



Public Appointments Service

# ANNUAL REPORT 2011

[publicjobs.ie](http://publicjobs.ie)



**An tSeirbhís um Cheapacháin Phoiblí**  
**Public Appointments Service**

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## CONTENTS

<b>Chairman's Statement</b>	<b>4</b>
<b>Chief Executive's Statement</b>	<b>5</b>
<b>Public Appointments Service</b>	<b>7</b>
<b>Our Strategy 2008 - 2010</b>	<b>10</b>
<b>Highest Standard of Recruitment     and Selection Systems</b>	<b>12</b>
<b>Focused Candidate Relationship     Management</b>	<b>20</b>
<b>Education, Research, Development and     Benchmarking</b>	<b>22</b>
<b>Internal Supporting Strategies</b>	<b>24</b>
<b>Appendices</b>	<b>31</b>



## Chairman's Statement

I am pleased, on my own behalf and on behalf of my fellow Board Members, to present the 2011 Annual Report of the Public Appointment Service (PAS).

Since the introduction of the Government moratorium on recruitment and promotions, there has been considerable change in the volume and types of recruitment activities undertaken by PAS on behalf of its clients. In 2011, PAS continued to encourage other public bodies to avail of its services to try to ensure that the recruitment activities available across the public service (while limited) were channelled through PAS to ensure the best use of resources. PAS engaged with all existing clients and with new clients to ensure that these organisations availed of PAS' extensive selection, testing and recruitment processes when undertaking recruitment activities. The organisation has considerably extended its reach by providing services to a much wider base of public service clients. PAS continued to be able to attract well qualified candidates for the recruitment campaigns run throughout 2011. Details of these recruitment activities are set out in this report.

In line with other Public Service bodies, PAS also continued to look at opportunities to reduce costs and maximise the use of our resources to the advantage of the public service. In response to the changes in business activity, the organisation made extensive efforts to reduce staff numbers and the cost base. By the end of 2011, staff numbers had been reduced to 91. A greater emphasis on the use of the [www.publicjobs.ie](http://www.publicjobs.ie) website by PAS and other public service organisations allowed PAS to continue to reduce advertising costs.

These initiatives were possible because of the commitment, dedication and flexibility shown by our staff, who responded quickly to changing circumstances by taking on additional work and readily agreeing to work in other organisations.

PAS constantly strives to improve the quality of the services provided to its clients and the public, and has continued throughout 2011 to benchmark itself against recognised leaders in the selection and recruitment sector.

Finally, I would like, on behalf of the Board, to acknowledge the work of the Chief Executive, Mr. Bryan Andrews, and all the staff of the office in continuing to provide a quality customer service to all our customers. I know that the organisation will continue to develop and deliver on all of the challenging goals it has set for itself in its new Statement of Strategy. Together with my fellow Board Members, I look forward to contributing to the work and future development of the Public Appointments Service over the coming years.

Mr. Eddie Sullivan  
Chairman  
Public Appointment Service

## Chief Executive's Statement

In the challenging economic environment in 2011, PAS worked hard to ensure that the organisation continued to deliver quality services and value for money to its public sector clients and has made extensive efforts to reduce staff numbers and the cost base (with a 12% reduction in staff numbers in 2011).

Throughout the year, we have continued to grow the **publicjobs.ie** brand and have encouraged a wide range of publicly funded organisations to make full use of the site to advertise recruitment opportunities. We have supported many public service organisations with a range of consultancy and testing services.

PAS has also been central to the progress of redeployment as a means of sustaining the delivery of public services alongside the targeted reduction in public service numbers. PAS has put systems in place to collect information in relation to staff available for redeployment and to match these people with sanctioned vacancies.

In 2011, PAS played an increasing role in supporting the Top Level Appointments Committee (TLAC) in carrying out its functions around open recruitment at Secretary General and Assistant Secretary level. These campaigns, and other senior executive recruitment campaigns, continued to attract high calibre candidates and we have succeeded in filling very key public service positions.

PAS has also continued to support the HSE in the recruitment of medical consultants and other essential front line posts in the Health Sector. Other interventions included the centralisation of the recruitment of Non-Consultant Hospital Doctors and Staff Nurses.


PAS has been active in promoting the shared recruitment services agenda with Public Service organisations not encompassed by the Public Service Management Act and has established contact with a wide range of organisations to encourage them to make use of PAS' skills, experience and resources to undertake the limited recruitment activities taking place. PAS has succeeded in attracting, and retaining, new public service clients for its services, resulting in considerable savings for these organisations and increasing the "value added" that PAS provides to the Exchequer.

PAS has continued its involvement in the selection of persons for nomination to State Boards, both in running some selection processes or in providing assistance / advice to Departments and Agencies running such processes.

I would like to pay particular tribute to all of our staff for their professionalism, flexibility, hard work and dedication to the organisation over the past year.

Bryan Andrews, former Chief Executive retired recently. I would like to thank Bryan for the excellent work he has done in PAS since his appointment in April 2000 up to his retirement in February 2012. His legacy is a professional recruitment organisation delivering top quality service to clients across the Civil and Public Service.

I would like to acknowledge the contribution and excellent support that has been given to me, to my predecessor, and to my Management Team by the Board under the stewardship of Chairman, Eddie Sullivan. I look forward to working closely with the Board to ensure that PAS



can continue to be an efficient and effective shared service recruitment centre for the public service.

