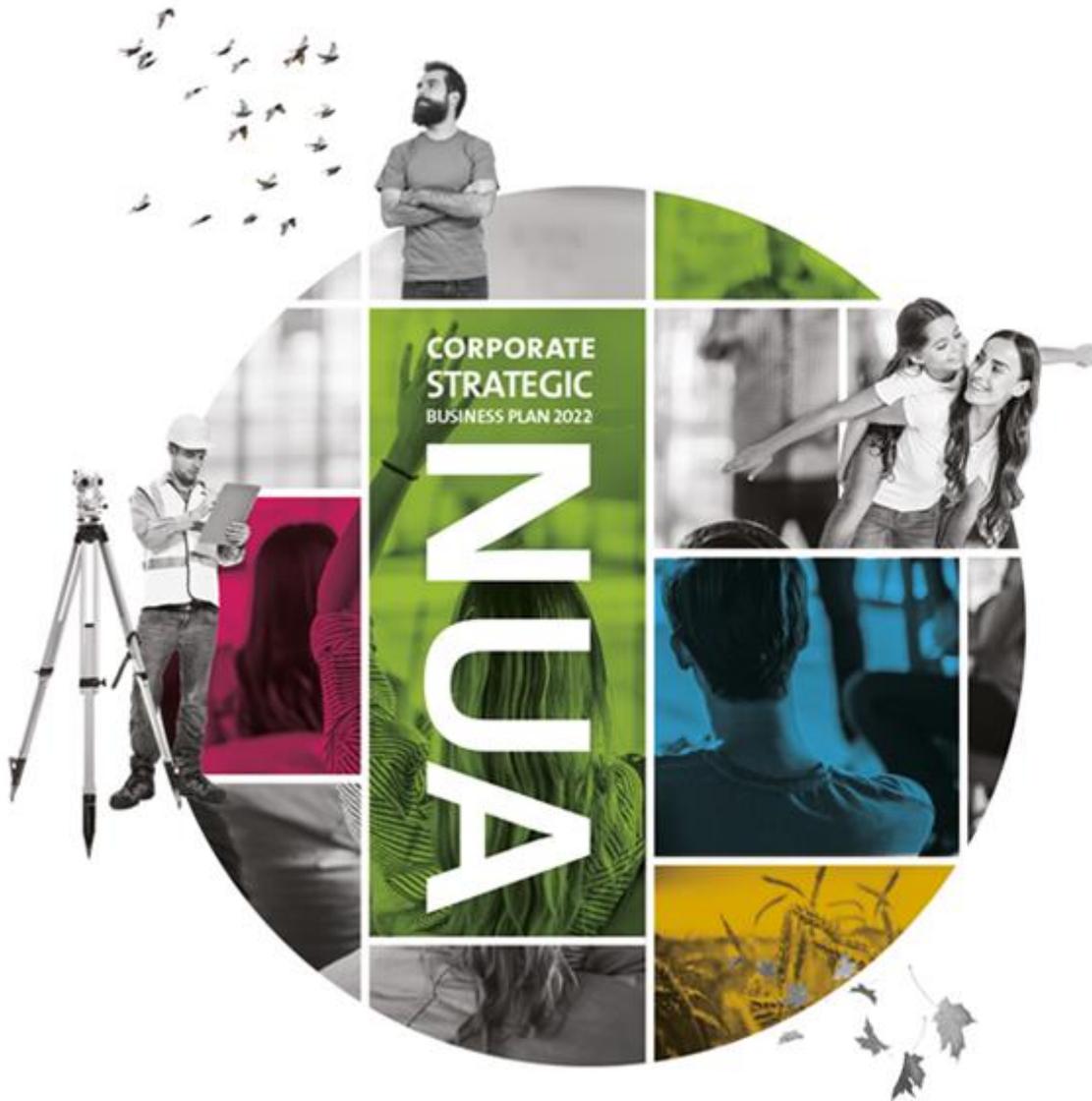




An tSeirbhís um Cheapacháin Phoiblí  
Public Appointments Service



# Corporate Strategic Business Plan 2022

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## Our mission

*Recruiting a diversity of people for the public service with the talent, character & commitment to deliver for Ireland*

