



Public Appointments Service

ANNUAL REPORT 2012

publicjobs.ie



An tSeirbhís um Cheapacháin Phoiblí
Public Appointments Service

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Chairman's Statement

I am pleased, on my own behalf and on behalf of my fellow Board Members, to present the 2012 Annual Report of the Public Appointments Service.

PAS has shown great adaptability and flexibility when working with client organisations to address their needs in this ever-changing environment. At the same time the organisation has significantly reduced its resource level and its cost base. PAS continued to reduce staff levels in compliance with the Employment Control Framework, and made the best use of our resources through revised and improved business processes and an increased use of technology (including ongoing developments of the online application system and online testing).

The last year was a challenging one for the PAS, and I believe it has succeeded in providing vital and high quality recruitment and selection services to an increasingly diverse range of public service clients. In doing so, PAS continued to maintain the distinctive culture of public service recruitment conducted with professionalism and to a high standard, based on the values of fairness and impartiality; attempting at all times to provide an excellent customer service, in an innovative way that ensures value for money.

2012 saw significant engagement with the Top Level Appointments Committee, to assist it in carrying out its' functions around open recruitment at the most senior levels in the Civil Service. PAS also increased in-house expertise in sourcing and attracting high quality candidates, from both outside and inside the public sector. PAS succeeded in attracting an increasing number of suitable candidates from both sectors into the application process.

In support of the government's commitment to reorganise public service resources to focus on areas of greatest need, PAS was given overall responsibility for the redeployment process in April 2012. By adopting a proactive approach and providing tailored assistance to organisations sourcing staff and those seeking to place surplus staff, progress was made in the area of redeployment (369 staff had been placed across all sectors at the end of 2012).

As a shared services resourcing centre, PAS has continued to promote the shared recruitment services agenda, encouraging a wide range of public service organisations to use the expertise of PAS to support their recruitment and selection needs and to deliver cost savings. The effectiveness of efforts in this area can be seen by the diversity of client organisations to which PAS provided assistance in 2012.

PAS recruited for an extremely diverse range of posts, meeting the expectations of clients for campaigns designed to meet their unique needs, leading to high quality appointments at all levels.

These advances were possible because of the commitment, dedication and flexibility shown by our work force, who respond quickly to change and continue to be a valuable asset to the organisation.

I would like, on behalf of the Board, to acknowledge the excellent work of the Chief Executive, Ms. Fiona Tierney (and the former Chief Executive, Mr. Bryan Andrews, who retired early in 2012), and all the staff of the office in continuing to provide a top quality service to all our customers.

Mr. Eddie Sullivan
Chairman

Chief Executive's Statement

While it fell to me to write the Chief Executive's statement for the 2011 Annual Report, it described activities in a period under the stewardship of my predecessor.

In reflecting on 2012 however, I am particularly pleased to report on a highly productive year during which I had the opportunity to contribute to its success. Joining the organisation from a career in the private sector, I was struck by the work ethic, customer focus and loyalty of my new colleagues. We carry lightly the burden of a historic and illustrious past in the Local Appointments Commission and the Civil Service Commission. In the amalgamation of the two Commissions and the foundation of the Public Appointments Service in 2004, there was no loss of the values and commitment to ensure an independent, open, fair, merit based recruitment and selection process. The objective of presenting the best possible field of qualified candidates for appointment to the myriad of roles in the public service underpins all of our activities.

During 2012, operating with further reduced staff numbers and tighter budgets, PAS reached higher levels of productivity across its business, including Redeployment and General Recruitment, while steadily building its credibility in the Senior Executive Recruitment sector. In providing this Recruitment Shared Service for the public sector, the PAS team continued to deliver quality services and value for money to its clients. In the course of this, I am pleased to report that PAS has maintained its independence and remained true to its core values.

The details of the activities in 2012 are set out in the body of the report, but I will highlight a few key items here. One factor which is easily overlooked is the enormous breadth of the PAS brief. The organisation provides services across the civil service, health sector, local authority sector, education sector, the Garda Síochána, Defence Forces and a plethora of state agencies. In sourcing staff, it deals with all administrative levels, senior executives, board members and professionals from many fields. PAS also helps to highlight opportunities for Irish citizens in EU Institutions and a range of other international bodies.

In addition PAS has

- grown the **publicjobs.ie** brand and has encouraged a wide range of publicly funded organisations to make full use of the site to advertise recruitment opportunities.
- continued to exploit technology by maximising the opportunities presented by online systems including the expansion of on-line assessment and improvements to the recruiting system.
- supported the Top Level Appointments Committee (TLAC) in carrying out open recruitment at Secretary General and Assistant Secretary level in the Civil Service.
- continued building its Executive Search function to support the sourcing of top level candidates for senior Public Service appointments.
- initiated 106 Hospital Consultant campaigns, for a range of specialties and supported recruitment of Non-Consultant Hospital Doctors and Staff Nurses.
- supported 36 requests for assistance with applications to State Boards.

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. In addition, 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

PAS will source the highest quality candidates for positions in the civil and public service and we will facilitate the movement of public servants within, and between, sectors in accordance with the needs of clients, thus ensuring a more efficient and appropriate resourcing of essential services.

The Public Appointments Service (PAS) 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 recruitment shared services provider for the Irish Civil Service, Local Authorities, the Health Service Executive, An Garda Síochána and other public bodies.



Members of the Board

- ◆ **Mr. Eddie Sullivan,**
Chairman, former Secretary General, Public Service Management and Development, Department of Finance
- ◆ **Ms. Fiona Tierney,**
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. Barry O’Brien,**
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

- ◆ **Ms. Fiona Tierney,**
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 and Organisation Development
- ◆ **Mr. Niall Leavy**
Head of Strategic Projects
- ◆ **Ms. Margaret McCabe**
Head of Client Management