It is important that I should acknowledge the very significant contribution made by people, from a wide variety of backgrounds and representing many sectors, who act in the capacity of Interview Board members for PAS. Many of the people who act in this capacity do so on a voluntary basis, in addition to their day-to-day roles, and I would like to acknowledge and appreciate their commitment and dedication to the mission and remit of the Public Appointments Service.

Fiona Tierney  
Chief Executive Officer



# The Public Appointments Service

## Our Mission

We will deliver the highest quality recruitment, selection and related human resource services that will support the growth of a world class public service

The Public Appointments Service was established in October 2004 following the dissolution of the Office of the Civil Service and Local Appointments Commissioners by the Public Service Management (Recruitment and Appointments) Act 2004.

The Public Appointments Service is the centralised provider of recruitment, assessment and selection services for the Civil Service. We also provide recruitment and related human resource advisory services to Local Authorities, the Health Service Executive, An Garda Síochána and other public bodies.

# Members of the Board

From January 2011 to February 2011

- **Mr. Eddie Sullivan,**  
Chairman, former Secretary General,  
Public Service Management and  
Development, Department of Finance
- **Mr. Bryan Andrews,**  
Chief Executive of the Public  
Appointments Service
- **Mr. Michael Errity,**  
Assistant Secretary, Department of  
Finance
- **Ms. Breda Power,**  
Assistant Secretary, Department of  
Enterprise, Trade and Employment
- **Mr. Des Dowling,**  
Assistant Secretary, Department of  
the Environment, Heritage and Local  
Government
- **Mr. Bernard Carey,**  
Assistant Secretary, Department of  
Health and Children
- **Mr. Dan Murphy,**  
former General Secretary, Public  
Service Executive Union
- **Ms. Bernie Gray,**  
Chairperson, Eirgrid
- **Ms. Michelle Shannon,**  
National Director, Irish Youth Justice  
Service

From September 2011 to December 2011

- **Mr. Eddie Sullivan,**  
Chairman, former Secretary General,  
Public Service Management and  
Development, Department of Finance
- **Mr. Bryan Andrews,**  
Chief Executive of the Public  
Appointments Service
- **Ms. Patricia Coleman,**  
Director, Department of Public  
Expenditure and Reform
- **Dr. Deirdre O’Keeffe,**  
Assistant Secretary, Department of  
Justice and Equality
- **Mr. Des Dowling,**  
Assistant Secretary, Department of the  
Environment, Community and Local  
Government
- **Mr. Sean McGrath,**  
National Director of HR, Health  
Service Executive
- **Mr. Dan Murphy,**  
former General Secretary, Public  
Service Executive Union
- **Dr. Eddie Molloy,**  
Management Consultant
- **Ms. Judith Eve,**  
former Chairperson of the Northern  
Ireland Civil Service Commissioners





# The Management Advisory Committee

- ◆ **Mr. Bryan Andrews,**  
Chief Executive
- ◆ **Ms. Mary Flynn,**  
Head of Recruitment and Selection
- ◆ **Ms. Áine Gray**  
Head of Assessment Services
- ◆ **Mr. Tommy Quinn**  
Head of Senior Executive Recruitment
- ◆ **Mr. Pdraig Love**  
Head of Corporate Services, Strategic Capability and Organisation  
Development

A large, abstract teal graphic with a jagged, lightning-bolt-like shape on the left side. The text "Our STRATEGY" is positioned to the right of this shape.

# Our STRATEGY



# Our Strategy

**Overarching Goal: PAS will provide to its clients throughout the public service, access to an international standard, professional recruitment system**

## **Goal 1: Highest Standard of Recruitment and Selection Systems**

Ensure the highest standard, and most effective recruitment solutions, that will attract and select the best people to positions in the public service

## **Goal 2: Focused Candidate Relationship Management**

Provide all aspiring applicants for positions in the public sector with a service that will meet and exceed their expectations

## **Goal 3: Education, Research, Development and Benchmarking**

Ensure that an education and research service is in place to provide relevant and timely information that will expand the human resource knowledge base in the public service

### **Internal Supporting Strategies that will assist in delivering these goals**

- ◇ Information and Communication Technology
- ◇ Human Resource Best Practice and Support for all Staff
- ◇ Finance and Corporate Governance



GOAL 1

Highest Standard of Recruitment and Selection Systems

## Highest Standard of Recruitment and Selection Systems

*Ensure the highest standard and most effective recruitment solutions that will attract and select the best people to positions in the public service*

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The Public Appointments Service (PAS) recognises that the sourcing and identification of suitably qualified people (through both redeployment and recruitment) with appropriate experience to occupy positions at all levels is critical to the future effectiveness and success of the Irish Public Service. We recognise the need for continued client involvement in the process and the need to deliver our services in the most efficient and cost effective manner.

In 2011, PAS proactively engaged with all clients across the public service to ensure that our services were tailored to the needs of our clients and delivered to the highest standard.

Due to the moratorium on recruitment, only priority posts were filled (including a significant number of senior level posts) in the Public Service, and there continued to be a large decrease in the overall number of appointments made.

The Public Appointments Service continued to have significant involvement with the HSE during 2011, particularly in the area of Consultant recruitment, the recruitment of Non Consultant Hospital Doctors, and other essential posts.

The Local Authority sector has also continued to request this office to assist them in filling priority posts.

In 2011 PAS involvement in the selection process for appointment to State Boards (which commenced in 2009) continued. We believe that this is an area where our expertise can be further used to source and select high quality board members who are committed to public service.