## Our vision

*Recognised as the centre of excellence in recruitment, trusted by those we serve*



# Key Challenges, Risks and Opportunities in our Operating Environment - 2022 Strategic Context

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**Delivering Recruitment Excellence:** As we emerge from the effects of the pandemic restrictions, the Irish economy is forecast to remain resilient and continue to grow, putting more pressure on an already tight labour market. Early indications show that the high demand for resources across our client base will continue into 2022 and the availability of talent and our capacity to attract and retain candidates will be an ongoing challenge. Responding to these challenges requires an agile recruitment model that can quickly adapt to rapid changes evident in the market. As we return to the office environment, we will roll out our hybrid operating model to optimise service delivery while ensuring we maintain our high standards and quality assessment outcomes.

**Trusted Partner:** It is essential to maintain close and effective working relationships with other Government Departments, Public Sector Bodies, Local Authorities and other clients and stakeholders. PAS aims to provide an informed and evidence based advisory function to support public policy development.

**Equality, Diversity and Inclusion:** ED&I has a driving role in attracting, engaging and retaining talent; recognising that inclusive workplaces fuel innovation, high performance and deliver better outcomes. PAS understands the contribution we can make towards achieving a Civil and Public Service reflective of those we serve. PAS is committed to implementing systems, policies and processes to ensure a possible candidate pool, reflective of our diverse population.

**Reform:** PAS actively supports the ongoing delivery of Civil Service Renewal and Public Service Reform agendas. Attracting and retaining a diverse and engaged workforce is a key factor in delivering on the reform agenda.

**Market Engagement:** A comprehensive engagement strategy is fundamental in developing strong public recognition of our organisation. We aim to promote our client organisations as a recruiter of choice for the civil and public service and to attract more diverse and high quality applicant pools.

**Digital and Socio-technical Transformation:** There is a need to keep pace with the rapid rate of advances in technology and an increasingly tech-savvy population by exploiting opportunities for use of innovative technology solutions and communication avenues.

**Organisational Governance and Controls:** Effective corporate governance and compliance structures, processes and systems support the ongoing work of the organisation, ensuring compliance and best practice.

**Organisational Capacity:** The people, performance and culture of our organisation will continue to evolve. Building our leadership capability and our collective capacity to be agile, resilient, engaged, inclusive and open to change, will equip us to meet the challenges of the future.

**Better Use of Data and Metrics:** PAS aim to improve organisation performance, measured in terms of customer experience and service delivery, through the development and use of data analytics for business intelligence.

# NUA 2023 Strategic Impacts and Changes

**Our Vision:** Recognised as the centre of excellence in recruitment, trusted by those we serve.

**Our Mission:** Recruiting a diversity of people for the public service with the talent, character & commitment to deliver for Ireland



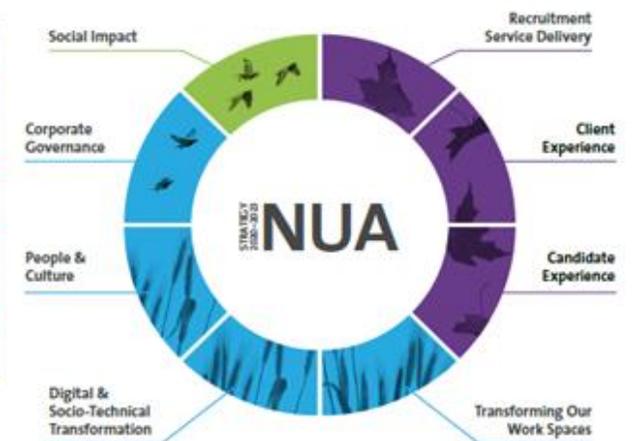
## Our Values

- Trust
- Excellence
- Leadership
- Inclusion
- Customer Focus
- Innovation

## Our Organisational Projects



## Our Key Measures



# Positive Outcomes

## PREPARING

### Developing our People, Organisation & Culture

A key strategic priority is to ensure that our people are supported to deliver high-performance, that our culture, structures and processes enable us to be responsive, resilient and agile and that our values inform all activities and decisions. We aim to continually innovate and improve our processes and services through the use of new technology and based on feedback from all of customer groups and from internal review and quality systems.

