates the Board at each meeting on the work of the Audit & Risk Committee.

The Committee provides independent advice and assurance to the Chief Executive of the NSSO regarding:

- The Office's control environment and systems of internal control
- Risk management
- Good accounting and management practices
- Internal audit
- External audit
- Financial management

In particular, the Committee considered the NSSO's internal audit plan for 2018 and received four reports during the year from the function, namely:

- Payroll Overpayments
- Information and Communications Technology
- Fraud and Vulnerability
- Travel and Subsistence

Employee Services Strategy Committee

The primary function of the Employee Services Strategy Committee is to provide strategic advice and share information in support of the future development and effective delivery of employee shared services (see Appendix 2 for members).

The principal matters considered by the Committee in 2018 were:

- Approval of its Terms of Reference
- The Terms of Reference for the Employee Services Customer Group
- Approval of the Committee's annual work programme
- Standard and non-standard HR processes within HR Shared Services of the NSSO
- The Review of the HR Operating Model
- A RACI (Responsibility, Accountability, Consulted and Informed) Index in relation to risk and audit as it relates to the NSSO's Governance Framework
- The control and assurance framework within the NSSO following a presentation by the Office's Head of Internal Audit
- The NSSO's draft Strategy
- The NSSO's Service Measures
- PAYE Modernisation
- PAYE Customer Engagement Survey.

Employees Services Customer Group

The Employee Services Customer Group (ESCG) is an advisory group formed in 2018 and comprising representatives from the NSSO and its client departments and offices. (See Appendix 2 for members.)

The Group provides a high-level customer interface with NSSO, and works to foster and enable a positive and progressive working relationship between the NSSO, the HR Managers' Forum and Finance Officers. Operating as a structured forum, the ESCG meets on a monthly basis (except August and December) and works with the NSSO to review performance, resolve issues as they arise and to continuously review and improve service delivery.

Key initiatives of the ESCG as part of its 2018 work programme included the establishment of two sub-groups, dealing with the respective issues of overpayments and reporting:

- a. The overpayments sub-group is chaired by the ESCG representative from the Revenue Commissioners and also includes representatives from some of the departments/offices represented on the ESCG as well as others from the respective Departments of Transport, Tourism & Sport, and Children & Youth Affairs. The group works with the NSSO in exploring best approaches and to agree new practices necessary within NSSO and departments to minimise the occurrence of overpayments, improve the efficiency and effectiveness of subsequent recoupments and refining, where possible, the current root cause methodology in the interests of full clarity. The overall emphasis of the sub-group is very practical in nature and, to that end, it has sponsored a monthly series of thematic communiques that issue to all departments/offices and their employees addressing practical aspects of absence-related leave.
- b. A reporting sub-group: this group is chaired by DPER and includes a number of departments/offices also represented on the ESCG as well as the OPW and OneLearning. Its purpose is to develop fit-for-purpose dashboards to meet the needs of line managers, HR and DPER's Civil Service HR Division and to encompass all HR reporting needs.

3.4 Corporate Services

The Corporate Services Division of the NSSO provides four functions to support customer-facing operations and all staff across the NSSO. These are Corporate Business Services, Human Resources, Finance and Facilities and Enterprise IT. Corporate Business Services includes the functions of Governance and Compliance, Data Protection and Press and Communications.

Human Resources Highlights for 2018

Resourcing 2018:



Employee Engagement:

The NSSO is strongly committed to improving employee engagement at all levels throughout the organisation. In 2018, we carried out several employee engagement activities, including strong collaboration with our staff forums, a dedicated health and wellbeing programme and our leadership team development.

Several workshops were held to analyse staff feedback from the Civil Service Employee Engagement Survey. These feedback workshops supported our collaborative approach to exploring where we, as an organisation, are performing well in the areas of Competence; Wellbeing; Coping with Change; Social Support and Employee Engagement but also provided employee discussion in regards to some challenges which were highlighted in the areas of Involvement Climate and Organisational Support.

To mark National Workplace Wellbeing Day in April 2018, the NSSO gathered further staff feedback via the Healthy Place to Work Survey. Having gathered information, the NSSO then undertook a range of activities including results delivery, strategy sessions and staff workshops.



Purpose

This aspect looks at the alignment between what the individual wants and what the organisation is trying to achieve



Mental resilience

This aspect is based upon an individual's belief that they are capable and equipped to give their best work



Connection

This aspect looks at the extent to which how well a variety of relationships are working



Physical Health

A range of measures on diet, fitness and recovery from an individual and organisational point of view

The Healthy Place to Work survey comprises these four key elements that combine to provide a strategic approach to organisational health and wellbeing that is evidence-based and data-driven.

Staff Forum:

Our staff forums have played a key role in the design and formation of our employee engagement initiatives, providing valuable feedback, insight and support throughout the journey. We recognised the success and achievements in our staff forums' collaboration on our engagement journey. Many suggestions have been delivered at staff forum workshops during 2018, including improved communication practices such as expanding our newsletter 'The Shared Scoop'.

Further suggestions have been developed into an action plan, such as training suggestions and proposals to recognise staff and enhance team connections which have formed the basis for our Employee Engagement Action Plan 2019.



Staff forums meeting in June 2018 in Farmleigh House.

Learning and Development:

In 2018 the Learning and Development team organised a number of different training courses, including courses organised through OneLearning, the Civil Service L&D shared service, and certified accredited courses such as IPASS, ACCA, CIPD Foundation Certificate in HR Practice, project management (CAPM/PMP) and Lean Six Sigma.

The most popular OneLearning courses are:

- Delivering Excellent Customer Service (bespoke course developed by the NSSO's Communications Unit on the Customer Communications Toolkit)
- Foundations in Project Management
- Intermediate Microsoft Excel.

Health and Wellbeing:

The 2018 Health and Wellbeing programme saw 21 lunchtime sessions delivered on a range of topics from Stress Management to Productivity. The sessions were held every second Friday in our Clonskeagh office from January to October. We received a lot of positive feedback on the programme and we will roll out the programme to our offices in Galway, Killarney and Tullamore in 2019.

Refund of Academic Fees:

As part of our commitment to supporting staff development, in 2018 over 30 members of staff throughout the NSSO were approved for their studies to be funded under the Refund of Fees programme. This programme gives staff the opportunity to have relevant third-level courses paid for by the NSSO. We are a strong learning-focused organisation committed to developing our staff. Several key programmes, including our IPASS and CIPD accreditation programmes, have been delivered during 2018.

Participants graduating in CIPD and IPA Certificate in Human Resources Practice. The group were awarded certificates following successful completion of the courses.