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### Civil Service Sector

During the year, almost 15,000 applicants were attracted to apply for vacancies or promotional opportunities throughout the Civil Service. Following the moratorium on public service recruitment, only essential posts were filled; this led to a significant decrease in general public service recruitment.

PAS ran a major campaign for temporary Clerical Officers (over 13,000 applications were received).

A confined competition was circulated for Employee Assistance Officer. 244 applications were received and interviews were completed in October.

PAS was also involved in redeploying staff across the civil service. This involved the movement of surplus staff from one Department/Office to fill priority vacancies in another Department/Office.

Departments were invited to upload data in respect of staff identified as being available for redeployment onto the resource panel database. Each department has access to the database via a client portal of publicjobs.ie. At the end of 2011, 80 staff had been redeployed and there were 397 staff on the Resource Panel.

Several priority senior management positions in the Civil and Public Service were filled through competitive process during the year. These included:

◇ Chief State Solicitor

- ◇ Chief Executive, An Bord Altranais
- ◇ Taxing Master of the High Court
- ◇ Chief Executive Officer, National Council for Special Education
- ◇ Chief Executive Officer, Mental Health Commission
- ◇ Chairperson, An Bord Pleanala
- ◇ Director, Arts Council
- ◇ Director, National Gallery
- ◇ Director, Irish Museum of Modern Art
- ◇ Director of Public Transport, National Transport Authority

### Garda Recruitment

The Garda Reserve continued to attract a good level of interest with applications processed on an ongoing basis throughout 2011.

### Assistance to the Top Level Appointments Committee (TLAC)

The Public Appointments Service continues to assist TLAC in selecting applicants for positions in the most senior ranks of the Civil Service. Most notable in the work completed during 2011 was the conducting of high profile campaigns to assist TLAC in filling senior positions in the following departments/offices:

- ◇ Department of Finance
- ◇ Department of Social Protection
- ◇ Department of the Taoiseach
- ◇ Office of the Revenue Commissioners
- ◇ Department of Education
- ◇ Houses of the Oireachtas
- ◇ Department of Children and Youth Affairs
- ◇ Department of Justice and Equality
- ◇ Department of Public Expenditure and Reform
- ◇ Department of Jobs, Enterprise and Innovation
- ◇ Department of Health

PAS also engaged with the new TLAC to ensure that PAS could continue to provide the required service in support of

recruitment and assessment for senior Civil Service posts.

### Local Authority Sector

There was a significant decrease in recruitment for the Local Authority sector. Essential posts were filled as:

- ◇ County Librarian
- ◇ County Veterinary Officer
- ◇ Senior Assistant Chief Fire Officer
- ◇ Director of Services
- ◇ Economic Development Officer
- ◇ City Parks Superintendent
- ◇ Senior Parks Superintendent
- ◇ Planning Assistant
- ◇ City Arts Officer

### Health Sector

The Health Service Executive (HSE) continues to be a significant client for the Public Appointments Service. Our previous arrangement with the HSE, which involved the assignment of both a senior manager from PAS to advise on all matters pertaining to recruitment and selection and the secondment of an Occupational Psychologist to provide them with professional advice and services on a nationwide basis, continued in 2011. This collaborative arrangement has proven very beneficial and it is anticipated that the arrangement will continue for the near future.

The organisation continued to recruit medical and paramedical personnel of the highest quality for hospitals and medical facilities throughout the country, including a significant number of Hospital Consultant posts. This included:

- ◇ 115 Hospital Consultants
- ◇ 4 Specialists in Public Health Medicine
- ◇ 3 Chief Medical Scientists
- ◇ 1 Community Ophthalmic Physician
- ◇ 35 Directors/Assistant Directors of Nursing

- ◇ 3 Physicists
- ◇ 2 Pharmacists
- ◇ 2 Principal Social Workers
- ◇ 1 Speech and Language Therapist Assessment Consultant
- ◇ 1 Occupational Therapy Manager
- ◇ 19 Radiation Therapists
- ◇ 11 Clinical Specialist Radiation Therapists
- ◇ 2 Radiography Service Managers
- ◇ 1 National Manager
- ◇ 5 Clinical Engineering Technicians
- ◇ 1 Chief Neurophysiological Measurement Technician

In a new joint venture, PAS supported the HSE with the recruitment of Non Consultant Hospital Doctors (NCHDs). This new approach aimed to introduce a simplified central application and recruitment process for NCHD positions in HSE hospitals. This ensured that NCHDs applying to HSE hospitals are only interviewed once and only receive one offer of a rotation post within either their 1<sup>st</sup>, 2<sup>nd</sup> or 3<sup>rd</sup> hospital preference (depending on vacancies). This process replaced the previous process of a candidate submitting multiple applications, attending multiple interviews and, on occasion, receiving multiple offers from different HSE hospitals. Using the new process, PAS has been able to provide the HSE with accurate and timely reports on the recruitment process including the early identification of hospitals with low numbers of applicants for posts. It was impossible to obtain such information using the previous decentralised system. The previous system was very costly and wasteful of time for both the HSE and the individual NCHD.

This is a rolling campaign and five rounds of recruitment took place in 2011. The process evolved with every round and being involved in this recruitment has enabled PAS to continue to utilise the newly developed recruitment system specifically adapted for the NCHD. The new system has succeeded in attracting a large number of applications for most posts (including previous posts which were extremely difficult to fill).

PAS also facilitated the HSE with the recruitment of Staff Nurses to fill vacancies arising in 2011.