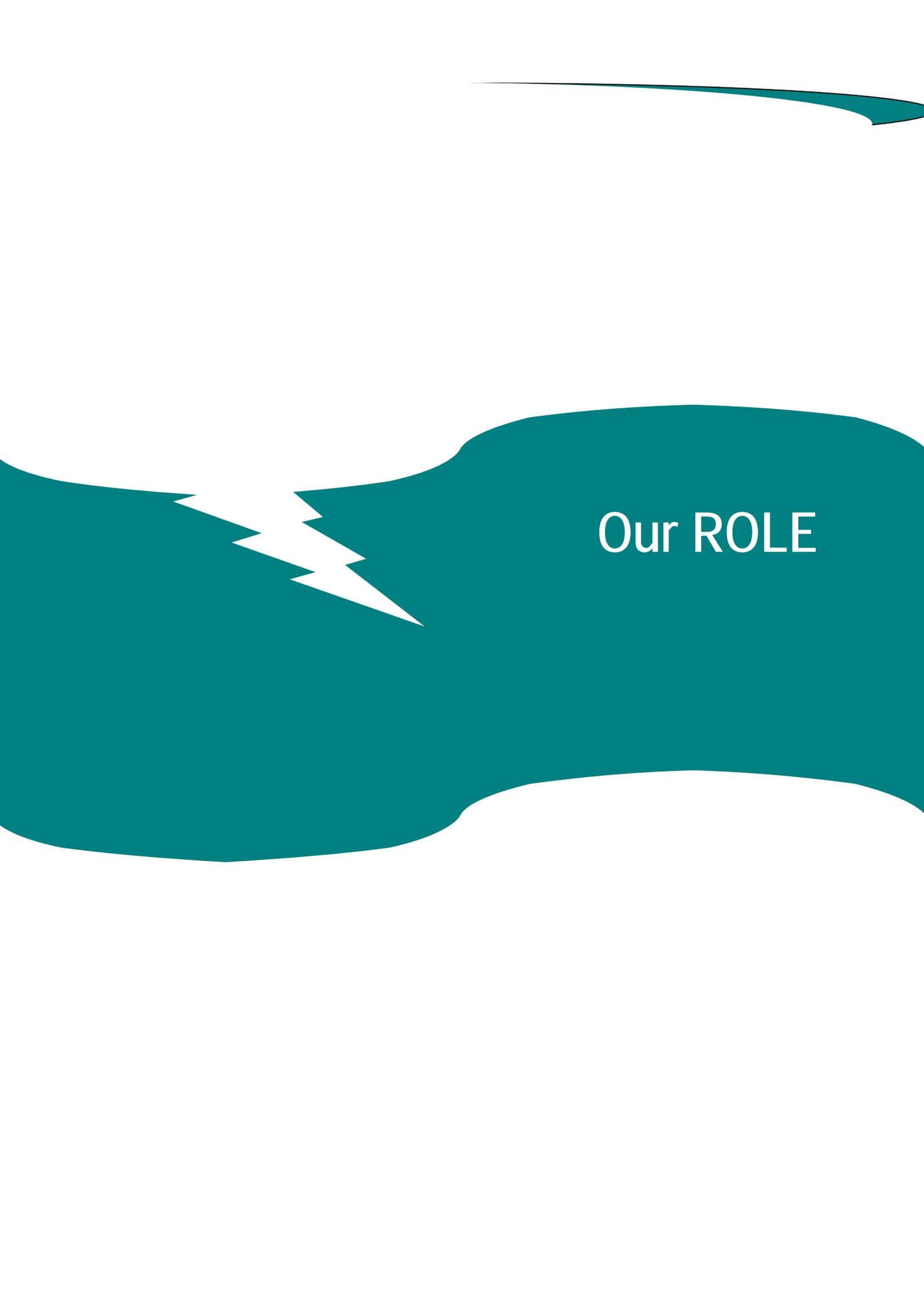
The Public Appointments Service (PAS) at a glance

2012 Highlights

PAS is committed to the Government policy of resourcing and reorganising for effective service delivery, through the placement of quality people where they are most needed.

- Facilitated 369 staff through the redeployment placement process across all sectors in 2012. Examples of Departments and Agencies supported in this process included the Department of Agriculture, Food & the Marine; Department of Education & Skills; Office of the Revenue Commissioners; The Insolvency Service of Ireland, and the Health Services Executive.
- Assumed responsibility for the redeployment programme in the Civil Service and Non Commercial State Agencies, involving the strengthening of resources to assist Departments and agencies in placing surplus employees. This involved outreach to organisations and information sessions to facilitate inter-agency dialogue. Organisations supported included An Bord Pleanála, FAS and the Local Government Management Agency (LGMA).
- Since 2007, and being aware of the pressures on Government finances, the PAS has reduced staffing levels by 42% to 86 employees and operational costs by 50%.
- As part of its core function, the PAS continues to conduct targeted recruitment campaigns to target skills shortage areas and to address long-term renewal. Campaigns were carried out across the Public Service.
- Strengthened the Executive Search Team to support the sourcing of top level candidates for senior Public Service appointments. Executive search was used in approximately 50 campaigns in 2012.
- Continued to conduct the recruitment process for Hospital Consultants, commencing 106 campaigns for a range of specialities.
- PAS supported staffing modernisation by leveraging technology, including the expansion of on-line assessment and improvements to the recruiting system. PAS introduced on-line tools that offer greater access to public service jobs, easier assessment for candidates, improved testing and enhanced security.
- Supported 36 requests for assistance with applications to State Boards through the filtering of applications.
- Delivered a range of shared services expertise to a number of public service clients, reducing the need for external consultants.

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- Completed the significant steps to transform the PAS and its governance arrangements, people and systems to support its new and on-going activities, including implementation of a Workforce Planning Action Plan.

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Our ROLE



Our Role

The Public Appointments Service (PAS) is the shared service resourcing centre for the Irish Public Service, and works with Government Departments/Offices, agencies, as well as local authorities and the HSE, to develop resources and organisational capacity by providing resources, support and expertise as they build a workforce to meet current and future needs of the public service, delivering on the commitment to improve the standards of living of our citizens.

Our Values

PAS is focused on attracting the best possible field of appointable candidates for all of the positions to be filled. Our activities are overseen by the Commission for Public Service Appointments, and all of our work is based on the public service recruitment principles of:

- Probity
- Appointments made on merit
- An appointments process in line with best practice
- A fair appointments process applied with consistency
- Appointments made in an open, accountable and transparent manner

Our Goals

Goal 1: Building on our Core Selection Expertise

Goal 2: Redeployment

Goal 3: Development of Selection Competence Across the Public Service

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GOAL 1

BUILDING ON OUR CORE SELECTION
EXPERTISE

Building on our Core Selection Expertise

The Public Appointments Service has a strong heritage of independent merit based public service recruitment and selection and enjoys the confidence of our clients to source the best possible candidates for public service vacancies. We provide a professional service to an array of clients and our systems are fully compliant with both the spirit and letter of the Commission for Public Service Appointment's Codes of Practice.

We have responsibility to deliver on the recruitment needs to the Civil Service, An Garda Síochána and to senior positions within the health service, Local Authorities, Harbour Authorities, Fisheries Boards and Vocational Educational Committees.

Since the commencement of the moratorium on recruitment to the public service in 2009, PAS has significantly expanded the range of services provided, and has offered those services to a much wider range of public service organisations. As a shared services resourcing centre, PAS has been active in promoting the shared recruitment services agenda and established contact with a wide range of public service organisations to encourage them to make use of the additional expertise available, to support their needs and to deliver cost savings.

The services offered include providing full or part recruitment & selection services; conducting job analyses; providing testing services; offering the use of our on-line advertising and application system (www.publicjobs.ie). The volume and range of services delivered for a large number of public service bodies in 2012 follows in this Report.

Recruitment Campaigns

The main body of work in PAS involves running recruitment campaigns to fill vacant positions in the public service (which have been sanctioned for filling). These range from specialist one-off posts to larger campaigns designed to fill vacancies in one or more organisations.