NSSO Learning and Development 2018 Highlights

Training days in total **1,721**

Top three courses:

1. Civil Service Line Manager **202** training days
2. Delivering Excellent Customer Service **173** training days
3. Lean Six Sigma Green Belt **150** training days

Top three OneLearning courses:

1. Delivering Excellent Customer Service **173** training days
2. Foundations in Project Management **130** training days
3. Intermediate Microsoft Excel **103** training days

ICT Highlights for 2018

Key achievements of NSSO Enterprise IT in 2018:

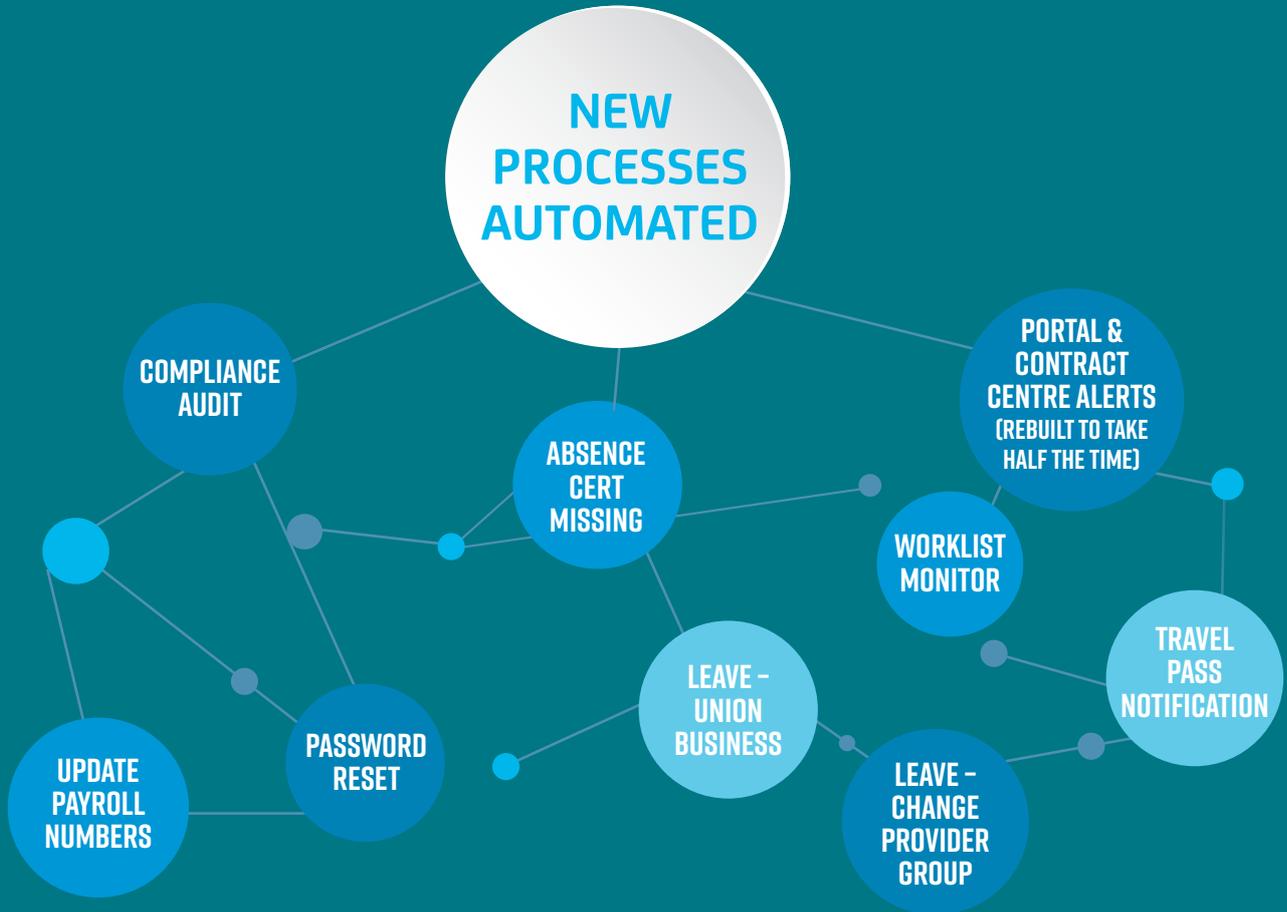
- Launch of ICT Strategy for the NSSO
- Commencement of process to source an integrated HCM (Human Capital Management) solution
- Move of Robotics from Proof of Concept to Operational Footing
- Agreement to upgrade on premise Core Payroll solution

Background to NSSO Enterprise IT

The NSSO's Enterprise IT function is comprised of four areas – HR IT Operations and Support, Payroll IT Support, Business Intelligence/Reporting and Solutions. The ICT function formulates the ICT Strategy for the NSSO, manages third party service providers, oversees and project manages ICT projects, and provides ICT operations and support services for the lines of business functions of the NSSO. It also drives innovation and continuous improvement activities through the use of technology and is responsible for the identification and management of ICT risk for the NSSO.

The NSSO's ICT infrastructure and support is provided by the Office of the Government Chief Information Officer (OGCIO) and the Payroll infrastructure is provided by the Department of Agriculture, Food & the Marine.