At the end of 2010, the HSE requested PAS to run a number of campaigns from advertising stage to post-interview. This continued in 2011.

### Assistance with the Selection Process for State Boards

PAS continued to provide assistance to Departments and Offices in relation to recruitment to State Boards. This included:

- Member of the National Inland Fisheries Forum was advertised by PAS on behalf of the Board of Inland Fisheries Ireland.
- PAS assisted the Department of Jobs, Enterprise and Innovation with the process of recommending individuals for appointment in a non-executive capacity to four State Agencies under the aegis of that Department: the Board of IDA Ireland, the Board of the National Consumer Agency, the Board of Shannon Development, and the Board of the National Standards Authority of Ireland. A number of names were presented to the Minister in respect of each of the agencies following shortlisting.
- PAS provided assistance with the process for appointment to Board of the Citizens Information Board under the aegis of the Department of Social Protection.

### Other Public Sector Recruitment

In 2011, PAS provided a shared recruitment service to all public service clients. An increasing number of public service organisations availed of this service. This included:

- Assistance with campaigns to fill the vacancies for President, Dun Laoghaire

Institute of Art, Design and Technology, President, Waterford Institute of Technology and Institute of Technology, Tralee.

- Campaigns for Head of ICT, and a range of Research Officer/Technician/Chemist positions for Teagasc.
- Campaigns for HIQA for the appointment of a Research Ethics Manager and a Quality Inspector.

### Additional Consultancy and Testing Services

A range of additional consultancy and testing services were provided to public service bodies in 2011. These are discussed below:

- ◇ Assistance was provided by PAS to the Office of the Revenue Commissioners, Department of Justice, Equality and Law Reform, and the Department of Social Protection at the initial stage of internal promotion selection. PAS managed applications through publicjobs.ie, managed and administered selection tests, and presented each department with test results from which they invite candidates for interview.
- ◇ PAS agreed to assist the NUI Galway and NUI Maynooth with their recruitment process for academic staff. The posts ranged from Professor to University Fellow. This involved all applicants applying through publicjobs.ie and PAS management of the application process.
- ◇ Over 2,000 applicants were processed for the 'mature code' student nursing positions on behalf of the Nursing Careers Centre.
- ◇ PAS worked with the Defence Forces on introducing psychometric testing for cadet recruitment and for recruitment at entry level to the Navy. Validation of the tests identified that they are a significant predictor of job performance in those roles. PAS conducted stage 1 (testing of 898 applicants) in 2011 and issued results and feedback. In addition, PAS

worked on the development of competencies for Major General and Brigadier General roles as part of a project to introduce competency based recruitment at all levels in the Defence Forces.

- ◇ PAS worked on a job analysis project for Statistician in the Central Statistics Office. Two competency models were devised; one for recruitment and a second for development within the role of Statistician.
- ◇ PAS conducted a job analysis of the grades of Senior Lecturer and Lecturer in NUIG. The competencies identified were submitted to NUIG to be used in the selection process for these posts.
- ◇ The Job Analysis for the Grade 4 role in Dublin Institute of Technology commenced in 2011 with staff from PAS acting in an advisory capacity.
- ◇ PAS also provided advice and assistance, as requested, to public sector bodies undertaking their own recruitment, in addition to providing Interview Training and interview facilities.

### Other Services

#### **Staff Surveys for Client Organisations**

For the third year, PAS conducted the staff survey for the Courts Service; PAS also conducted staff surveys for the PRAI and the Department of Transport.

#### **National Children's Detention Centre Project**

PAS was engaged to undertake a Management Structure Realignment project in the National Children's Detention Centre, Oberstown, Lusk on behalf of the Irish Youth Justice Service. The project was completed and a final report submitted to the client.



## **Executive Coaching**

An executive coaching project commenced with the Management Team in the Irish Prison Service.

Executive coaching support was also provided to a number of newly appointed senior executives.

## **Developing a Service in Executive Recruitment**

The Executive Search team has developed and has supported over 40 campaigns since it was established in May 2011. Research has been carried out across a range of industry sectors with a view to identifying sources of potential candidates for roles. Relationships have been established with a number of organisations and associations and has enabled PAS to use these networks in highlighting roles.

While the primary focus of the Search team has been the support of senior campaigns, digital media is being utilised as a cost effective means of raising awareness of graduate and middle management posts also.

The team continue to record the search processes carefully and are building a knowledge database which is proving more and more to be a key tool in identifying strong candidates for roles.

## **Developing Selection Tools and Methods**

PAS has been to the forefront in the emergence of new methodologies appropriate for use in the assessment of candidates for Public Service positions and deploying these in order to further professionalise the recruitment process. PAS has adopted a continuous improvement cycle in relation to assessment techniques and aims to develop a comprehensive library of tests that can support a highly flexible recruitment programme. In 2011, this has

led to developments in the areas of campaign reviews and test development.

## **Clerical Officer Job Analysis**

Currently, there are separate job specifications, descriptions and competency frameworks for the different sectors. An update of the Clerical Officer job analysis commenced in 2011, in an attempt to combine all the information so that there is one competency framework that covers clerical roles in the civil and public service in Ireland.

## **Garda Trainee Job Simulation Exercise Development**

During workshops which were held with a range of Gardaí, almost 50 new scenarios and accompanying questions were developed which will be used as the basis for a new Garda Job Simulation Exercise. Trialing took place in September and the exercise(s) are now ready for use.