Meetings are held with all major and new clients to explain the current processes and to agree a project plan for all campaigns. As part of this process, we decide on the appropriate assessment methodologies to be applied, which are tailored specifically to each particular campaign. PAS will need to continue to conduct targeted recruitment to ensure that the public service of the future constitutes a skilled workforce that can deliver results for Irish citizens.

Senior Executive Campaigns

For appointments to Civil Service senior executive posts, PAS works closely with the Top Level Appointments Committee (TLAC). An internal executive search capability has been developed to support the sourcing of suitably qualified candidates for senior Public Service appointments from across the pool of talent in the private and public sector; Executive Search has been applied to approx. 50 campaigns in 2012, with an increase in numbers and quality of candidates applying for senior roles. PAS works in conjunction with external search agencies as required.

For Assistant Secretary and Secretary General level posts we design a campaign, to include advertising and Executive Search as required. We then manage a shortlisting process and conduct the preliminary interviews and use other assessment methodologies to find the best possible pool of appointable candidates. PAS then notifies TLAC of these candidates, and TLAC then conduct the final interview. Recruitment campaigns to fill fifteen such positions commenced in 2012 (details in *Appendix 2*).

PAS also ran complete recruitment processes for sixteen specialist senior executive positions in the civil service and a range of other senior executive positions in the wider public service. These generally involved very extensive campaigns and a three stage assessment process, to ensure that the campaign attracted the broadest possible applicant pool and that the successful candidate possessed all of the required skills and experience for the role at an appropriate level. (Details included in *Appendix 2*).

Civil Service Specialist/Management Campaigns

In 2012, PAS also commenced the recruitment process for a number of specialist management posts in the civil service, many aimed at advancing the transformation programme in the employing Department or Office. Ten such campaigns were held in 2012 (Details in *Appendix 2*).

Civil Service/Agencies Professional/Technical/Administrative Campaigns

PAS managed a wide variety of professional, technical and administrative recruitment campaigns for a range of Government Departments/Offices and Agencies in 2012, which involved running large scale recruitment processes, while others involved sourcing and selecting professionally qualified candidates.

General Civil Service

Temporary Clerical Officer
Administrative Officer (*details below*)

Case Study: Administrative Officer

The Administrative Officer campaign was launched in January, in order to target skills shortages and fill positions in specialist areas of HR, Economics, Tax Policy, Finance/Banking, Law and Accountancy. In total, 4,313 applications were received across the six streams. Candidates were required to complete an online questionnaire and those who completed the questionnaire successfully were called forward to the psychometric tests. Following a number of interviews, a panel of successful candidates was put in place. 83 appointments were made to eight Departments/Offices.

Campaigns also commenced in 2012 to fill 72 specialist posts (list included in *Appendix 2*).

Local Authority Campaigns

PAS ran a number of senior level campaigns for individual Local Authorities. The following campaigns commenced in 2012:

<ul style="list-style-type: none">• Executive Manager, Dublin City Council• Executive Manager Engineering, Dublin City Council• Law Agent, Kerry County Council• Health and Safety Officer, Cork City Council• Health and Safety Officer, Kildare County Council• Law Agent, Galway County Council• Senior Planner, Laois County Council• Chief Fire Officer, Roscommon County Council• Chief Fire Officer, Meath County Council• Chief Veterinary Officer, Cork Co Council• Head of Human Resources and Corporate Services, Dublin City Council	<ul style="list-style-type: none">• Dual Manager/Manager Designate, Limerick Local Authority• Director of Services, Laois County Council• Senior Engineer, Dublin City Council• Senior Scientific Officer, Dublin City Council• Financial Accountant, Westmeath County Council• Senior Assistant Chief Fire Officer, Kildare County Council• Chief Fire Officer, Dublin City Council• Executive Solicitor, South Dublin County Council• Meath County Manager• South Dublin County Manager• Senior Planner, Roscommon County Council
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HSE Campaigns

We continued to conduct the recruitment process of Hospital Consultants commencing **106** campaigns for a range of specialties and locations in 2012, with the PAS delivering significant cost savings to the HSE. We also commenced recruitment campaigns to fill other senior specialist posts, including:

- Chief Finance Officer, HSE Mid-West
- Assistant National Director, Senior Operations Manager, Nursing Home Support Scheme, HSE
- Senior Accountant, Nursing Home Support Scheme (NHSS), HSE
- Management Accountant Grade VIII, HSE
- Assistant Management Accountant, Roscommon County Hospitals
- Clinical Lead for Oral Health.

Other Public Service Bodies

To support public service bodies, PAS provided expert advice and assistance with specialist recruitment and selection, including running the entire recruitment and selection process for some public service bodies. Campaigns which commenced in 2012 were:

<ul style="list-style-type: none">• Teagasc – 31 campaigns for a variety of Research Officer and Research Technician specialities• Head of Finance, Child and Family Support Agency• Chief Operations Officer, Child and Family Support Agency• Head of Quality Assurance, Child and Family Support Agency• Head of Policy and Planning, Child and Family Support Agency• Head of Corporate and Human Resources, Child and Family Support Agency• Registration and Recognition Manager, CORU• IT Manager, CORU• Military Judge, Defence Forces• Chief Executive Officer, Sustainable Energy Authority of Ireland• Chief Executive, Údarás na Gaeltachta• Director of the Teaching Council	<ul style="list-style-type: none">• Director of the Environmental Protection Agency• Director of Corporate Enforcement• Executive Director, Solas• Inspector, HIQA• Chief Executive Officer, Western Development Commission• Chief Officer, An Bord Pleanála• Chief Executive, National Consumer Agency• Commissioner for Energy Regulation• Registrar, Pharmaceutical Society of Ireland• Chief Executive Officer of the Irish Auditing and Accountancy Supervisory Authority• Instructor in the Civil Defence• Cork County Sheriff• Revenue Sheriff• Dublin City Sheriff• Higher Executive Officer ICT, Private Residential Tenancies Board
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Internal Promotions Assistance

Assistance with internal promotions was provided in 2012 in respect of the following:

Department of Agriculture, Food and the Marine

Superintending Veterinary Inspector

Director of Appeals

Department of Public Expenditure and Reform

Higher Executive Officer/HEO (IT)

Executive Officer

Testing Services

Given the very large number of applicants for certain positions, some recruitment and selection campaigns involve using a range of tests to qualify candidates at a minimum level, and to rank their applications in an order of merit. The design, management, implementation and scoring of such large scale tests is a unique service offering of PAS and accords with the application of the principles of fair, open, merit based, transparent recruitment procedures. PAS provided testing services for other public service bodies in 2012, including:

- Mature Code Nurses
- Defence Forces Cadetship
- Naval Recruits
- Emergency Medical Dispatcher, HSE
- Call Taker, HSE

Projects

PAS conducted a number of projects for other public service bodies, in place of external consultants, achieving major cost savings for the public service body concerned. Projects completed in 2012 included:

- Appointment process for Independent Member and a Deputy Independent Member to the all-island Single Electricity Market (SEM) Committee (*further details below*).
- Development of Competency Framework for Posts in the Defence Forces and assistance with running subsequent campaigns for Brigadier and Major General
- Higher Education Authority Project (*further details below*).