ICT key activities in 2018



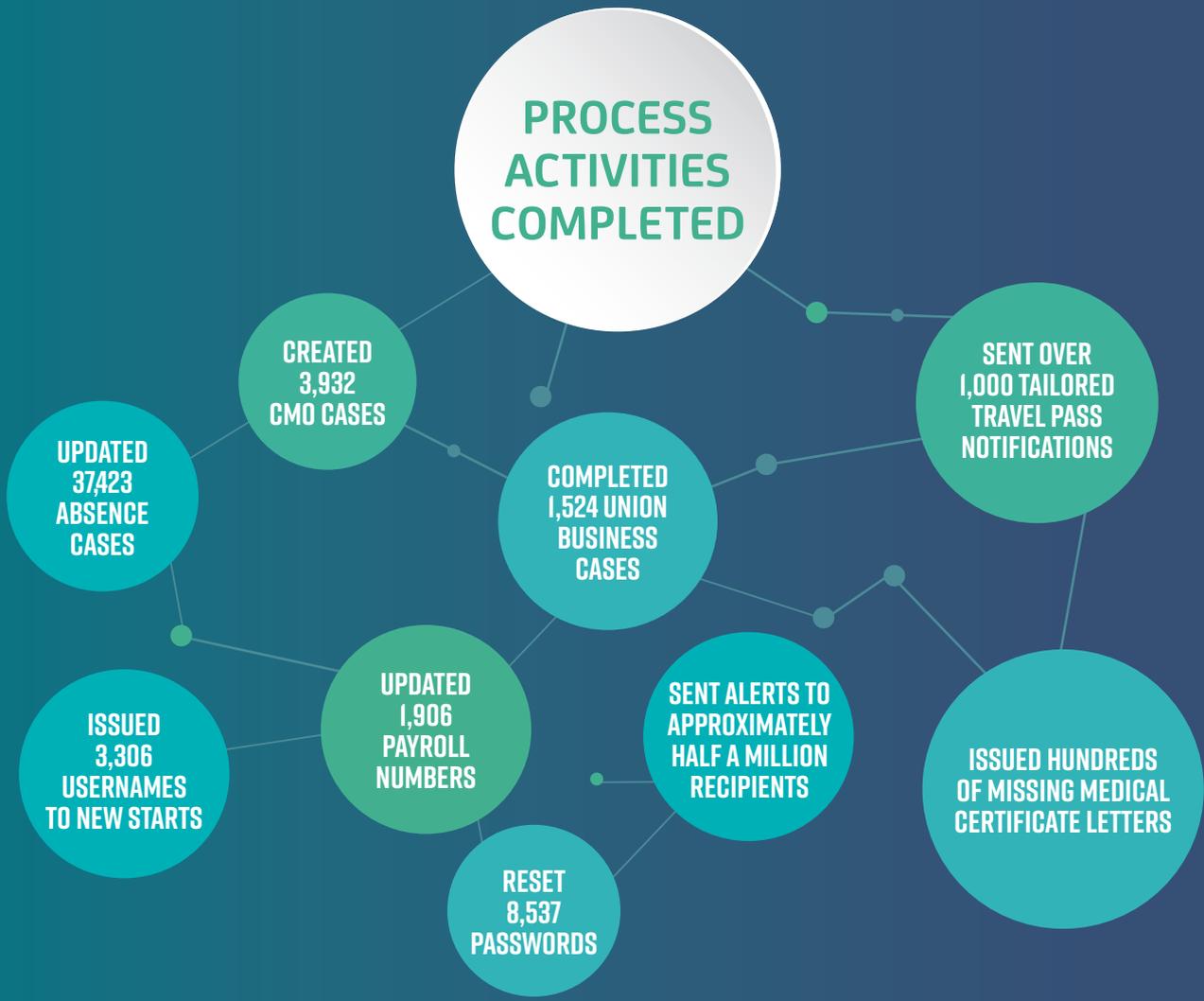
Payroll IT Support

- IT involvement and support for
 - SMART PAYE
 - Move from PRD to ASC
- Creation of Payroll IT Support



HR IT Support

- Expansion of IT team for Robotics
- 25 Change Requests delivered through software developments on Peoplesoft resulting in business process efficiencies and improved quality of service to customers
- Implementation of Mobility functionality
- Major interfaces to other systems e.g. OneLearning



Business Intelligence/Reporting

- Adoption of BI and Data Analytic tools: - Introduction of Power BI Data Analytics and Reporting used for updating and informing internal and external stakeholders
- Overpayments end-to-end reporting:
 - Identification of process improvements
 - Large scale Data Cleanse
 - Data quality monitoring procedures
 - New reporting functionality

4. Operations Activities

4.1 Employee Services

The Employee Services Division includes:

- HR Shared Services (formerly called PeoplePoint)
- Payroll Shared Services (formerly called PSSC) and
- Customer Relations and Support Services.

These Shared Services functions provide HR, pensions and payroll administration services for the NSSO's customer Government departments and public service bodies. They apply the Government's HR, pension and payroll policies and procedures on behalf of its clients and all key decision making remains with the client in each department or PSB.

The NSSO provides employee services from offices in Clonskeagh, Dublin (HR and pensions administration) and from offices in Galway, Killarney and Tullamore (payroll administration).

Staffed by civil servants, the NSSO provides HR and pensions services for 36,400 civil servants from 42 client departments and public service bodies (PSBs) and has 127,700 payees from 52 Government organisations in receipt of payroll services. This includes over 60,000 pensioners.

HR operations began in March 2013, following the approval of the business case by the Government. Clients migrated their HR and pensions administration into HR Shared Services in groups at a time from 2013 to August 2016.

HR Shared Services provides a 'first point of contact' portal and a contact centre. It also processes routine administrative transactions across the full lifecycle of an employee - from hiring through any changes in role or remuneration, to leaving a client organisation - and maintains an electronic record of that employment.

Specifically, HR Shared Services processes the following types of transaction: absences, leave, pay adjustments (e.g. promotions, increments.), employee schemes (e.g. travel pass, cycle to work etc.), organisation structure changes and position

management, changes to employee data, resignations, retirements (including pension calculations), and recoups of overpayments. These core functions are supported by training and document management services.

Routine administration is no longer carried out by local HR teams in every department. The NSSO does this administration for its customers in one single Shared Services operation.

Payroll Shared Services provides payroll, travel and expenses payments and related services using standard payroll processes on a single technology platform in three locations; Tullamore, Galway and Killarney. It provides payroll inputs and processing; pensions inputs and processing; travel and subsistence inputs and processing; payment delivery and pay advice distribution.

Payroll Shared Services acts on instructions received from HR Shared Services and Local HR units, and provides information to:

- HR Shared Services
- Client Departments
- Revenue Commissioners
- Central Statistics Office
- External Third Parties for voluntary deductions.

Prior to the establishment of Payroll Shared Services in December 2013, payroll, pension and travel and subsistence payments for Government departments and their public service clients were being administered by 18 different Payroll Centres. These moved into Payroll Shared Services on a phased basis from December 2013 to November 2017.

At the very centre of the NSSO's business are our customers. The **Customer Relations and Support Services (CRSS)** function was established to work collaboratively and in partnership with our wide and diverse range of client public service bodies.

The CRSS team also supports the work of the NSSO’s stakeholder groups and provides a service to individual customers, as the need arises, including through our contact centres.

As part of the overall Employee Services Division, CRSS complements and works closely with the NSSO’s HR and Payroll Shared Services functions in areas such as client/customer feedback, data protection compliance and quality/audit assurance.

HR Shared Services

Key Achievements in 2018

- A demand and capacity workflow management project was successfully rolled out in the pay team. With a focus on Continuous Improvement and Lean Principles the team was able to absorb – without extra resources – a 30-70% increase in cases depending on case type
- Uncertified Sick Leave was automated leading to the elimination of over 9,700 cases that otherwise would have required manual processing
- Applications for Parental Leave were automated
- Phase II pensions modeller was delivered allowing customers the ability to generate pensions estimates via self-service
- Attained an unqualified Type II ISAE 3402 audit report.