## **Development of Abstract Reasoning Test Item Bank**

An Abstract Reasoning test measures the ability to reason logically and flexibly. The items currently being developed will be targeted at entry-level candidates. This will reduce reliance on external test publishers and enable more cost effective deployment of tests.

## **Development of an E-tray Assessment Exercise**

An e-tray exercise is defined as the electronic equivalent of an in-tray exercise. It is a work sample exercise that attempts to replicate tasks within the role that the candidate is applying for. The exercise currently being developed is intended to replace the current paper based system.

## **On-line Sifting Tools**

PAS has designed two on-line sifting questionnaire for use at Clerical and Administrative Officer level. These

questionnaires are bespoke for the roles in question and are based on the identification of the key skills and qualities required for performance in the role and the ability of candidates to identify the appropriateness of various actions in scenarios typical of what might be encountered in the role. The on-line administration of these roles mean that this is an efficient way to assess large numbers of candidates and choose the most suitable to progress to the next stage of a recruitment process.

### ***On-line Self-Assessment System***

An on-line self-assessment system has been developed that enables candidates to complete full practice tests that are at the same level of difficulty as the tests used for recruitment. The system allows the candidate to take the tests in any order, get feedback on his/her performance and review the correct answers. The candidate has unlimited access to the tests and can practice as often as s/he wishes. The self-assessment tests are entirely anonymous. We have complete sets of self-assessment tests for Clerical, Executive Officer and Graduate roles. It is envisaged that this will help less suitable candidates to self-select out of the recruitment process, leading to higher calibre candidate fields.

### **Decentralisation - Central Application Facility (CAF)**

During the year, the Public Appointments Service continued to assist the Department of Finance in the gathering of applications for relocation under the decentralisation programme. Through the generation of reports and statistics, the office has been able to ensure that individual departments and offices have been able to progress their own decentralisation programmes efficiently.

## **Monitoring our Service to Customers**

### ***Development of new Customer Action Plan***

Our Quality Customer Service Action Plan and Customer Charter for 2011-2013 were launched in 2011. The new Action Plan and Charter were developed based on feedback received from staff and customers (through the use of surveys, workshops, customer panels and comment cards). The Action Plan and Charter were signed off by the Partnership Committee and the Board of PAS.

### ***Implementation of Customer Action Plan***

Since 2005, the office has had a comprehensive measurement programme in place to monitor the achievement of our various service standards published in our customer action plan. During 2011, comprehensive external and internal on-line surveys were issued to candidates and staff.

#### **• Candidate Survey**

During the year, over 1800 candidates completed a candidate survey on the level of service provided to them by the office. The feedback showed a high level of approval with the notice received in advance of their assessment, the timeliness of results and the language used in correspondence.

#### **▪ Customer Comment Cards**

In 2011, we monitored all completed comment cards and forwarded suggestions to the appropriate area for consideration.

In recognition of the fact that customer surveys/panels and continuous monitoring are not ends in themselves, the organisation, in 2011, put in place action plans to tackle issues raised in each of our surveys. Some of the developments introduced in 2011 as a result of feedback from customers included additional

services for candidates and clients as discussed below:

**Candidates**

A range of enhancements were made to the online application process, and the website was developed to provide additional services to candidates.

**Clients**

A range of additional services were provided to clients including job analysis training, assistance with internal promotions and a range of consultancy services tailored to the needs of particular

clients. The services provided were based on feedback from clients in relation to their needs.

We continued to provide interviewer training for clients throughout 2011.

We also made our facilities available to a range of clients, including the HSE and the Equality Tribunal.



**GOAL 2**  
**FOCUSED CANDIDATE RELATIONSHIP**  
**MANAGEMENT**

## Focused Candidate Relationship Management

*Provide all aspiring applicants for positions in the public sector with a service that will meet and exceed their expectations*

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Access to high quality candidates is an asset to be cultivated and we recognise the need for the professional management of this key strategic relationship. We have introduced new initiatives and developed our systems and services to give candidates access to high quality information and personal contact in order to encourage them to consider seriously, careers in the public service.

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### Publicjobs.ie Development

There were a number of improvements made to publicjobs.ie throughout 2011, which were of benefit to all PAS customers. These are discussed in detail on page 26.

There continued to be a significant reduction in the size of newspaper advertisements placed and prospective applicants directed towards publicjobs.ie. This approach, while resulting in major cost savings, has not had any adverse impact on the quantity and quality of applications being received.

Other public service bodies were also proactively encouraged to use publicjobs.ie to advertise any vacancies they might have. The third level education sector and EU institutions have been particularly active in using this service.

### Equality and Diversity

#### **Equality and Diversity Related Initiatives**

The role of the Disability Liaison Officer (DLO) was promoted throughout the year and meetings took place with all staff with a disability.

#### **Monitoring**

Our Equality Monitoring/Access Committee met throughout the year to monitor compliance with the requirements of the Disability Act, our own Equality and

Diversity Policy and the Code of Practice for the Employment of People with Disabilities. Reports on compliance with the Disability Act requirements and the requirements of the Equality and Diversity Policy were provided to the committee, and to date all aspects of both have been fully complied with. No complaints or queries in relation to access have been received to date. All publications were produced in an accessible format, as required.

#### *Official Languages Compliance*

The Public Appointments Service provides for delivery of its services through the Irish language, as agreed in its scheme under the Official Languages Act, 2003. In line with our Scheme, we produced all publications and displayed all posters in both Irish and English. We maintained a list of staff capable of providing a service to the public in both Irish and English.