Independent Member and a Deputy Independent Member to the all-island Single Electricity Market (SEM) Committee

PAS was engaged jointly by the Department of Communications, Energy & Natural Resources (DCENR) and the Department of Enterprise, Trade and Investment (DETI) to assist the search process to facilitate the appointment of an Independent Member and a Deputy Independent Member to the all-island Single Electricity Market (SEM) Committee (which was first established in 2007 and is the decision making authority on all SEM matters).

This involved conducting an international search along with the implementation of a targeted awareness campaign to identify appropriate candidates. PAS then facilitated and managed an interview process, presenting eight candidates for consideration by a selection board. The assessment of the selection board resulted in five of the eight candidates being placed on a panel in order of merit. PAS conducted appropriate reference checks and has formally recommended the top two candidates for appointment. The entire project was delivered within agreed timeframes.

It is estimated that the cost savings of PAS providing this service are in excess of €30,000.

PAS involvement with processes for Appointments to State Boards

There is a growing interest across Government Departments to develop a more transparent approach to the filling of state board vacancies. Our skills are being called upon on a more frequent basis to ensure that there is an open process and some clear criteria underpinning such appointments.

While appointments to State Boards do not fall within the remit of the Public Service Management (Recruitment and Appointments) Act 2004, the recruitment and selection process is nonetheless, conducted within the spirit of the codes of practice established by the Commissioners for Public Service Appointments. The codes reflect the core principles of:

- Probity
- Merit
- Best Practice
- Fairness and Consistency
- Openness, Accountability and Transparency

The processes with which PAS has been involved to date have been bespoke to each particular vacancy, Agency and Department/Office. The PAS facilitated 36 requests for support in filtering appointments to State Boards.

To date we have provided the initial filtering of applications and we have assisted with the shortlisting of applications based on an agreed criterion. In some instances an interview process may be required. Finally, a qualified shortlist of candidates is submitted to the relevant Minister. Decisions on appointments to State Boards are in the remit of the Minister, and appointments are not restricted to those who make an application through publicjobs.ie.

Business Process Improvement and Quality Assurance

Review and Enhancement of Assessment Systems and Methods

PAS has an ongoing programme of review of our assessment systems to ensure they accurately reflect needs/challenges of the vacancies PAS is required to fill, and we continue to benchmark these methodologies against key public service recruiters worldwide.

In 2012, we enhanced the range of bespoke assessment material available for use by PAS to maintain the cost-effectiveness and flexibility of our assessment and placement solutions.

Business Process Reviews/Improvements

PAS commenced a programme of business process reviews in order to manage throughput in a more effective manner and eliminate non value added processes. Process and quality improvements have been implemented as a result.

PAS also developed campaign management process maps for all units to ensure the alignment of processes across all recruitment areas and improved work flow management, which allows for increased visibility of the pipeline and simplified ways of working in line with our Workforce Planning Action Plan.

In examining business processes we recognised the value of using technology to support/replace more of the processes involved in recruitment and selection. As a result the focus is now on two main areas increasing the proportion of on-line testing, and the introduction of paperless selection boards.

We expanded on-line assessment and made improvements to the recruiting system. In addition, we introduced on-line tools that offer greater access to public service jobs, easier assessment for candidates, improved testing and enhanced security.

Feedback on our Services

As part of the continuous improvement process, feedback was obtained from all customer groups in 2012. On-line candidate, client, and selection board member surveys were conducted and an action plan was developed to address any issues identified. Thirteen main actions were agreed; of these nine have been implemented and four are underway.



Quality Initiative

A quality initiative was rolled out throughout the organisation, led by the Senior Management Team, in 2012. A dedicated team was established which reports to the HR Manager. A staff member was given responsibility for Operations, Quality & Assurance, with assistance provided by one other staff member on a part-time basis. Areas of work as appropriate were progressed through Partnership, the Quality Forum (*see below*) and the senior management team. The following were completed in 2012:

- Review of all correspondence which issues to candidates.
- Process and quality review of Hospital Consultants recruitment and Senior Professional recruitment.
- Implementation of Action Plan following Selection Board Member, Client and Candidate Surveys.
- Implementation of Action Plan following Data Protection sessions at the Staff Business Awareness Sessions.

Continuing our commitment to staff engagement, a Quality Forum (consisting of all HEO/AOs) was established in 2012. The Group meet to progress quality initiatives and are currently working on four separate quality related projects.

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GOAL 2

REDEPLOYMENT

Redeployment

Government policy is to reorganise public service resources to focus on areas of greatest need. The Public Appointments Service manages this reorganisation process for the Civil Service and the Non Commercial State Agencies. The PAS facilitated this process through collaboration with Departments/Offices and state agencies, and proactively making improvements related to policy, services and systems.

PAS assumed responsibility for the facilitation and delivery of this process in April 2012. This has involved engagement and support with Departments / Offices / Non-Commercial State-Sponsored Bodies, including:

- Department of Agriculture, Food and the Marine
- Department of Education and Skills
- Office of the Revenue Commissioners
- Central Statistics Office; Insolvency Service
- Local Government Management Agency (LGMA)
- An Bord Pleanála
- Fáilte Ireland
- Health Service Executive
- City of Dublin Vocational Educational Committee; Shannon Development
- Sligo IT
- the Radiological Protection Institute of Ireland
- the Commission for Energy Regulation
- Teagasc; Dublin Docklands Development Authority
- Property Registration Authority

Resources were assigned to assist Departments/Offices and state agencies in placing surplus employees. This involved significant outreach to organisations, and information sessions to facilitate inter-agency dialogue.

PAS enabled a resourcing process tailored to specific client needs, and in this way PAS facilitated the staffing of a number of initiatives set out in the Programme for Government, including Peoplepoint (Civil Service HR Shared Service) and the Insolvency Service of Ireland.

PAS strengthened our resource offering and assisted organisations in placing surplus employees, tailoring their skill set to organisational need. This organisational support was provided to bodies including An Bord Pleanála, FAS, and the LGMA. Over 100 organisations across the public service have collaborated with us on this programme.

In order to raise awareness of developments in this area, and to facilitate better matching of vacancies and resources, PAS implemented a communications programme. This involved regular organisational outreach and information sessions to promote and facilitate inter-agency dialogue.

Through engagement by organisations, the PAS facilitated significant reorganisation to fit the needs of the public services, with 369 staff placed across all sectors at the end of 2012.

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GOAL 3

DEVELOPMENT OF SELECTION COMPETENCE
ACROSS THE PUBLIC SERVICE

Development of Selection Competence Across the Public Service

PAS recognise that the Public Service will play a central role in the achievement of the Government's economic and social goals. Having suitably qualified and capable people at all levels will be key to the success and effectiveness of the Public Service in achieving the objectives of the recovery plan. PAS is delivering on its key priorities as tasked in the Programme for Government, despite financial constraints and the impacts of skill shortages.