The NSSO works to identify risks to successful completion of its work, and puts appropriate mitigation measures in place to manage these. The risks identified for HR Shared Services were:

- The need to continue service in the event of a building failure
- Continuing salary overpayments in the system, and delays in recouping these
- Staff retention and engagement
- Delays filling staff positions.

Activity Report

In 2018, HR Shared Services on-boarded two new clients, the Policing Authority and the Department of Rural and Community Development, bringing the number of clients served to 42. The number of customers served also increased over the year by approx. 5% to 36,400.

There were almost 250,000 cases closed in the year which was more than the approx. 246,000 new cases created. In addition to these cases, a further 750,000 transactions were processed by the IT systems largely without manual interaction by NSSO staff.

In addition to that caseload, there was a requirement to manually update annual leave allowances for 15,000 officers with 12/14 year service.

The service closed more cases than were opened (despite the increase in clients and customers and additional once off work) due to a focus on improved processes, better workflow management and automation – including the use of Robotic Process Automation (RPA) where suitable.

In all, there were 49 separate Continuous Improvement projects completed in 2018, with 19 projects in progress at year end and 2 not started.

	2016	2017	2018	% change between 2017 & 2018
Customers	34,500	34,731	36,400	5%
Cases Completed	215,268	231,289	249,414	8%
Overpayments with HRSS as Root Cause		1,029	651	-37%

NSSO Employee

Helpdesk



170,309

CUSTOMER HELPDESK CALLS ANSWERED ACROSS EMPLOYEE SERVICES



OVER 87%

FIRST CALL RESOLUTION RATE (147,487 CALLS)



98.8%

OVERALL CALL ANSWER RATE



53,911

PAYROLL EMAILS RECEIVED (200+ PER DAY)

HR Shared Services



42

CLIENT PUBLIC SERVICE BODIES



36,400

CUSTOMERS



249,414

HR TRANSACTIONS COMPLETED



120,000

QUALITY CHECKS PROCESSED



754,292

HR SELF SERVICE ONLINE E-FORM TRANSACTIONS COMPLETED



12,580

QUALITY AUDIT CHECKS COMPLETED (95.22% PASS RATE)



63,272

MEDICAL CERTIFICATES PROCESSED

Services 2018



PARENTAL LEAVE
2017: 97.5%
2018: 98.4%



PENSION
2017: 96.8%
2018: 100%

End-to-end measures



€4.83 BILLION
VALUE OF GROSS PAYROLL AND PENSION PAYMENTS



3.9 MILLION
TRANSACTIONS COMPLETED



€50 MILLION
PAID TO 74,324 T&S CLAIMANTS

Payroll Shared Services



127,700
PAYEES (60,000 ARE PENSIONERS)



80,000
OVERTIME CLAIMS TRANSACTED



535
PAYGROUP PAYMENTS PROCESSED EACH MONTH



7,892
QUALITY AUDIT CHECKS COMPLETED (92.48% PASS RATE)

In addition to the key achievements outlined, examples of these continuous improvements projects included:

- Introduction of automatic notification generation for overpayment letters
- Introduction of modern Business Intelligence tools to overpayment and overpayment root cause analysis
- The acceptance of scanned/ photographed Medical Certificates
- Use of RPA to follow up on missing absence documentation
- Use of RPA to automatically create referral cases to the Chief Medical Officer
- The Exit Team took full ownership of cases including leave calculations preventing delays and errors at handovers between teams.

As a result of these processing improvements, overpayments where the root cause was determined to be errors or delays by HR Shared Services decreased from 1029 in 2017 to 651 in 2018, a decrease of 37%.

HR Shared Services also worked very closely, and productively, in 2018 with the Overpayments Subgroup of the Employee Services Customer Group. They reviewed overpayment case data and root cause analysis, received on-going advice and agreement from the Group on the development of overpayments end-to-end reporting, and developed an overpayments awareness campaign.

There remained a focus on improving quality in HR Shared Services in 2018 with the service receiving an unqualified Type II ISAE 3402 audit opinion and achieving an overall 95.22% pass-rate on internal quality controls, the highest score to date.

Payroll Shared Services

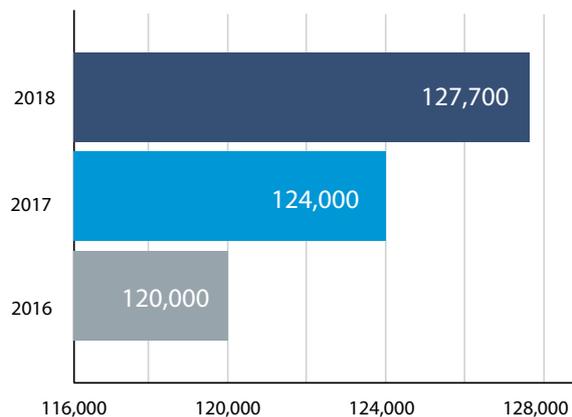
Key Achievements in 2018:

- Successful implementation of PAYE Modernisation preparation
- CoreHR Project of the Year Award
- Attained an unqualified Type II ISAE 3402 audit report
- Busiest year to date.

The risks identified for Payroll Shared Services were:

- Potential of staffing inexperience impacting on service delivery
- Potential for failure to follow procedures in each team
- Value on Payroll would not interface correctly with General Ledger
- Staff morale affecting productivity
- IT network issues impacting on service delivery
- Impact of tri-location of PSS on achieving standardisation of processes
- Additional superannuation contribution

Number of Payroll Customers



Activity Report

The team in Payroll Shared Services was commended by the Revenue Commissioners for playing a central role in the successful preparation for the implementation of PAYE Modernisation. Both organisations worked together to prepare the delivery of the project, the success of which can be attributed to the Revenue Commissioners being in a position where they liaised with one organisation, Payroll Shared Services, as opposed to 54 different Government and Public Service Bodies.

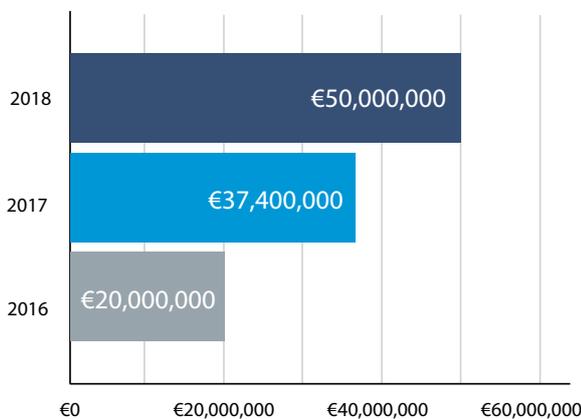
In November 2018, at the CoreHR Customer Awards, Payroll Shared Services were named as the Project of the Year Award. This accolade was given in recognition of the completion of the Payroll Shared Services project which successfully migrated the payroll and associated processes to the National Shared Services Office.

