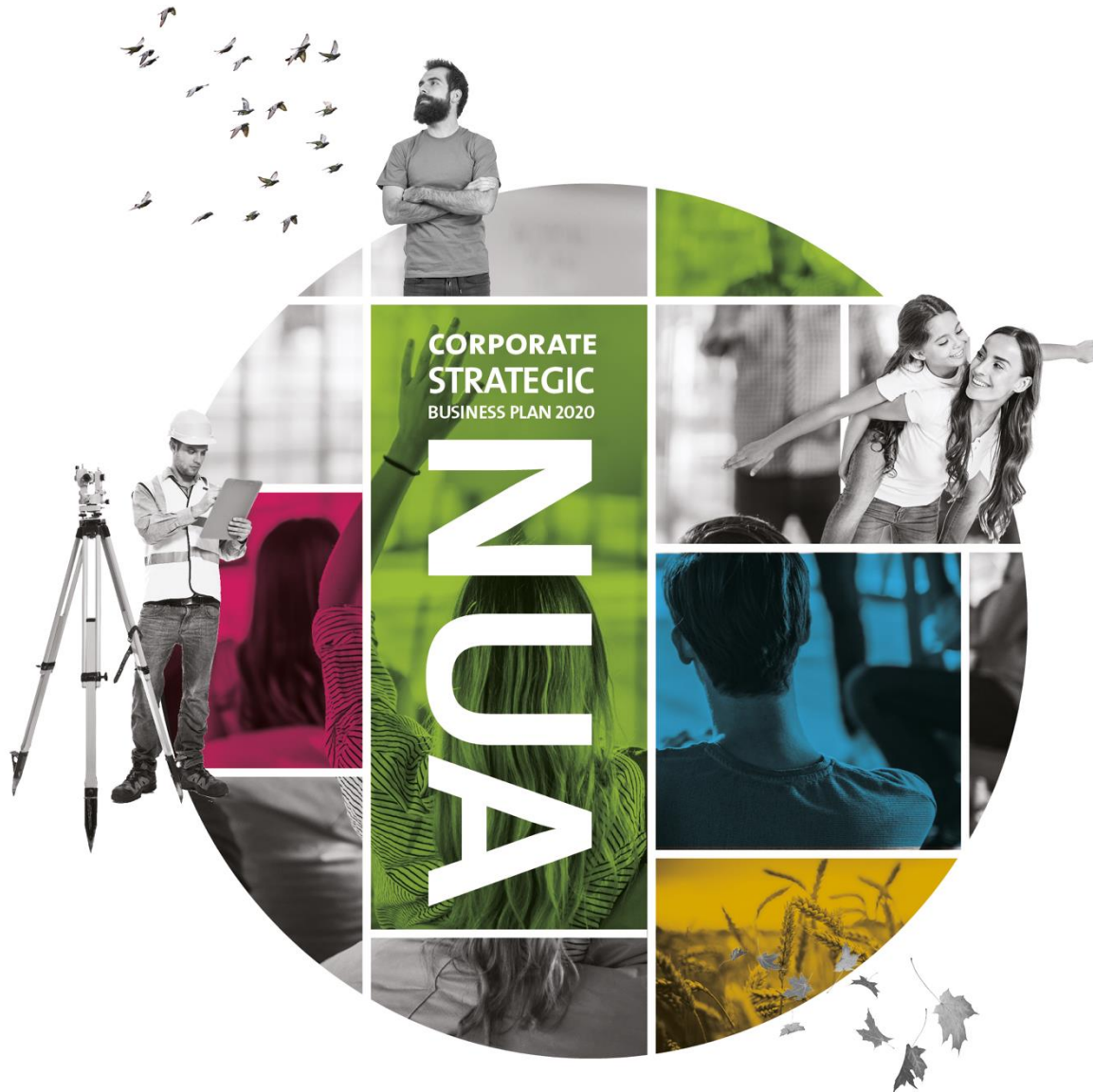




An tSeirbhís um Cheapacháin Phoiblí
Public Appointments Service



Corporate Strategic Business Plan 2020

Corporate Strategic Business Plan 2020

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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 - 2020 Strategic Context

Recruitment: Potential candidates expect a customer-oriented experience when accessing career opportunities, with speed and ease of delivery a key factor in engaging talent. PAS has met the challenges of COVID19 by transitioning to the remote provision of our recruitment services. We will embrace the opportunity to adopt innovative solutions to continue the delivery of our services to all clients.

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.

Recruitment Service Delivery: PAS must be positioned to respond appropriately to client requests, adopting a flexible scalable resourcing model to respond to demands.

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.

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.

New Ways of Working: PAS understands the need to strengthen and evolve our recruitment model to be responsive to the evolving requirements of our clients and our candidates in a competitive environment.