#### Our 2022 Business Plan makes a commitment to: -

- Continue to provide supports (IT, ergonomics, wellbeing, L&D, communications, leadership etc.) so that staff are equipped to work and deliver our services remotely and in a hybrid environment as we prepare for a successful transition back to Chapter House
- Continue the implementation of our ED&I strategy with a focus on gaining a better understanding of the diversity profile of the workforce through a project in partnership with the ESRI, reviewing and improving our processes and policies through an ED&I-focused Diagnostic Review and we will continue to influence public policy, stakeholders and clients on ED&I issues relevant to our role as recruiters.
- Continue the digital transformation of our recruitment solutions; advancing the work to replace our IT platform (Project NOVA), and the digitalisation of internal communication and collaboration efforts.
- Complete the refurbishment of Chapter House to ensure we have a modern and inclusive workplace with digital technologies supporting hybrid operating model and hybrid service delivery
- Ensure staff are working in a professional structure with clear career paths and supported by a commitment to continuous learning and development.
- Provide a professional operating environment to ensure that our service delivery enhances PAS's reputation as a recruitment and selection centre of excellence.
- Adopt and embed a business partnering approach to support our people, organisation and culture.
- Work collaboratively with staff to enable a smooth transition to a new hybrid operating model and a return to Chapter House.
- Implement our Values in Action Programme so that organisational values are role modelled by leadership and demonstrated across the organisation.
- Identify and integrate climate action and sustainability goals, ensuring that our services are delivered through efficient use of resources and minimal environmental impact.
- Delivery of VOIP telephony solution that integrates with internal applications and will facilitate the transition to a new hybrid operating model.
- Ensure that Information Responsibility and Privacy by Design are seen as key priorities throughout the organisation and optimise records management processes for the new cloud-based document storage solution
- Continued prioritisation of information security, maximising our resistance to cyber attacks
- Increase our data-driven decision-making capability and meet our obligations under the new Open Data Directive

# Positive Outcomes

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## DELIVERING

### Delivering Recruitment Excellence

Our main strategic priority is to provide responsive, quality, timely recruitment and resourcing services. We are continuously enhancing our recruitment and selection framework and service delivery model to improve organisational performance, enhance delivery of inclusive recruitment and put the experience of clients and candidates at the centre of what we do.

#### Our 2022 Business Plan makes a commitment to: -

- Continue to embed a culture of recruitment excellence, reviewing our recruitment and assessment models to develop customer focused service delivery and pioneer new and effective approaches to attract and deliver quality candidates.
- Quality assure our assessment process to strengthen accessibility and inclusion.
- Introduce and embed a quality management system for a systematic approach to continuous improvement.
- Continue to capture the customer experience with regular engagement and support the redesign of our processes and services.
- Continue to expand and enhance our CRM service offering to clients and candidates and develop a Customer Engagement Strategy
- Increase knowledge about the recruitment and employment profile of the Irish civil and public service, informed by outreach, knowledge sharing and engagement with potential candidates and representative organisations.
- Implement evidence-based and innovative approaches to improving the market positioning of the public service as an employer of choice, with diverse and high-quality applicant pools through initiatives such as our Public Jobs Schools Resource Kit, 'The Pitch' - Schools Advertising Challenge and the delivery of a new brand strategy for the organisation.
- Ensure board members are experienced, trained, flexible and agile to deliver high quality candidates within our digital recruitment service model.
- Maintain a central repository for legal advice and learnings from cases and ensure that these are reflected in our objective of delivering recruitment excellence.

# Positive Outcomes

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## INFLUENCING

### Build our recruitment advisory service

A key strategic priority is to develop our recruitment advisory service to share the latest research and insights into public service recruitment trends and developments, providing evidence-based leadership to inform and support policy development and people strategy.

### Our 2021 Business Plan makes a commitment to: -

- Develop the PAS Trusted Advisor function
- Identify routes to sharing our insights.
- Create a package of inclusive recruitment supports with engagement from clients for that suite of supports with positive feedback received.