A Type II ISAE 3402 audit was conducted on the payroll processing system for customer’s transactions in 2018. The service auditor acknowledged the continuous improvement which is evident in Payroll Shared Services. Payroll Shared Services compliance with the controls which are in place resulted in a Type II audit being completed for 2018 as opposed to audit readiness in prior years.

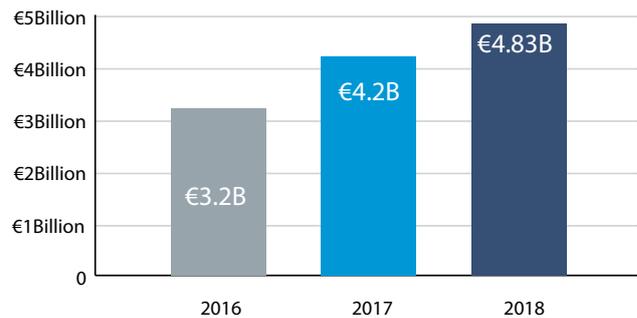
Not only has 2018 been the most successful year to date for Payroll Shared Services, it has been the busiest. Payroll Shared Services processed payroll payments across 535 paygroups every month. There were €4.83 billion worth of payments made by Payroll Shared Services.

There were almost €50 million paid to 74,324 claimants for travel & subsistence. There were over 80,000 overtime claims transacted through the Payroll Portal. There were pay increases applied to almost 2,000 different civil service and public service grades in line with pay agreements. In total Payroll Shared Services completed 3.9 million transactions in 2018.

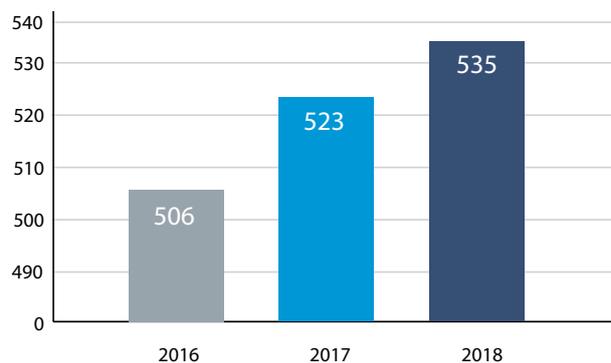
Value of T&S (travel and subsistence) Payments



Value of Payroll and Pension Payments



Payment Runs per Month



Smart PAYE

The Atrium Room in the Department of Justice, Equality & Reform was the location in October for the NSSO's 'PAYE Modernisation Information Seminar'.

Public servants representing some of the 54 NSSO client organisations travelled from around the country to hear about 'PAYE Modernisation' at the seminar hosted by the National Shared Services Office.

The opening address was delivered by Paula Lyons, Assistant Secretary & Head of Employee Shared Services at the NSSO. Paula stressed the importance of PAYE Modernisation in the Irish Civil Service, saying: "This is a very significant change in the way that payroll will be reported to Revenue with resulting changes in process for the NSSO."

The NSSO worked very closely with the Revenue team to make certain that the project to complete all necessary actions, to ensure payroll compliance for PAYE Modernisation, were completed in the timeline required.



Paula Lyons (NSSO), with Charlie Phelan, Ruth Kennedy (Revenue) and Helen Moylan (NSSO).

The seminar included presentations from Ruth Kennedy, Office of the Revenue Commissioners and Helen Moylan, Head of Payroll Shared Service. The seminar also facilitated a panel discussion and concluded with an open floor Q&A session.

Customer Relations and Support Services

Key Achievements in 2018:

- GDPR compliance preparations completed and mainstreamed across the organisation
- Over 80 engagements with client Public Service Bodies
- 147,000+ calls resolved first time
- Nearly 120,000 quality checks performed.

Activity Report

The Customer Service team operates on a cross-functional basis across the Employee Services Division. It comprises two, closely-interlinked functions, namely that of service management and the NSSO's contact centres. The service management team operates on the basis of three pillars:

- Relationship Management which focuses on engagement with the NSSO's stakeholders, implementation of the Employee Services Management Agreements with PSBs, and improving and streamlining these overall interactions;

- Performance Management focussing on working with the HR Shared Services and Payroll Shared Services functions to assess and report on performance across the division; and
- Continuous Improvement, not just in the context of its own operations but by identifying improvements in areas that are most critical for the customer.

The team works very closely with a representative group of stakeholder PSBs which form an advisory group, the Employee Services Customer Group (see page 15).

Customer Service engagements	73
Stakeholder Meetings of the ESCG	10

The NSSO also operates contact centres which provide on-demand access and support to individual customers, as follows:

Calls Answered	170,309
HR Shared Services:	88,207
Payroll Shared Services:	82,102
Call resolved at first call [First Call Resolution]	147,487 [87%]
HR Shared Services:	69,165 [78.4%]
Payroll Shared Services:	78,322 [95.4%]
Average speed of answer	97.03% of calls answered
by the HR Shared Services Contact Centre team	within 50 seconds
by the Payroll Shared Services team	within 76 seconds
Contact Centre emails	
Payroll Shared Services only	53,911 [or c200+ per day]
Alerts issued	
HR Shared Services only	48
Complaints	
complaints received	230
complaints upheld	141 (61.3%)
not upheld	89 (38.7%)
reviewed	14 (6%)
appealed	3 (1.3%)

Quality Management

Quality management within the NSSO is a systematic approach consisting of processes, procedures and standards for ensuring the delivery of service excellence and continuous improvement.

The cross-functional Quality Management Team (QMT) is responsible for:

- Managing the quality system – designing and maintaining quality procedures and processes as required
- Managing quality control – monitoring results documented by the Quality representatives to ensure compliance with quality standards and identifying corrective actions
- Quality assurance – evaluating overall performance and compliance by carrying out quality assurance checks
- Reporting to the NSSO's management team on the results of quality checks and data protection statistics.

The QMT ensures standard quality practices are upheld and engages with operational teams to create a quality culture and drive quality compliance across the organisation. Quality representatives support operational teams to embed continuous improvement effort and champion the implementation of solutions relating to data quality.