PAS provides professional support to organisations undertaking recruitment, selection or promotion campaigns under their own licence.

Advice and Support to Public Service Bodies

Our goal is to embed assessment and selection skills and expertise across the public sector, improving the quality and suitability of people who are internally redeployed or who are recruited.

Advice and/or training was provided to the following clients on areas such as interview guides, workforce planning, internal promotions, recruitment and selection, and appointments to State Boards:

<ul style="list-style-type: none">• Department of Finance• Department of Public Expenditure and Reform• Department of Justice and Equality• Department of Agriculture, Fisheries and Food• Department of Education and Skills• Department of Foreign Affairs• Department of Social Protection• Department of the Taoiseach• Houses of the Oireachtas	<ul style="list-style-type: none">• Central Statistics Office• INIS• HSE• Defence Forces• Waterford City Council• Cork City Council• An Bord Altranais• Udaras na Gaeltachta• University of Limerick• DIT• NUIG
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Clients were encouraged to use publicjobs.ie to advertise all of their recruitment campaigns, even where PAS is not involved in the process; use of this free service results in savings for the Exchequer. 1,139 such advertisements were placed on publicjobs.ie in 2012. Facilities are made available to public service bodies in order to achieve savings for them. The HSE, Equality Tribunal, Office of the Revenue Commissioners, An Garda Síochána, and other departments/offices availed of our interview/meeting facilities in 2012 (909 rooms were provided in 2012).

Northern Ireland Judicial Appointments Commission

The effective working relationship with our colleagues in Northern Ireland continued, with a number of interventions for the Northern Ireland Judicial Appointments Commission.

Training of Potential Selection Board Chairpersons and PAS Representatives

PAS continuously refreshes the pools of chairpersons available to act on selection boards, and ensures that such individuals are suitably trained for the role. Clear information is provided on the role and responsibilities of the Chairperson, as well as information on the role of the PAS Representative and a review of the Code of Practice under which recruitment takes place.

Three training sessions were held for internal and external PAS Representatives. The PAS Representative is present on all selection boards to ensure that the process is conducted in line with both the CPSA Code of Practice and the policies of PAS in relation to equitable treatment and transparent assessment process (which ensures the confidentiality of candidates is maintained).

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Internal Supporting Strategies

Human Resource Best Practice and Support for all Staff

PAS relies on our people, at all levels across the organisation, to deliver our Strategy Statement goals. The culture of PAS is one which encourages professionalism, innovation, flexibility and participation and which values respect and diversity.

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. Partnership is involved in quality and business process improvement initiatives. Our team has delivered excellent service to our clients and candidates throughout the year, have participated fully in all new initiatives, and always display high levels of flexibility and professionalism.

Performance Management

PAS operates on the basis of clear goals and accountabilities for everyone in the Office in delivering recruitment and resourcing services for the Civil and Public Service. All staff are briefed on our strategy, and goals and objectives cascade to everyone via the Performance Management framework. Individual performance is measured and reported on annually, and poor performance is addressed.

The consistency of implementation of PMDS for all areas was reviewed by the HR Manager, and overall consistency, and consistency across units, was found to be very good.

Workforce Planning

A Workforce Planning Action Plan was developed in 2012. The Action Plan was implemented, including:

- Review of organisation design and reallocation of resources to priority areas
- Review of all work-sharing patterns (which were revised in consultation with staff to suit business needs)
- Structured on-the-job training programmes in areas of skill shortages
- Implementation of succession management programme for certain key posts.

Training and Development

PAS continued our commitment to training within resource constraints, further developing staff expertise and continuing professional development through various courses and initiatives, both in-house and externally.

The Learning and Development Plan for the organisation was approved through Partnership.

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 2012.

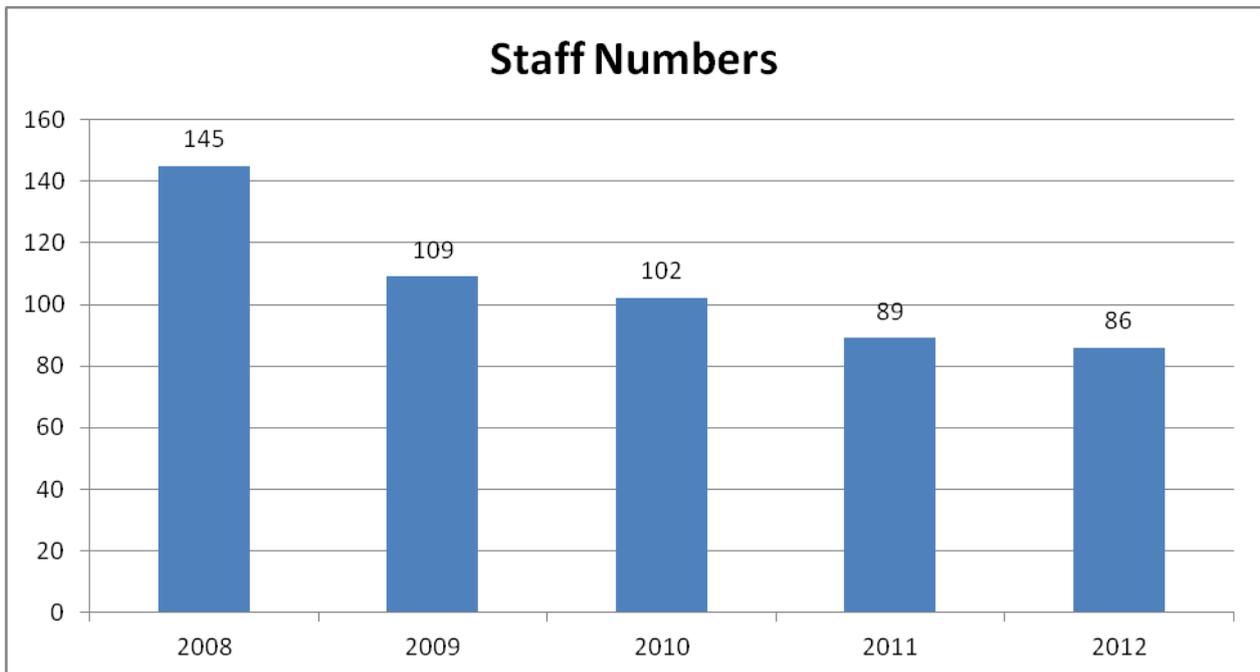
Staff Attitude Survey

The overall results of the Staff Attitude Survey 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

By the end of 2012, staff numbers had been reduced to 86 in line with our Employment Control Framework. This was done through the non-filling of vacancies and the temporary secondment and redeployment of staff to other public service organisations.

PAS seconded staff to the HR Shared Services Centre in order to support the delivery of this project and to bring back the learning to this recruitment shared service. Headcount has been reduced significantly over the last few years:





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.

