



An Roinn Caiteachais Phoiblí
Sheachadadh PFN agus Athchóirithe
Department of Public Expenditure
NDP Delivery and Reform

SFI Public Service Fellowship 2023

1. Name of Governmental Department or Agency
Department of Public Expenditure, NDP Delivery and Reform
2. Title of the Project
DPERS Systematic feedback mechanisms (business analytics) for public service organisations
3. Description of the Project
<p>Context The Public Service Transformation Framework ('Better Public Services'), 'Designing our Public Services', 'Impact 2030' and 'Creating Our Future' all highlight the importance of evidence-based decision making for effective service design and delivery that meets the needs of the people of Ireland.</p> <p>As a result, public service leaders recognise the importance of business analytics, especially in the form of feedback from customers and staff, as a critical enabler for organisations to design, deliver and continually improve effective services for the public. In addition, there is a strong focus on demonstrating responsiveness to this feedback, because it is recognised as a key driver of trust in government (OECD, 2022)</p> <p>Challenge The Government's Quality Customer Service Steering Group and Network (1000+ members across the public service) has identified a lack of appropriate guidance to support public service organisations to systematically obtain <i>and</i> action business analytics data from both customers and staff.</p> <p>Public service organisations deliver services in a complex environment that often involves multiple business and functional teams. Although most public service organisations do gather business intelligence data, this complex operating environment creates challenges for systematic, effective business intelligence and analytics. There is a lack of clear best practice for integrated usage of data science tools and techniques to systematically obtain, analyse and action data in support of strategic objectives; the most important of which is better public services. In addition, organisations often under-utilise the potential of the wider government open data ecosystem to augment their internal business analytics.</p> <p>Having consulted the OECD, the Steering Group believes cohesive public sector guidance in this area is also lacking at an international level.</p>

A cross-government steering group led by the Department of Public Expenditure and Reform has been convened to find ways to address this gap. The group now wishes to engage a data scientist to research and co-create best practice guidance on embedding business analytics in core processes, so that organisations can systematically obtain, analyse and action feedback from staff and customers to create better services for the people of Ireland.

4. Project Scope

This is an opportunity for a data scientist to work with a cross governmental expert group to bring innovative approaches in business analytics to organisations across the public service.

The Data Scientist will have access to the knowledge and expertise of the group in relation to key business challenges across the public system and will have the opportunity to co-create a practical concise suite of guidance and case studies which can support all public service organisations to better understand the data science opportunity and create real impact for the people of Ireland.

The researcher will engage with the Steering Group to research and co-create a bespoke evidence informed guidance framework to support public service organisations to maximise the potential of business analytics for better service design and delivery.

Final details of the project will be co-created and agreed by the Steering Group and Data Scientist, however it is likely to include the following:

1. Scoping and literature review of good practice, including internationally in the public service.
2. Mapping the existing feedback ecosystem, including open government data, and key relevant staff and customer feedback data already being gathered across the system such as cross-government surveys, citizens information data etc. The Steering Group will support the Data Scientist to define the parameters of the mapping exercise.
3. Based on a review of international best practice make recommendations about how this 'ecosystem' data can best be accessed, shared and actioned by organisations to improve service design and delivery.
4. Research existing good practices in Irish Public Service Organisations. Develop case studies showing good practice of embedding business analytics in core processes and effectively translating this data to better services.
5. Develop guidance on embedding business analytics in core processes, so that organisations can systematically obtain, analyse and action feedback from staff and customers to create better services. This should include guidance on systematic ways of effectively demonstrating responsiveness to feedback from both customers and staff.

5. Skills/Expertise Required

This is an opportunity for a data scientist to engage with a cross government group to create a first of its kind guidance framework to maximise the impact of business analytics in the delivery of better public services in Ireland. Applicants should possess the following skills/expertise:

- Knowledge of best practice in data science and effective application of data science tools and techniques to meet business challenges.
- Expertise in data gathering, analysis and manipulation.
- A proven ability to engage with organisational stakeholders to gather information and co-create solutions
- Competence with Microsoft Office Suite and data science tools and techniques
- Excellent communication skills, both written and verbal, to convey research findings clearly and effectively, including visualisation
- Project management skills to plan and execute the research project within the allotted timeframe.

The ideal candidate will have and some knowledge of public service organisations in Ireland and the public service transformation programme.

6. Expected Outputs of Project

A final guidance framework that will support public service organisations to engage with and embed business analytics in core processes, to systematically obtain, analyse and action feedback from staff and customers, demonstrate responsiveness and create better services for the people of Ireland. It is envisaged this will include:

1. Scoping and literature review of good practice, including internationally in the public service.
2. Map of existing feedback ecosystem and recommendations on how organisations can effectively access share and action data from this 'ecosystem'.
3. Case studies demonstrating existing good practice and impact in Irish public service organisations.
4. Guidelines to support organisations to systematically obtain, analyse and action feedback from staff and customers to create better services and to systematically demonstrate to that feedback.

7. Working Arrangements

Hybrid (Office located on the 4th Floor St Stephens House, Dublin 2)

8. Expected Timeline

6-12 months full-time

9. Contact Details