The QMT carries out an on-going review, enhancement and standardisation of the current processes and controls, to ensure continuous up-to-date, accurate, quality data.

NSSO Quality representatives carry out independent quality checks on a sample of cases/inputs transacted in each of the operational areas. The QMT monitors specific process results to determine if they comply with the relevant quality standards and identifies ways, in conjunction with NSSO teams, to eliminate causes of unsatisfactory performance. QMT reports on the overall organisational performance on a regular basis to provide confidence that the organisation will satisfy the relevant quality standards.

During 2018, the QMT completed over 62,000 quality checks;

- HR Shared Services achieved a 95.22% quality rating;
- Payroll Shared Services achieved a 92.5% rate.

Comparison Audit

At present, the NSSO operates two main data-holding systems:

- HRMS (Human Resources Management System) which is used by HR Shared Services and contains the employee records on which pay instructions are based
- COREPAY which is the system used by Payroll Shared Services to manage payroll information.

The NSSO's Comparison Audit (CA) Team examines any variances on these systems with regard to a customer's personal data that may arise due to, for example, legacy issues predating the establishment of the NSSO.

The scale and scope of the CA is notable – in 2018, nearly 57,000 instances of variances were examined, and where necessary rectified, by the NSSO across 12 field comparisons between HRMS and Corepay for each of the NSSO's client department/offices and their respective [c.36,400] employees.



PSSC Project team pictured with Minister of State Patrick O'Donovan (centre) and Hilary Murphy-Fagan, CEO of the NSSO (far right).

Minister of State Visit

Minister of State Patrick O'Donovan visited our Tullamore office in May to celebrate the completion of the Payroll Shared Services Project.

He was joined by CEO Hilary Murphy-Fagan and Head of Employee Services, Paula Lyons as well as colleagues who were involved in the PSSC Project, payroll staff from our Galway and Killarney offices and of course Tullamore colleagues.

The Minister said "The completion of the Payroll Shared Services Project by the National Shared Services Office over the course of 4 years required a major effort and is a great credit and huge achievement for all involved, and also for all who supported it to make it happen."

Hilary Murphy-Fagan, speaking on the day said "I am extremely proud of the team who led and delivered this project and all those working in operations who worked very hard to support the smooth delivery. The dedication and focus of both existing and past members of the Payroll Project Team, their NSSO colleagues and the support of the Steering Board made it possible to deliver this ambitious programme of change."

4.2 Finance Services

When Finance Shared Services commences it will have a significant impact on the operation of the finance function in each in-scope public body and across the management systems that underpin it.

The aim of the new financial management system is to ensure that we can meet the needs of a changing operating environment and help support a more efficient service that reduces costs and delivers more for the public.

There are currently 33 different financial management and 31 reporting systems in use across 48 Government departments, agencies and offices, and this will reduce to a single financial IT system supported by Finance Shared Services. This new centre will be located at existing National Shared Services Office sites in Galway, Killarney and Tullamore.

In June 2018, a decision was taken by the Programme team to postpone entrance into user acceptance testing. The programme had intended to go live in September 2018 with the first wave of clients.

In November the programme combined the Operations and the Project Team under one Leadership structure led by one Assistant Secretary for Finance Shared Services. Since November the programme has been engaged in a detailed system review, focused on the critical design issues.

The purpose of this review is to ensure that the solution design for Government Finance Shared Services meets the standardised business requirements of all 48 public service bodies that will use the new system.

The vision for Finance Shared Services



Operations

In 2018 the refurbishment of the NSSO offices in Galway and Tullamore to meet organisational requirements took place. Renovations to the FMSS Project office in Mount Street also took place and now includes training and conference room facilities.

Stakeholder Engagement

Stakeholder engagement was a critical aspect of the work of the Project Team throughout 2018. A large number of workshops, meetings and briefings took place to present the changes that will occur on implementing the new system, build consensus on next steps and agree the system design processes. The Department of Finance hosted a very well attended lunchtime seminar on the FMSS project and the new financial processes and system.

Finance Officers across the civil service were informed about the Project and how it would impact on their work.

Wave 1 and Wave 2.1 Project Managers and Finance Officers attended workshops throughout the year to prepare for their transition to finance shared services.

The Programme Director attended over 70 meetings with Assistant Secretaries and Finance Officers to provide all client departments with a status report and next steps. A group of representative Finance Officers met five times early in 2018 to consider the retained Finance Function and outline a path forward.

A Peer Review Group meeting was held in April as well as a large number of workshops and engagements with client departments and offices throughout the year. Arising from the engagement with client departments, a representative subgroup of key departments was set up in November. This subgroup met regularly and actively engaged with the Project Team to work through a number of system design areas.

Training

Significant progress was made in the development of a suite of training materials to be adopted through the go-live readiness plan. Client department and office representatives attended 'New Ways of Working' sessions on Fixed Assets, Order to Cash, Purchasing and Accounts Payable in Mount Street in June.

5. Shared Services Seminars in the Public Service in 2018

The latest in the Spring Series of Shared Services Seminars took place in 2018, with the first one held in Dublin City Council's offices, situated on the ancient Viking site of Wood Quay.

Colleagues from the sectors of Education, Health, Local Government and the civil service – including NSSO colleagues, and some Shared Services colleagues from Northern Ireland - took part in the 4th in the series of Shared Services seminars in April 2018.

Topics explored on the day included HR strategies and strategic workforce planning in Shared Services environments. David Cagney, Chief Human Resources Officer for the Civil Service spoke about the organisation of the future arriving today.

The event was chaired by Deirdre McDonnell, Assistant Secretary, Department of Education & Skills. There were further presentations from our external change advisors on the importance of sustained stakeholder engagement for change management.

The second seminar was held in the Mansion House in May, and it was hosted by Paula Lyons, Assistant Secretary, NSSO. There were presentations from our external change advisors on the Evolving Role of Governance in Shared Services for the Public Sector and Philip Gurnett, from Education Shared Services, on the Role of Procurement Shared Services in the Education Sector.

This was followed by a presentation from our external change advisors, discussing Benefits Management, and breakout sessions with questions posed on documenting benefits, experience with tracking and realising benefits and next steps in benefits realisation.