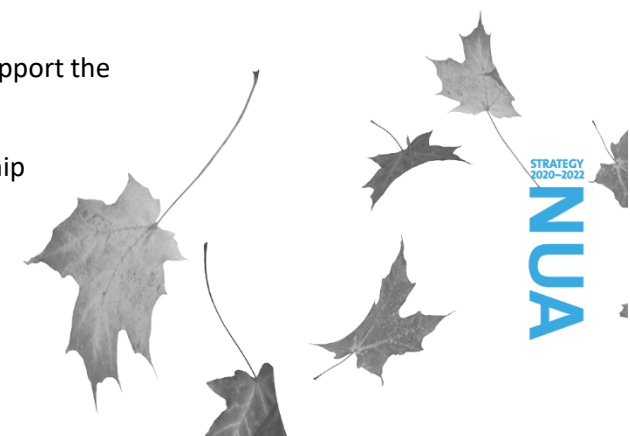
Marketing and Social Media: A comprehensive engagement strategy is fundamental in developing strong public recognition of our organisation. Our objective is to attract more diverse and high quality applicant pools, to promote our client organisations and inform the people we serve of our role in developing a workplace of the future as a recruiter of choice for the civil and public service.

Technology and Digital Presence: 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 service delivery, through the development and use of advanced data analytics.



NUA 2023 Strategic Impacts and Changes

Our Statement of Strategy identifies the following strategic priorities that will direct our activities towards 2023.

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



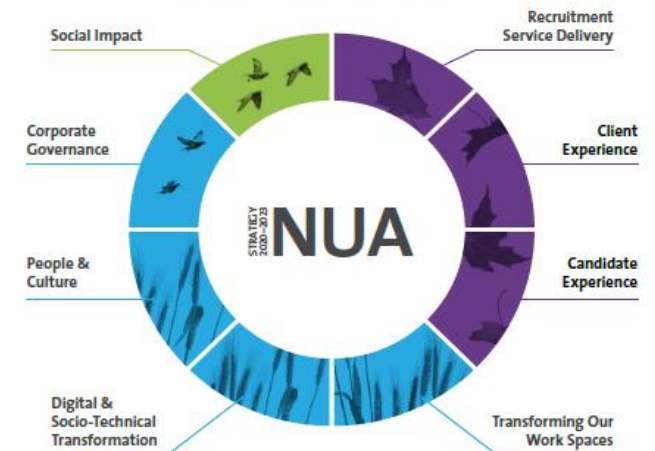
Our Values



Our Organisational Projects



Our Key Measures



Positive Outcomes

This 2020 Corporate Business Plan commits PAS to the following:

Continuous enhancement to our processes and service design

- Deliver quality candidates through best practice approaches, inclusive recruitment practices and improved time to hire metrics
- Develop our infrastructure to measure and report on organisational performance
- Initiate review of current competency models/structures and two significant campaign root and branch redesigns
- Develop a comprehensive feedback strategy to improve service delivery and user experiences
- Continue to professionalise CRM, develop SLAs with key clients and roll-out the Client Portal
- Embed Board Member Unit and develop centralised database of board members

Improved market positioning

- Develop and implement a Digital Advertising strategy
- Implement a revised brand architecture, aligned with Government of Ireland brand
- Refine, formulate and initiate implementation of a new and progressive marketing strategy to position Public Appointments Service as the leading recruitment service provider for the civil and public service

Responsive, agile and values-led organisation design and development

- Roll out a Values in Action programme so values are role-modelled by leadership and demonstrated across the organisation
- Develop leadership capability with strong accountability across organisational practice
- Increase innovation capacity within our structures, leadership and staff
- Establish professional structures with clear career paths. Develop professional recruitment standards and practices
- Review and adapt our structures to enable high-performing teams, drive organisational success; supporting us to respond quickly and effectively to changes in the future
- Enhance the use of evidence and data to inform decision making and improve organisational performance
- Improve internal communication mechanisms and structures



Positive Outcomes

Coordinated and prioritised approach to embed equality, diversity and inclusion

- Develop our inclusive leadership capacity as a recruiter and employer, build our understanding of the public service workforce and workplaces and how they reflect and embrace the diversity of Irish society
- A stronger sense of inclusion and belonging where all staff feel comfortable and confident to be themselves at work
- Develop a diverse pool of Board Members

Digital Transformation

- Digital transformation by leveraging innovative technology solutions to enhance service delivery and user experiences
- Deliver the NOVA Path to Market project to enable PAS engage in a full procurement exercise and develop a high level delivery road map for replacing STAR
- Roll out Office 365 for mobile working, enhanced disaster recovery options, streamlined communications, collaboration and new ways of working

Transforming our work spaces

- Adapt our working environment to support working from home and blended working structures
- Ongoing refurbishment of Chapter House to provide a modern, inclusive, collaborative work space
- Develop a “Green Policy” to include improvements to waste management and energy efficiencies

Continued assurance regarding appropriate governance and controls

- Ensuring all key aspects of governance in place and operating effectively with appropriate oversight
- Ongoing commitment to transparency and access to information with Customer Service Action Plan and Customer Charter in place covering all stakeholder groups
- Quality assurance in relation to the operation of the PAS Board and Audit Committee and appropriate structures for audit and assurance arrangements.

An established research and advisory service

- Scope the development of a new advisory service offering