A large, teal-colored abstract graphic that resembles a stylized wave or a torn piece of paper. It occupies the middle and lower portions of the page. A white lightning bolt is positioned on the left side of the teal shape, pointing towards the right.

## GOAL 3

Education, Research, Development and Benchmarking

## Education, Research, Development and Benchmarking

*Ensure that an education and research service is in place to provide relevant and timely information that will expand the human resource knowledge base in the public service*

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PAS recognises the need to keep ahead of trends in recruitment and selection, to lead on best practice and share our expertise with clients and other interested parties.

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### Visiting delegations

During the year, the office continued to facilitate requests from various international organisations to visit our facilities and hear more about our approach to recruitment and selection.

### International Benchmarking

PAS recognises the need to consistently benchmark its activities against other recognised leaders in the area of recruitment and selection. Through learning from other organisations, a programme of constant improvement can be maintained in the office. During 2011, we continued this benchmarking process through formal contact between this office and equivalent colleagues in:

- Northern Ireland
- UK
- Belgium
- Canada

### National Expert to the European Personnel Selection Office (EPSO)

The Public Appointments Service continued for the first half of 2011 to provide a National Expert to work in EPSO

in Brussels. While this was a significant investment for the Public Appointments Service, it does acknowledge the absolute importance of ensuring that Ireland is well represented at the European Union in Brussels.

### Key Presenters at National/International Conferences

The office continued to disseminate its research findings and particular recruitment knowledge and expertise at various conferences.

### Redeployment Support

Significant work has been carried out on the development of a Redeployment Toolkit. A draft has been developed by PAS and is currently being reviewed by the Department of Public Expenditure and Reform. This document will be hosted on Publicjobs.ie.

A large, abstract teal graphic with a white lightning bolt shape on the left side, positioned in the lower half of the page. The teal shape has irregular, wavy edges. The lightning bolt is a simple white outline with three main points.

## **Internal Supporting Strategies**



## Information and Communication Technology

PAS recognises the critical importance of Information and Communications Technology in developing and maintaining services that can both support and drive the current and emerging business demand.

### Further Development of Core Recruitment Application

Following its release in November 2009 our core recruitment application was substantially enhanced during 2011, maximising the use of internal resources in testing and training. Independent analysis suggests that the application has not only been welcomed by staff, clients and candidates but it is also seen as a major improvement in how we carry out our business. These enhancements included:

- A module to manage retirees who took advantage of the ISER scheme
- A tailored recruitment management system was built for the HSEs NCHD competition. This included a custom web application form, management reports and a client portal enhancement to allow applications and reports to be accessed securely from outside the PAS offices by HSE staff
- A custom web form was built for the HSE Staff Nurse campaign.
- The database and application to allow organisations to add/edit and search for Redeployment members was completed
- A page to allow clients to publish their own job advertisements on publicjobs.ie was built
- Workflows were introduced for employees. The system now issues reminders to staff when certain tasks are due. ( e.g. Board Member payments)
- A file vault was built to allow client organisations to securely send/receive large files with PAS

- A new website and integrated job search and application module was built for StateBoards.ie.

### Redeployment System

In November 2010, Personnel Officers in the Civil Service were advised that PAS had been assigned responsibility for establishing systems and processes for managing the redeployment of resources between Public Service organisations. Departments were invited to upload data in respect of staff identified as being available for redeployment onto the resource panel database developed by PAS. Each department has access to the database via a client portal on STAR and are responsible for the upload and update of that data.

### General IT Improvements and Outcomes

There were a number of significant initiatives launched in 2011 with the objective of modernising and improving the ICT core network and data storage infrastructures. Hardware and system upgrades of the network core switch and firewall infrastructures were completed during 2011. The planning, design and procurement phases for the replacement of the office Storage Area Network (SAN) were completed during 2011. The implementation phase of this project is underway and by the end of April 2012, a new, fully resilient solution will be in place, future proofing our data storage requirements at our Abbey Street site for the next five years. We continued to pursue our strategy to fully virtualise our server

environment with a number of mission critical services moved to our virtualisation platform during 2011. Further server virtualisation will continue to drive down costs in the areas of power, cooling and server maintenance contracts and be an integral part of our commitment to a greener approach to IT.

We continue to look for ways to derive maximum benefit from our existing arrangement with the Office of the Revenue Commissioners in terms of a shared services approach; the Office of the Revenue Commissioners continue to host the publicjobs.ie web infrastructure and during 2011, the agreement that they would host our disaster recovery ICT infrastructure was a further enhancement of the shared service approach, paving the way for further cost savings.



The Office of the Revenue Commissioners not only met the hosting requirement for this service, but also provided the data storage space needed to facilitate the establishment of this environment. Phase I of the establishment of our disaster recovery infrastructure is almost complete, with a failover option for e-mail services now in place. We will look to expand the range of services available at our disaster recovery site during 2012.

## Human Resource Best Practice and Support for all Staff

### Partnership

The approach to change, decision making, employee engagement and communication in the Office is through the Partnership model. A review of the membership of Partnership took place during the year to ensure all grades and areas were adequately represented; this resulted in a number of new members joining. To ensure that Partnership continues to operate in an effective manner, a Partnership Action Plan was agreed by the Committee and implemented in full during the year.

### Training and Development

We continued our commitment to training, further developing staff expertise and continuing professional development.