Shared Services Seminar April 2018



Attendees at the Shared Services Seminar, April 2018

Shared Services Seminar May 2018



Attendees at the Shared Services Seminar, May 2018

6. Financial Information

Vote 18 National Shared Services Office

Financial result for year end 2018

	2018 Budget	2018 Outturn	2017 Outturn
	€,000	€,000	€,000
Programme expenditure			
A. Provision of shared services, including personnel, payroll and pension administration services	50,188	46,802	40,081
Gross expenditure	50,188	46,802	40,081
<i>Deduct</i>			
B Appropriations-in-aid	5,492	5,275	5,463
Net expenditure	44,696	41,527	34,618

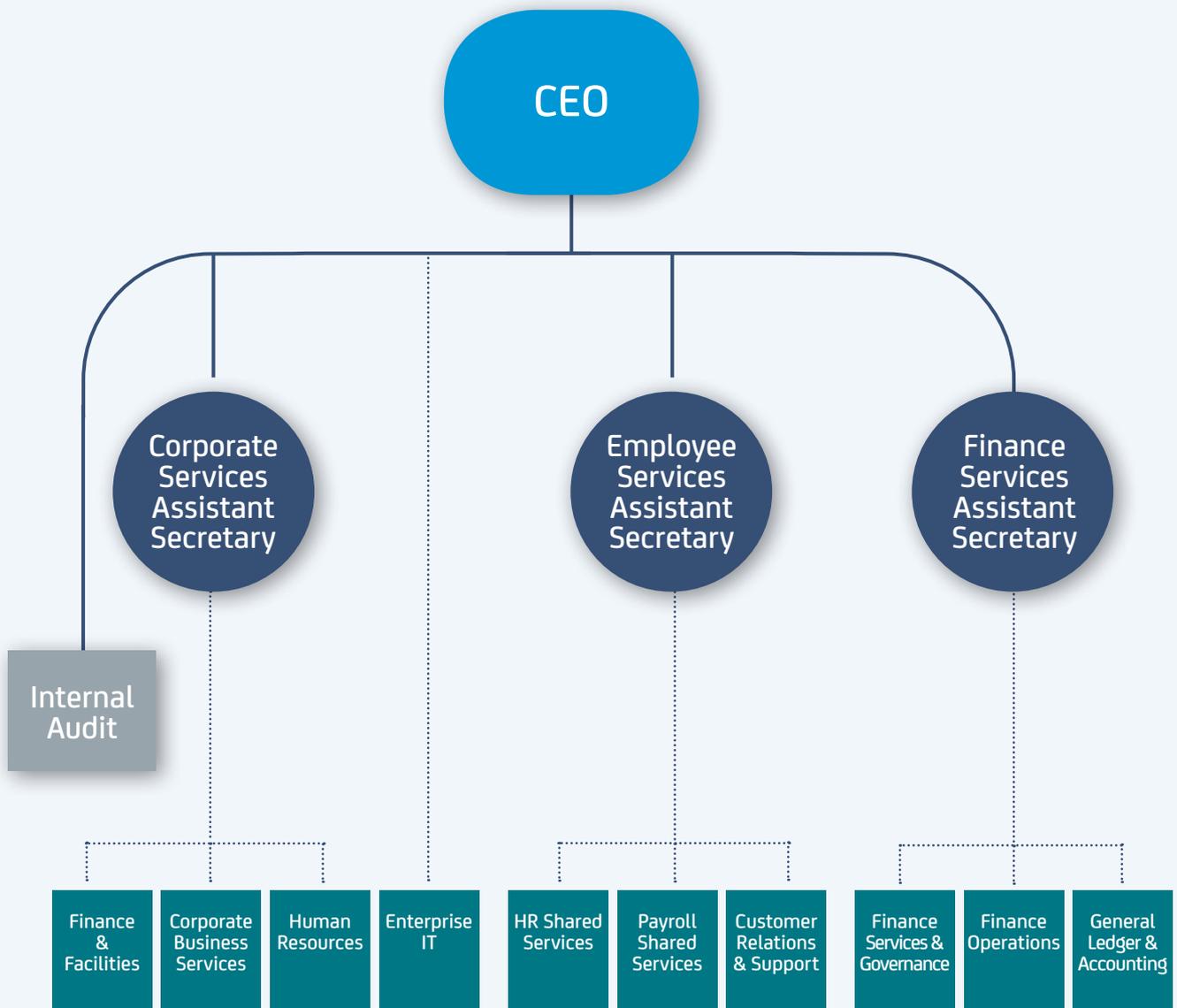
Net spend at year end was €41.5m resulting in a surplus of €3.2m.

Overspends in the areas of Pay and Non-Pay were offset by an underspend in Capital, principally arising from a delay in the go-live of Finance Shared Services.

Unspent capital allocation of €1.2m has been carried forward to 2019.

7. Appendices

Appendix 1 2018 Organisational structure



Appendix 2 Committee Members and Meetings

NSSO Advisory Board

The members of the NSSO Advisory Board are:

- Robert Watt (Chair), Secretary General, Department of Public Expenditure & Reform
- Dr Orlaigh Quinn (Deputy Chair), Secretary General, Department of Business Enterprise & Innovation
- Niall Cody, Chairman of the Revenue Commissioners
- John McKeon, Secretary General, Department of Employment Affairs & Social Protection
- Maurice Quinn, Secretary General, Department of Defence
- Hilary Murphy-Fagan, Chief Executive, NSSO
- David Cagney, Civil Service Chief Human Resources Officer / Barry Lowry, Government Chief Information Officer
- Ken Slattery, Independent Member and Chair of NSSO Audit and Risk Committee (appointed through the Public Appointments Service process)
- Ray Gray, Independent Member (appointed through the Public Appointments Service process).

Number of Meetings and Attendees

The Board met on four occasions in 2018:

	7 February	23 May	5 September	5 December
Robert Watt	✓	✓	✓	✓
Dr Orlaigh Quinn	✓	✓	✓	x
Niall Cody	✓	✓	✓	✓
John McKeon	✓	✓	✓	x
Maurice Quinn	✓	✓	x	✓
Hilary Murphy-Fagan	✓	✓	✓	✓
David Cagney	✓	✓	✓	✓
Barry Lowry	x	✓	✓	✓
Ray Gray	✓	✓	✓	✓
Ken Slattery	✓	✓	✓	✓

NSSO Audit & Risk Committee

The members of the Committee are:

- Ken Slattery (Chair), Independent Member of the NSSO's Advisory Board with wide-ranging financial services experience and has held non-executive director positions with a number of Irish and Northern Ireland government departments, including chair positions on audit & risk committees
- Shauna Greely, a Finance Business Partner with Ulster Bank and past President of Chartered Accountants Ireland
- Margaret Lane, an experienced HR Director with experience in the commercial semi-state and public sectors
- Tom Medlycott, a Senior Inspector with the Department of Agriculture, Food & the Marine and former Head of Internal Audit of the Department.