The ICT Strategy supports the organisation in conducting its core business. It ensures that the appropriate policies, technologies, systems and processes are in place to enable staff to conduct the business efficiently and effectively, while at the same time protecting the integrity of the sensitive data being processed.

Further Development of Core Recruitment Application

PAS has been able to provide the services referred to in this report, across the Public Service, in a large part due to the development of our recruitment application (released in 2009) which has revolutionised the way PAS carries out its core business. It enabled the delivery of numerous improvements and self-service options for clients and candidates. It was designed to enable PAS to manage and support the complete recruitment process. Where previously a diverse range of systems and manual processes were being used, the new recruitment application provides a single unified application and database. This has resulted in more stream lined business processes and provides a single information repository enabling enhanced reporting.

The Core Recruitment Application continues to be enhanced on an ongoing basis. Three major developments were rolled out in 2012 to provide enhanced online services to candidates and clients.

General IT Improvements and Outcomes

www.publicjobs.ie is a very visible window into the public service in Ireland and there are currently over 210,000 registered users (with approx. 25,000 unique hits on the site weekly). A significant restructure and redesign was launched in quarter one of 2012.

The feedback on the new site has been very positive from the user's perspective. The new design also makes it possible to have recruiting organisations much more visible on the home page. www.publicjobs.ie is now used to as an advertising portal right across the public sector, which means that there are significant savings in advertising for other public sector bodies (e.g. medical consultants are only advertised on www.publicjobs.ie and the HSE website, with no newspaper advertisements).

A procurement exercise was conducted in 2012 for the maintenance and support of our core recruitment application. Annual savings of approximately €130k have been realised in the award of this support contract.

Finance and Corporate Governance

Board of the Public Appointments Service

The Board met on five occasions in 2012. 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.

Internal Audit

The Internal Audit Committee of the Board advises the CEO as Accounting Officer on matters within its remit. The Committee is chaired by Ms Sylva Langford, and comprises Des Dowling, PAS Board Member; Michael Culhane, Head of Audit in An Garda Síochána, and Mary Flynn, a Management representative.

The Committee met on four occasions during 2012. It continued to focus on developing its role in providing an enhanced level of support to the Accounting Officer in all aspects of the internal audit function. The Committee paid particular attention to ensuring that the relevant areas of the Strategic Audit Plan 2010-2012 were implemented. The following four audit reports were presented to the Internal Audit Committee during 2012:

- Accounting and Reporting
- ICT Security
- Procurement
- Access Security/Building Perimeter

The Committee was furnished with summary reports at each meeting during 2012 as to progress being made in implementing recommendations in the more recently completed audit reports. The organisation continues to take a very thorough and committed approach to the follow-up process of implementing the recommendations outlined in the approved audit reports.

Strategic Audit Plan 2013-2015

The Committee approved the strategic three year audit plan 2013-2015 at their final meeting in 2012. The plan was based on a risk assessment of information acquired from a number of sources in the office.

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 (made up of PAS management and staff) continued to meet throughout 2012.



The Risk Management Group held a workshop (facilitated by an expert in the area of risk management) to identify risks under each area of the Strategy, to ensure that there were no gaps in the risk register. A number of additional risks were incorporated into the risk register as a result.

The Corporate Risk Register was also reviewed by the Board at their meetings in February, June and October.

Procurement

The office is guided by the Public Procurement Guidelines and Policies published by the Procurement Unit in the Department of Public Expenditure and Reform. A new Procurement Officer was appointed from within the Office to provide strategic direction in purchasing to achieve value for money, procurement effectiveness and the corporate goals of PAS.

Cost Savings

Since 2007, to ensure delivery of cost savings through staff and operational costings in response to the altered economic environment and government finances, PAS has delivered:

- a reduction in staff numbers by 42%
- reduction in total costs by 50%

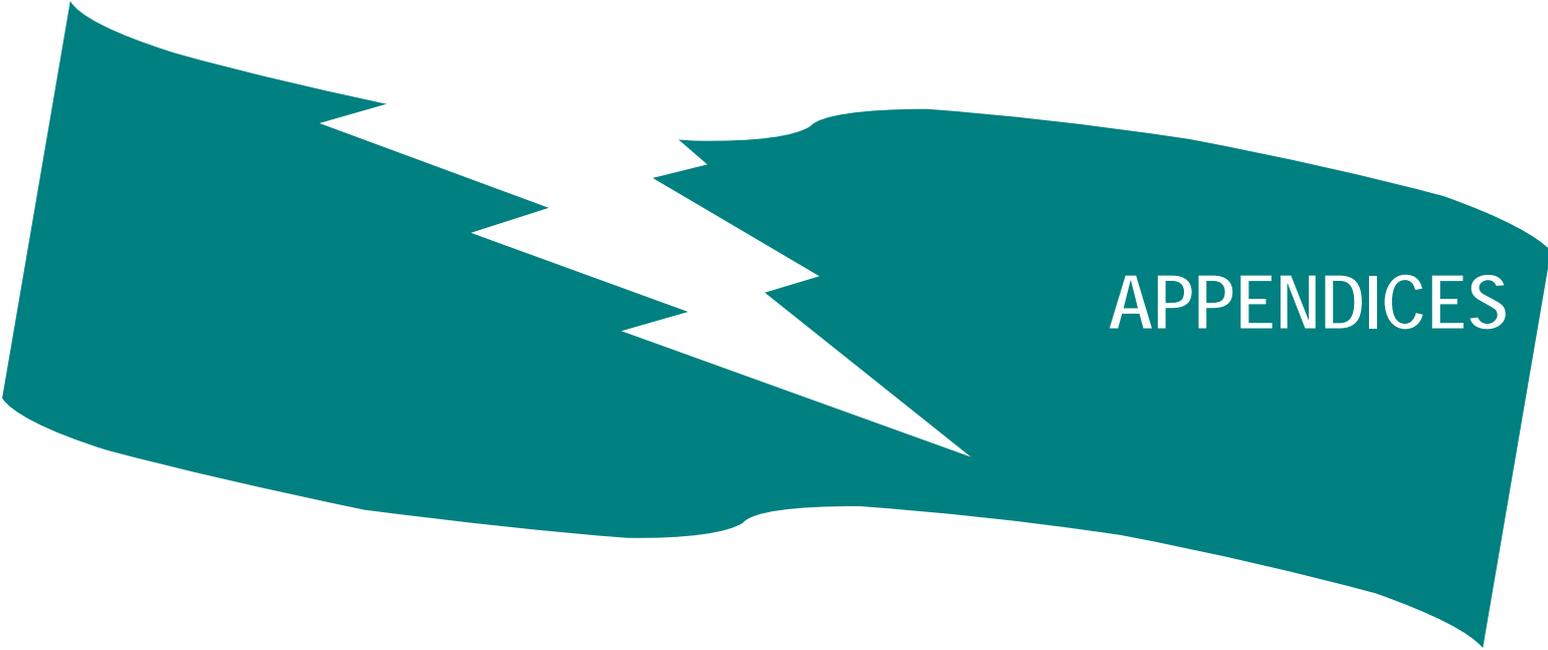
In 2012, we decreased our spending on advertising by an average of 33% per campaign. This was achieved through a greater focus on targeted advertising.

