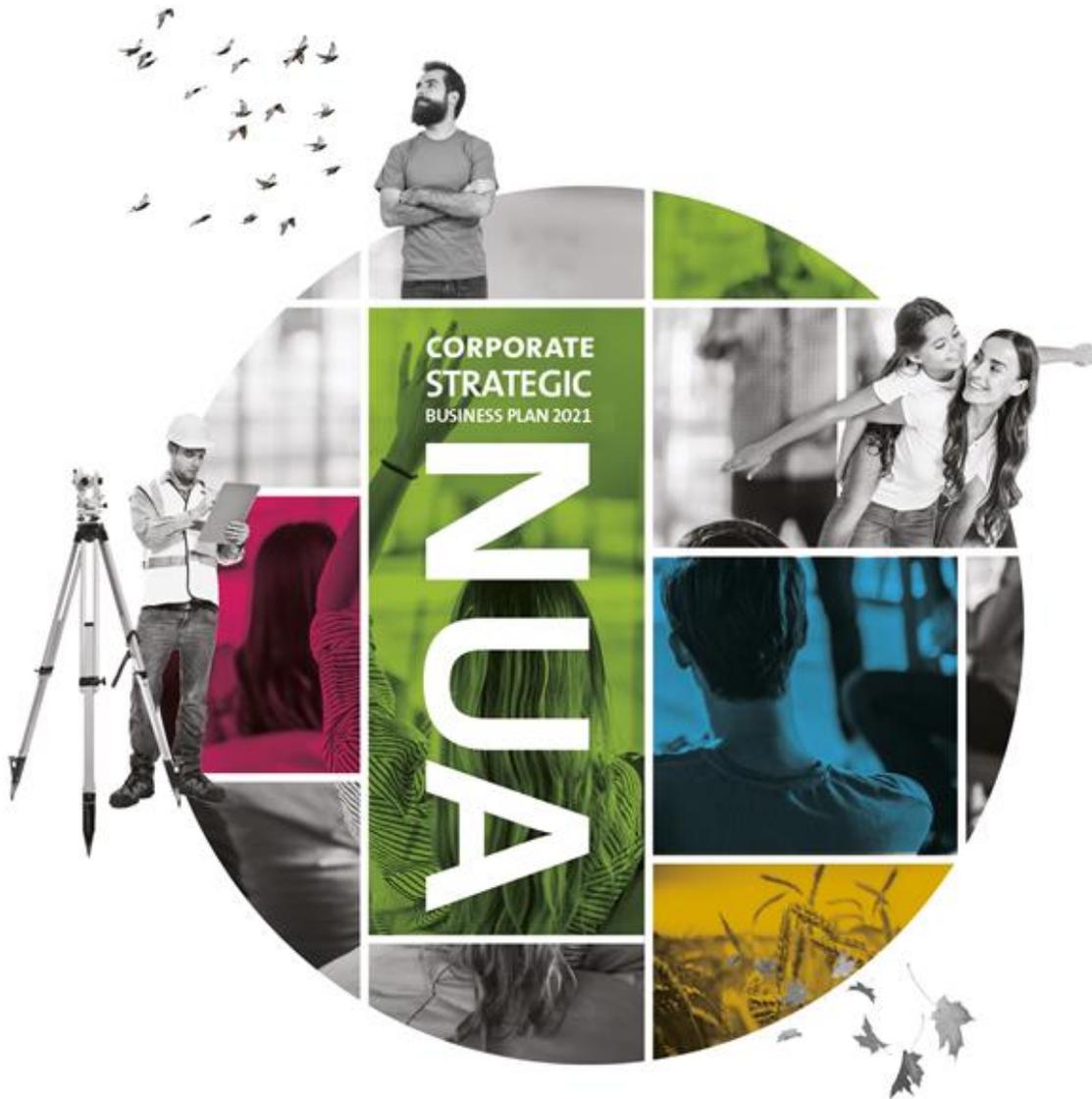




An tSeirbhís um Cheapacháin Phoiblí
Public Appointments Service



Corporate Strategic Business Plan 2021

Corporate Strategic Business Plan 2021

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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 - 2021 Strategic Context

Delivering Recruitment Excellence: PAS must be positioned to respond appropriately to client requests, adopting a flexible, scalable resourcing model to meet the needs of our clients and the challenges presented by Covid-19 and Brexit. We recognise 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. We continuously seek to develop new ways of attracting, assessing, and selecting candidates remotely in ways which are user-friendly for candidates and can also provide assurance to clients in relation to the quality of the assessment processes.

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. 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.

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



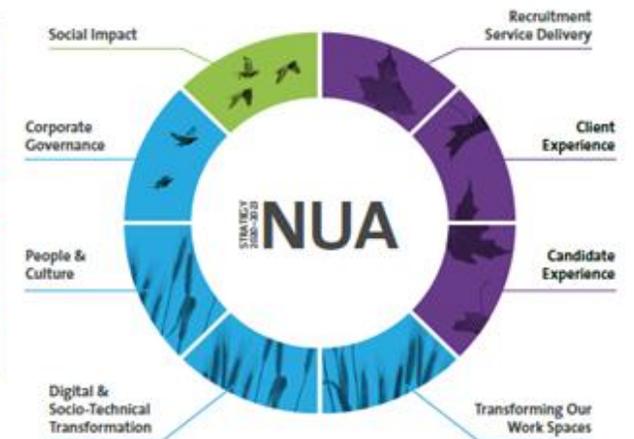
Our Values

- 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 2021 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, when appropriate, to return to Chapter House with minimal disruption.
- Implement our Equality, Diversity and Inclusion (ED&I) Strategy and build capacity to model ED&I best practice in our workplace culture and work with the broader civil and public service to enhance awareness of ED&I.
- 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.
- Continue the refurbishment of Chapter House to ensure we have a modern and inclusive workplace.
- 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 a business partnering approach to support our people, organisation and culture.
- Embed consistent governance practices across the organisation for a culture and climate of consistency, responsibility, accountability, fairness, transparency and effectiveness across the organisation.
- 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.

Positive Outcomes

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 2021 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.
- Establish mechanisms to capture the customer experience and support the redesign of our processes and services.
- Continue to enhance our CRM service offering to customers.
- 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.
- Ensure board members are experienced, trained, flexible and agile to deliver high quality candidates within our digital recruitment service model.
- Develop a central repository for legal advice and learnings from cases and ensure that these are reflected in our objective of delivering recruitment excellence.
- Introduce and embed a quality management system for a systematic approach to continuous improvement.
- Ensure that Information Responsibility and Privacy by Design are seen as key priorities throughout the organisation.

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 a framework for our research & benchmarking advisory service with a roadmap for delivery.
- 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.