The Learning and Development Plan for the organisation was approved through Partnership. The following are some of the main training interventions provided in 2011:

- Psychometric Testing (in personality measures and measures of emotional intelligence and motivation)
- A range of IT related training (e.g. word, excel)
- Performance Feedback Training
- Line Manager Coaching
- Health and Safety Committee Training

Staff members were also supported in attaining professional/ education qualifications through the refund of fees scheme. In addition, staff were encouraged to keep up to date with current developments in their professional field through membership of professional bodies and relevant publications.

### Wellness Programme

Consistent with the office's policy of contributing, where possible, to issues affecting the quality of life of staff, we completed another in our series of Wellness Programmes during 2011. This programme included:

- ◇ Information sessions on Healthy Heart, Money Skills for Life and Citizens Information
- ◇ Four-week and eight-week Walking Challenges and lunchtime Pilates
- ◇ Health checks by the CMO's Office.

### Performance Management

The ongoing implementation and integration of the PMDS (Performance Management and Development System) into the business of the Office continued in 2011. Training in conducting effective and fair assessments was provided for all staff and feedback from staff on this training was very positive. A PMDS Monitoring Team ensured compliance with the PMDS process, reviewed current procedures and ensured fairness and consistency with regard to performance ratings.

### Staff Attitude Survey

We conducted a Staff Attitude Survey and overall results were very positive. A workshop was conducted with a sub-group of our Partnership Committee, and an Action Plan was developed (and implemented) to address issues arising from the survey.

### Staffing Levels

Since the introduction of the Government's Moratorium on Recruitment and Promotions, there has been considerable change in the volume and types of recruitment activities undertaken by PAS on behalf of its clients. In

response to these changes in business activity, the Management Advisory Committee, with the agreement of the Board, has made extensive efforts to reduce staff numbers and the cost base. At the same time, PAS has strived to meet the requirements of its clients for recruitment and other allied services. The organisation has also considerably extended its reach by

providing services to a much wider base of public service clients. By the end of 2011, staff numbers had been reduced to 91. This was done through the non-filling of vacancies and the temporary secondment and redeployment of staff to other public service organisations.

## Finance and Corporate Governance

### Board of the Public Appointments Service

A new Board was appointed in September 2011 (and met on two occasions). The previous Board had met in January; their term of office expired in February. The Board gave particular attention to issues relating to performance on key strategic priorities, financial governance and risk management. At each meeting, the Board was provided with detailed activity and financial reports and updates on areas such as risk, internal audit, and progress in relation to our main strategic objectives.

The new Board Members were provided with a comprehensive induction pack, and participated in Corporate Governance training in December.

### Internal Audit

The Internal audit Committee met on three occasions during 2011.

The Committee was presented with the following reports during the year:

- Travel and Subsistence
- Payroll
- Asset Management
- Risk Management

### Risk Management

Reflecting the importance of ensuring that, where possible, all risks are identified and appropriate measures taken to mitigate the effects, the Risk Management Group continued to meet throughout 2011.

An awareness session on risk was conducted at the Business Awareness Day in December.

The Corporate Risk Register was also reviewed by the Board at their meeting in December.

### Project Governance


An important feature of corporate governance in the Public Appointments Service is the active management of all strategic projects to ensure maximum value and output from each project launched. Central to this objective is the work of the Project Board and the internal Project Office. The Project Board is responsible for tracking all strategic projects in the office and monitoring the level of resources being invested and the progress being made.

### Procurement

The office is guided by the Public Procurement Guidelines and Policies published by the Procurement Unit in the Department of Finance. The Procurement Officer progressed the development of a Corporate Procurement Plan to provide strategic direction in purchasing to achieve value for money, procurement effectiveness and the corporate goals of PAS.

### Relationship with the Comptroller and Auditor General (C&AG) and the Commission for Public Service Appointments (CPSA)

The presence of external auditors is an inevitable and normal part of the recruitment business in the public sector. Apart from the annual examination of our finances by the C&AG's office, the Public Appointments Service have regular contact with the CPSA with regard to its auditing of recruitment campaigns to the standards established in their published Codes of Practice.



The office welcomes the independent nature of these audits as a means of ensuring high standards are maintained in all aspects of the recruitment business.



# APPENDICES

## APPENDIX I

*Summary of Recruitment Activity 1 January – 31 December 2011* (for the purpose of this report, all similar recruitment activity is combined together under single headings).

	Total Number of Applications Received	Number Interviewed	Number Assigned / Recommended
<b>Civil Service</b>			
- Temporary Clerical Recruitment	13,268	1,517	982
- Administrative	186	14	2
- Senior Management & Professional	1,121	290	50
<b>- Total</b>	<b>14,575</b>	<b>1,821</b>	<b>1,034</b>
<b>Local Authorities</b>			
- Local Authorities	393	144	11
- Health Sector	6,680	1,958	214
<b>- Total</b>	<b>7,073</b>	<b>2,102</b>	<b>225</b>
- Garda Reserve	662	540	427
<b>Appointments made to public bodies outside of the remit of the Public Service Management (Recruitment and Appointments) Act 2004</b>			
- Teagasc	908	225	45
- HIQA	27	0	1
- State Boards	469	-	-
- Education Sector	44	24	4
- Other Public Service Bodies	244	77	10
<b>- Total</b>	<b>1,692</b>	<b>326</b>	<b>60</b>
<b>Top Level Appointments Committee</b>			
	Total Number of Applications Received	Number Interviewed	Number of campaigns completed
	798	237	23
<b>Selection/Testing Services Provided</b>			
	Total Number of Applications Received	Number Tested	
- Local Authorities	660	327	
- Health Service Executive	3,209	236	
- Mature Nursing	2,222	1,619	
- Defence Forces	1,004	898	
<b>- Total</b>	<b>7,095</b>	<b>3,080</b>	
<b>Advertisement and Application Management Services Provided</b>			
	Total Number of Campaigns	Total Number of Applications Received	
NUI Galway	85	1,246	
NUI Maynooth	32	1,116	
Seasonal Guides	1	823	
<b>- Total</b>	<b>118</b>	<b>3,185</b>	
<b>Overall Total</b>	<b>Number of Applications 35,080</b>	<b>Number Interviewed 5,026</b>	<b>Number Assigned/ Recommended 1,746</b>