Relationship with the Comptroller and Auditor General (C&AG)

The presence of external auditors is an example of strong corporate governance systems in the public sector. Our finances and fiduciary processes are reviewed and reported on annually by the C&AG's office, and a representative of the C&AG's office attends a meeting of our Internal Audit Committee once per year to update them on the audit.

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

The Public Appointments Service has regular contact with the CPSA with regard to its auditing of recruitment campaigns to the standards established in their published Codes of Practice. Under the Codes, applicants for roles can access an Appeal mechanism and have the recruitment process reviewed. Details of the number of Appeals in 2012 are in Appendix III



APPENDICES

APPENDIX I

Summary of Recruitment Activity 1 January – 31 December 2012

	Total Number of Applications Received	Number Interviewed	Number Assigned / Recommended
Civil Service			
- Temporary Clerical Recruitment	13,167	1,313	1,124
- Administrative	4,550	462	122
- Senior Management & Professional/Technical/Specialist posts	5,103	834	102
- Total	22,820	2,609	1,348
Local Authorities			
- Local Authorities	859	198	24
- Health Sector	1,015	453	111
- Total	1,874	651	135
Other Public Service Bodies			
- Garda Reserve	680	408	298
- Prison Service	327	111	97
Processes conducted for public bodies outside of the remit of the Public Service Management (Recruitment and Appointments) Act 2004			
- Teagasc	521	127	32
- HIQA	92		
- State Boards	1,038		
- Other Public Service Bodies	411	87	10
-Total	2,062	214	42
Top Level Appointments Committee			
	Total Number of Applications Received	Number Interviewed	Number of campaigns completed
-Total	1088	214	20
Selection/Testing Services Provided			
	Total Number of Applications Received	Number Tested	
- Local Authorities	2,228	1,180	
- Health Service Executive	334	238	
- Mature Nursing	2,360	1,593	
- Defence Forces	5,041	4,152	
- Total	9,963	7,163	
Overall Total	Number of Applications 38,814	Number Interviewed 4,207	Number Assigned/ Recommended 1,920
Application Management Services Provided			
	Total Number of Campaigns	Total Number of Applications Received	
NUI Galway/Maynooth	133	3,907	
Seasonal Guides	1	1,170	
HSE NCHDs and Support Staff	12	14,250	
- Total	146	19,327	

APPENDIX II – Campaigns Commenced in 2012

Senior Executive Campaigns

Campaigns for which PAS conducted the preliminary stages and TLAC conducted the main interviews

Central Statistics Office

Director General

Assistant Director General

Department of Communications Energy and Natural Resources

Assistant Secretary, Energy Division

Office of the Comptroller and Auditor General

Comptroller and Auditor General

Department of Finance

Head of Banking Policy

Chief Economist

Department of Health

Secretary General

Assistant Secretary, Social Care Division

Office of the Ombudsman

Director General

Office of the Revenue Commissioners

Assistant Secretary, Large Cases Division

Collector General

Assistant Secretary, Planning Division

Department of Social Protection

Assistant Secretary X 2

Valuation Office

Commissioner of Valuation and Chief Boundary Surveyor

Campaigns for which PAS conducted all stages

Office of the Chief State Solicitor

Assistant Chief State Solicitor

Office of the Comptroller and Auditor General

Director of Audit

Criminal Asset Bureau

Bureau Legal Officer



Office of the Director of Public Prosecutions

Chief Prosecution Solicitor
Head of Directing Division

An Garda Síochána

Chief Administration Officer

Garda Síochána Inspector

Chief Inspector
Member

Geological Survey of Ireland

Director

Insolvency Service of Ireland

Director Designate

Office of the Ombudsman for the Defence Forces

Ombudsman for the Defence Forces

Patents Office

Controller of Patents

Prison Service

Campus Governor

Probation Service

Director of the Probation Service

Office of Public Works

State Architect

State Laboratory

State Chemist

Civil Service Specialist/Management Campaigns

Adoption Authority of Ireland

Director of Operations and Corporate Services

Central Statistics Office

Director

Department of the Environment, Community & Local Government

Shared Services Advisor

Department of Jobs, Enterprise & Innovation

Head of Information and Communications Technology

Department of Justice and Equality

Head of Information and Communications Technology



Department of Public Expenditure and Reform

Human Resource Transformation Manager

Senior Human Resource Manager

Commercial Delivery Manager

Head of the Civil Service Human Resource and Pensions Shared Service Centre

Chief Procurement Officer

Civil Service/Agencies Professional/Technical/Administrative Campaigns

General Civil Service

Temporary Clerical Officer (*details below*)

Administrative Officer (*details below*)

WAM (Willing Able Mentoring) Programme

Adoption Authority

Principal Social Worker

Social Worker

Department of Agriculture Food and the Marine

Harbour Master

Forestry Inspector Grade III

Chief Engineer

Assistant Agricultural Inspector Molecular Biologist

Assistant Agricultural Inspector Toxicologist

Assistant Agricultural Inspector General

Assistant Agricultural Inspector Dairy

Member of the Sea Fisheries Authority

Department of Arts, Heritage and the Gaeltacht

Head of Ecological Assessment

Office of the Attorney General

Assistant Parliamentary Counsel Grade II

Advisory Counsel Grade III

Office of the Chief State Solicitor

Legal Cost Control Officer

State Solicitor

Office of the Chief Medical Officer for the Civil Service

Occupational Physician

Department of Children and Youth Affairs

Head of Research

Department of Communications, Energy and Natural Resources

Senior Economist



Competition Authority

Analyst/Case Officer – Economist
Analyst/Case Officer - Investigator
Analyst/Case Officer – Solicitor

Office of the Comptroller and Auditor General

Senior Auditor

Courts Service

Judicial Support Staff
Judicial Assistant

Office of the Data Protection Commissioner

Technology Advisor

Office of the Director of Public Prosecutions

Prosecution Solicitor

Department of the Environment, Community and Local Government

Local Government Auditor
Principal Local Government Auditor

Equality Authority

Solicitor

Department of Finance

Credit Analyst
Banking Analyst
Compliance Officer
Credit and Lending Manager

Garda Síochána Ombudsman Commission

Senior Investigations Officer
Investigations Officer

An Garda Síochána

Accident Damage Co-Ordinator
Garda Reserve

Geological Survey of Ireland

Senior Geologist

Insolvency Service of Ireland

Professional Accountant Grade I
Solicitor

Legal Aid Board

Solicitor Grade III



Houses of the Oireachtas

Legal Advisor in the Office of the Parliamentary Legal Advisor
Usher
Researcher (Economics)
Senior Researcher (Economics)