The Chairman of the Committee is also a member of the NSSO's Advisory Board and updates the Board at each meeting on the work of the Audit Committee. The Committee was established in 2018 and met on five occasions during the year - 9 April, 18 April, 13 June, 22 August and 21 November. An induction training event for the Committee members was held on 18 July.

NSSO Employee Services Strategy Committee

The membership includes:

- Civil Service Chief Human Resources Officer (as Chairman)
- Government Chief Information Officer
- Programme Director of DPER's Reform and Delivery Office
- Assistant Secretaries responsible for corporate services from the Revenue Commissioners and the Departments of Defence, Justice & Equality, and Employment & Social Protection
- Assistant Secretary responsible for employee services in the NSSO.

The secretariat is provided by the NSSO.

NSSO Employees Services Customer Group

The NSSO Employee Services Customer Group (ESCG) comprises representatives from the NSSO and its client departments and offices.

In 2017 and 2018, the group was chaired by the Civil Service Chief Human Resources Officer, DPER, and also comprised representatives from:

- Revenue Commissioners
- CSO
- Department of Defence
- Department of Housing, Planning & Local Government
- Department of Employment Affairs & Social Protection
- Department of Justice & Equality
- Department of Agriculture, Food & the Marine
- Department of Public Expenditure & Reform
- NSSO.

The secretariat is provided by the NSSO.

Appendix 3 NSSO Services Catalogue

The NSSO provides the following services for its customers:



Employee Services

Provided to all clients in receipt of HR, pensions and payroll Shared Services:

Absence Administration	Payment Delivery
Customer Service and Contact Centre	Pension Administration
Employee Data Administration	Pension Inputs and Processing
Employee Scheme Administration	PMDS
Exit Administration	Probation
HR Reporting	Quality Management
Leave Administration	Reporting and Exceptional Data Requests
Organisation Structure Admin	Service Management
Pay and Remuneration Administration	Travel and Subsistence Processing
Pay Advice Distribution	Work Sharing Administration



Finance Services

Will be provided to clients as they transfer their financial management into the NSSO:

Accounts Payable	General Ledger Accounting
Accounts Receivable	Inventory Accounting
Appropriation Accounts preparation	Master Data Maintenance
Compliance & Control	Order to Cash
Financial Systems & Controls	Transaction Audit Management & Coordination
Fixed Asset Accounting & Asset Management	Transactional Audit Reporting

Appendix 4 NSSO clients

Our clients at the end of December 2018

HR and Pensions Shared Services Only

- Ordnance Survey Ireland
- Road Safety Authority

HR and Pensions and Payroll Shared Services

- An Garda Síochána Ombudsman Commission
- Central Statistics Office
- Chief State Solicitor's Office
- Courts Service
- Department of Agriculture, Food & the Marine
- Department of Business, Enterprise & Innovation
- Department of Children & Youth Affairs
- Department of Communications, Climate Action & Environment
- Department of Culture, Heritage & the Gaeltacht
- Department of Defence (Admin)
- Department of Education & Skills
- Department of Employment Affairs & Social Protection
- Department of Finance
- Department of Foreign Affairs & Trade (including Ireland Aid)
- Department of Health
- Department of Housing, Planning & Local Government
- Department of Justice & Equality
- Department of Public Expenditure & Reform (including OGP – OGP have a separate Service Management Agreement)
- Department of Rural & Community Development
- Department of the Taoiseach
- Department of Transport Tourism & Sport
- Irish Human Rights & Equality Commission
- Legal Aid Board
- National Council for Special Education
- National Library of Ireland
- National Museum of Ireland
- NSSO
- Office of Attorney General
- Office of Public Works
- Office of the Comptroller & Auditor General
- Office of the Director of Public Prosecutions
- Office of the Ombudsman
- Office of the Revenue Commissioners
- Policing Authority
- President's Establishment
- Property Registration Authority
- Public Appointments Service
- State Examinations Commission
- State Laboratory
- Valuation Office

Payroll Shared Services Only

- An Garda Síochána (Force, Civilian and Pensioners)
- Children Detention Schools
- Competition & Consumer Protection Commission
- Credit Union Restructuring Board
- Defence (Defence Force, Civilian and Pensioners)
- DPER (Pensioners)
- Health Information and Quality Authority (HIQA)
- Irish Auditing & Accounting Supervisory Authority
- Irish Prison Service
- Law Reform Commission
- National Council for Curriculum and Assessment
- National Disability Authority
- Workplace Relations Commission

Appendix 5 History of the NSSO

November
2011

The Government's first reform plan was published in November 2011. The Public Service Reform Plan 2011-2014 set out over 200 actions under 14 crosscutting areas to be implemented across the Public Service and this included the implementation of Shared Services models.

February
2012

In February 2012 the Government gave a mandate for the implementation of Shared Services to support the Public Service Reform Plan. It established the Shared Services Transformation Unit, within the Department of Public Expenditure and Reform, to lead the work already underway on developing shared service centres.

March
2013

The first Shared Service Centre went live: PeoplePoint began operating in March 2013, taking in the first six Public Service Bodies.

December
2013

Payroll Shared Services took in its first payroll in December 2013.

July
2014

In July 2014 the Government approved the establishment of the National Shared Services Office (NSSO) as an administrative office within the Department of Public Expenditure and Reform on a non-legislative basis initially.

July
2015

The National Shared Services Office Bill was approved for drafting by the Government in July 2015. This provided for the establishment of the NSSO as a separate Civil Service Office, under the aegis of the Department of Public Expenditure and Reform.



Oifig Náisiúnta
um Sheirbhísí
Comhroinnte

National
Shared Services
Office

January
2016

January
2017

June
2017

July
2017

December
2017

January
2018

The drafting of the legislation commenced and in January 2016, Minister Brendan Howlin announced Government approval for the publication of the NSSO Bill.

In January 2017 the NSSO Bill was presented in the Dáil by Minister Paschal Donohoe for Second Stage debate, with a view to seeking final approval from the Cabinet in 2017.

In June the NSSO Bill was presented to the Finance Committee by Minister of State Patrick O'Donovan and it was approved to go to the next stage.

Minister of State Patrick O'Donovan brought the NSSO Bill to the Dáil for Report and Final stage approval and also to the Seanad on two occasions for Second and Final approval.

The NSSO Bill was signed into law by President Michael D. Higgins in July 2017.

In December 2017 Minister Donohoe signed the Commencement and Establishment Orders for the National Shared Services Office Act.

On 1 January 2018 the NSSO became a new separate Civil Service office.



**Oifig Náisiúnta
um Sheirbhísí
Comhroinnte**

**National
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