*A more detailed breakdown of these statistics is available on request*



## APPENDIX II

### Results of Candidate Survey and other Service Standards

#### Results of Candidate Survey

<i>Notice Received</i>	<i>Positive Response Rate</i>	<i>Negative Response Rate</i>
Satisfaction with advance notice in relation to test	91%	9%
Test Familiarisation Booklet available on website in adequate time	91%	9%
Satisfaction with timeliness of test result	90%	10%
Satisfaction with advance notice in relation to interview	84%	16%
Satisfaction with timeliness of interview result	80%	20%
<b><i>Response to Requests</i></b>		
Written correspondence acknowledged within 3 days	66%	23%
Full response received within 10 days	66%	25%
All correspondence in clear and simple language	85%	15%
Satisfaction with the quality of interview feedback received	65%	35%
<b><i>Dealings with Staff</i></b>		
Staff were courteous	69%	4%
Staff were knowledgeable	64%	7%
Staff were helpful	69%	7%
Staff were efficient	66%	10%
<b><i>Website:</i></b>		
Clarity	70%	9%
Ease of use	82%	16%
Quality of information	74%	11%

## Achievement of other Service Standards 2011

<b>Service</b>	<b>Standard</b>	<b>Results Achieved</b>
<b>Client</b>		
Provision of administrative staff on request to Clients	Panels in place for all general service grades for 80% of locations	Panels in place for CO, EO and AO  No interdepartmental campaigns held as a result of moratorium
Assignment to Senior Management and Professional/Technical positions	80% of campaigns to be completed within the timescale agreed with Client (as part of a Service Level Agreement)	Achieved – (with the <i>exception of particularly complex medical consultant cases where issues arose with clearance</i> )
	95% of campaigns to result in successful filling of vacancies	Achieved
Provision of other recruitment and selection related services (e.g. Job Analysis, part recruitment and selection options)	Timescale to be agreed with Client on receipt of request as part of a Service Level Agreement	Achieved
<b>All Customers</b>		
Provision of a suitable, accessible and informative Website – <a href="http://publicjobs.ie">publicjobs.ie</a>	99% uptime; Service restored within 2 hours of interruption being notified	Achieved
Provision of a quality service to all groups covered by the Equality Legislation and to applicants with special needs	All campaigns conducted in line with best practice in relation to equality and diversity	Achieved

## APPENDIX III

### Appeals

#### Appeals at the Different Levels in 2011

		Number Received
<b>Initial Review</b>	PAS Level 1	9
	PAS Level 2	34
<b>Decision Arbitrator</b>	PAS Level 3	6

## APPENDIX IV

### Overview of Energy Usage in 2011

The Public Appointments Service main energy usage relates to heating/lighting and providing water in our office in Chapter House.

In 2011, PAS, consumed 895.52 MWh of energy, consisting of:

741.5 MWh of electricity;  
154.02 MWh of fossil fuels;  
0 MWh of renewable fuels.

### Actions Undertaken in 2011

In 2011, PAS undertook a range of initiatives to improve our energy performance, including:

- Raising staff awareness of energy savings with staff through promotional material and awareness sessions
- Close monitoring and control of energy usage including manual interventions with the heating system controls

Altogether, these and other energy savings measures saved PAS 366.16 MWh in 2011.

### Actions planned for 2012

In 2012, PAS intends to further improve our energy performance by undertaking the following initiatives:

- Complete implementation of energy savings action plan
- Continue to raise staff awareness in relation to energy savings
- Continue to manually intervene in heating system controls until building management system has been put in place.

## APPENDIX V

### EXPENDITURE

Our expenditure during 2011 is set out below:

		€000
<b>A1</b>	<b>Staff Costs</b>	
(I)	Salaries, wages and allowances	4,636
<b>A2</b>	<b>Overhead Spend</b>	
(ii)	Travel and subsistence	92
(iii)	Training and development and incidental expenses	121
(iv)	Postal and telecommunications services	158
(v)	Office equipment and external IT services	1,222
(vi)	Office premises expenses	348
(vii)	Consultancy services and value for money and policy reviews	175
(viii)	Accommodation, advertising and purchasing and printing of test papers	264
(ix)	Interview and miscellaneous competition costs	423
	<b>Gross Total</b>	<b>7,440</b>
<b>B</b>	Appropriation in Aid (including Pension Levy)	<u>520</u>
		<b><u>6,920</u></b>

On 7 August 2002, the European Community (Late Payments in Commercial Transactions) Regulations 2002 came into effect and reduced the number of days for paying claims from 45 to 30 days. In 2011, there were 17 cases, where payments were not made within the prescribed time frame. A total of €160 was paid in penalty interest.

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