Office of the Ombudsman for Children

Director of Investigations and Legal Affairs

Ombudsman for the Defence Forces

Investigator

Irish Prison Service

Prison Administration and Support Officer Grade 3
Prison Administration and Support Officer Grade 1
Prison Administration and Support Officer Grade 2
Prison Doctor

Department of Public Expenditure and Reform

Web Development Team Lead
HR Analyst, Peoplepoint
Functional Head, Peoplepoint
HR Advisor, Peoplepoint
Team Lead, Peoplepoint

Office of Public Works

Inspector
Civil Engineering Technician Grade II
Chief Park Superintendent
Park Superintendent Grade II

Department of Social Protection

Medical Assessor

State Exams Commission

Examinations Assessment Manager
Examinations Assessment Manager Music
Examinations Assessment Manager English
Examinations Assessment Manager
Examinations Assessment Manager Physics
Examinations Assessment Manager German
Examinations Assessment Manager Chemistry

Office of the Taoiseach

Editorial Assistant
Internship for EU Presidency

Local Authority Campaigns

- Executive Manager, Dublin City Council
- Executive Manager Engineering, Dublin City Council
- Law Agent, Kerry County Council
- Health and Safety Officer, Cork City Council
- Health and Safety Officer, Kildare County Council
- Law Agent, Galway County Council
- Senior Planner, Laois County Council
- Chief Fire Officer, Roscommon County Council
- Chief Fire Officer, Meath County Council
- Chief Veterinary Officer, Cork Co Council
- Head of Human Resources and Corporate Services, Dublin City Council
- Dual Manager/Manager Designate, Limerick Local Authority
- Director of Services, Laois County Council
- Senior Engineer, Dublin City Council
- Senior Scientific Officer, Dublin City Council
- Financial Accountant, Westmeath County Council
- Senior Assistant Chief Fire Officer, Kildare County Council
- Chief Fire Officer, Dublin City Council
- Executive Solicitor, South Dublin County Council
- Meath County Manager
- South Dublin County Manager
- Senior Planner, Roscommon County Council

HSE Campaigns

- Chief Finance Officer
- Assistant National Director, Senior Operations Manager, Nursing Home Support Scheme, HSE
- Senior Accountant, Nursing Home Support Scheme (NHSS), HSE
- Management Accountant Grade VIII, HSE
- Assistant Management Accountant, Roscommon County Hospitals
- Clinical Lead for Oral Health
- 106 campaigns for a variety of Hospital Consultant posts

Campaigns for other Public Service Bodies

- Teagasc – 31 campaigns for a variety of Research Officer and Research Technician specialities
- Head of Finance, Child and Family Support Agency
- Chief Operations Officer, Child and Family Support Agency
- Head of Quality Assurance, Child and Family Support Agency
- Head of Policy and Planning, Child and Family Support Agency
- Head of Corporate and Human Resources, Child and Family Support Agency
- Registration and Recognition Manager, CORU

- 
- IT Manager, CORU
 - Military Judge, Defence Forces
 - Chief Executive Officer, Sustainable Energy Authority of Ireland
 - Chief Executive, Udaras na Gaeilge
 - Director of the Teaching Council
 - Director of the Environmental Protection Agency
 - Director of Corporate Enforcement
 - Executive Director, Solas
 - Inspector, HIQA
 - Chief Executive Officer, Western Development Commission
 - Chief Officer, An Bord Pleanála
 - Chief Executive, National Consumer Agency
 - Commissioner for Energy Regulation
 - Registrar, Pharmaceutical Society of Ireland
 - Chief Executive Officer of the Irish Auditing and Accountancy Supervisory Authority
 - Instructor in the Civil Defence
 - Cork County Sheriff
 - Revenue Sheriff
 - Dublin City Sheriff
 - Higher Executive Officer ICT, Private Residential Tenancies Board

APPENDIX III

Results of Candidate Survey and other Service Standards

Results of Candidate Survey

Correspondence	Positive Response Rate	Negative Response Rate
Satisfaction with advance notice in relation to interview	91%	9%
Satisfaction with time taken to issue interview result	90%	10%
Satisfaction with language used in correspondence	88%	12%
Dealings with Staff		
Satisfaction with level and quality of information provided by staff	89%	11%
Satisfaction with helpfulness of staff	94%	6%
Website:		
Ease of use	94%	6%
Quality of information	95%	5%

Results of Selection Board Member Survey

Quality and Timeliness of Process and Documentation	Positive Response Rate	Negative Response Rate
Receipt of board documentation in time to prepare	94%	2%
Satisfaction with quality of supporting documentation	92%	3%
Satisfaction with training/briefing received	92%	3%
Candidates given sufficient opportunity to demonstrate their suitability	90%	5%
Satisfaction with measures to ensure confidentiality of the process	95%	0.5%
Dealings with Staff		
Satisfaction with service provided by staff	90%	2%

Results of Client Survey

Meeting Client Needs	Positive Response Rate	Negative Response Rate
Satisfaction with our understanding of their recruitment needs	100%	
Satisfaction with timescales for meeting recruitment needs	100%	
Satisfaction with quality of staff assigned to them	100%	
Satisfaction with value added by PAS	100%	
Dealings with Staff		
Satisfaction with quality of advice provided by staff	86%	14%
Satisfaction with the level of courtesy demonstrated by staff	100%	
Satisfaction with efficiency in dealing with queries	100%	
Satisfaction with quality of support provided	100%	

Achievement of other Service Standards 2012

Service	Standard	Results Achieved
Client		
Provision of administrative staff on request to Clients	Panels in place for all general service grades for 80% of locations	No interdepartmental or open CO/EO 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
All Customers		
Provision of a suitable, accessible and informative Website – publicjobs.ie	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 IV

Appeals

Appeals at the Different Levels in 2012

		Number Received
Initial Review	PAS Level 1	62
	PAS Level 2	53
Decision Arbitrator	PAS Level 3	16

APPENDIX V

Overview of Energy Usage in 2012

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

In 2012, PAS, consumed 1,115 MWh of energy, consisting of:

829.3 MWh of electricity;
285.7 MWh of fossil fuels;
0 of renewable fuels.

Actions Undertaken in 2012

In 2012, PAS undertook a range of initiatives to improve our energy performance, including:

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

Actions planned for 2013

In 2013, PAS intends to further improve our energy performance by undertaking the following initiatives:

- 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
- Commence a further energy savings programme and ascertain if technology could be used to assist with this programme

APPENDIX VI

EXPENDITURE

Our expenditure during 2012 is set out below:

	€000
(I) Salaries, wages and allowances	4,415
(ii) Travel and subsistence	63
(iii) Training and development and incidental expenses	114
(iv) Postal and telecommunications services	130
(v) Office equipment and external IT services	878
(vi) Office premises expenses	354
(vii) Consultancy services and value for money and policy reviews	14
(viii) Accommodation, advertising and purchasing and printing of test papers	362
(ix) Interview and miscellaneous competition costs	<u>369</u>
Gross Expenditure	6,699
Appropriations-in-aid	<u>370</u>
Net Expenditure	<u>6,329</u>



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