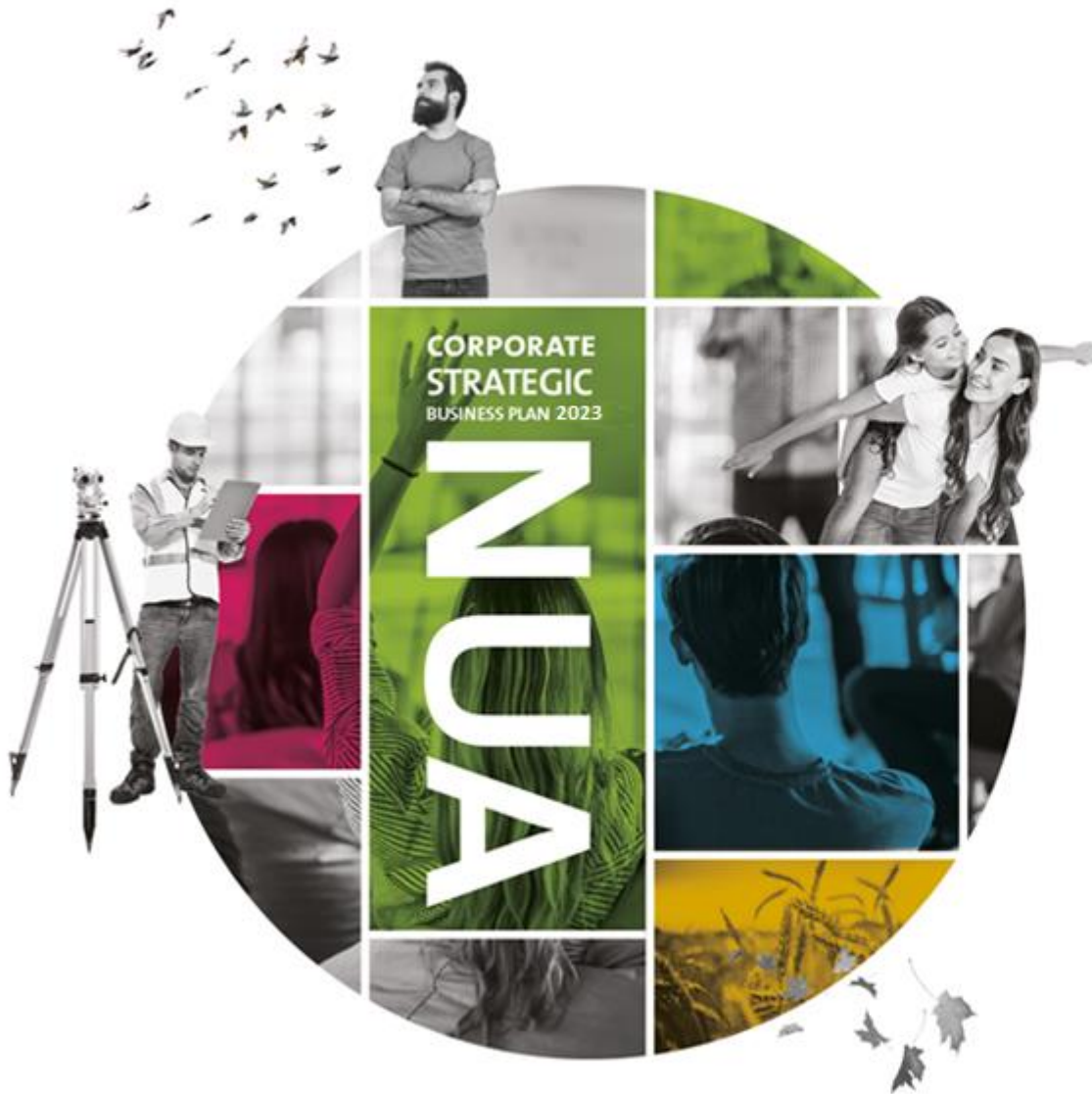




An tSeirbhís um Cheapacháin Phoiblí
Public Appointments Service



Corporate Strategic Business Plan 2023

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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

2023 Strategic Context

This is the final year of the NUA23 corporate strategy. The NUA23 statement of strategy commits to end states that describe what success will look like by December 2023 when we deliver on our organisational goals. The mid-point strategy review completed in 2022 clearly identified the organisation's continued commitment to delivering NUA. The review demonstrated that the ambition articulated in NUA remains very strong in PAS. Significant progress has been made across all three pillars and the organisation is on track to deliver the strategic objectives despite a very challenging period since the strategy was developed.

Delivering Recruitment Excellence: It is expected that the high demand for resources experienced in 2022 across our client base will continue into 2023. With continued pressure on the labour market, the availability of talent and our capacity to attract and retain candidates is likely to remain challenging. Meeting the expectations of our clients requires an agile response and recruitment solutions that can flex to deliver the resource needs of a public service that is increasingly responding to unprecedented events, which have been a feature in recent years. We will continue to improve our processes, adopt new technology and innovate to achieve our service delivery objectives and to prepare for our transition to the new recruitment platform and embed a hybrid recruitment service delivery model. To achieve these service delivery objectives a whole scale review of our recruitment, resourcing and funding models will be undertaken.

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 candidate pool that is 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.

Design thinking: PAS will embed design thinking principles into recruitment service delivery and project delivery to ensure our services and products are effective, accessible, and simpler.

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.

Key Challenges, Risks and Opportunities in our Operating Environment

2023 Strategic Context

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 to use innovative technology solutions and communication avenues. Given the constantly evolving nature of the cyber threat landscape, adoption of new and innovative technologies must be underpinned by a 'secure first' approach, with adherence to best practice in terms of cyber security central to everything we do on our digital transformation journey. PAS must also be cognisant that global supply chain issues are a real challenge in the IT industry at present. This needs to be considered as we look to accelerate adoption of technologies that will transform how we work.

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.

Geopolitical Context: The world is increasingly unpredictable and there are multiple crises facing the state. Some examples include an energy crisis, migration crisis, climate crisis.

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



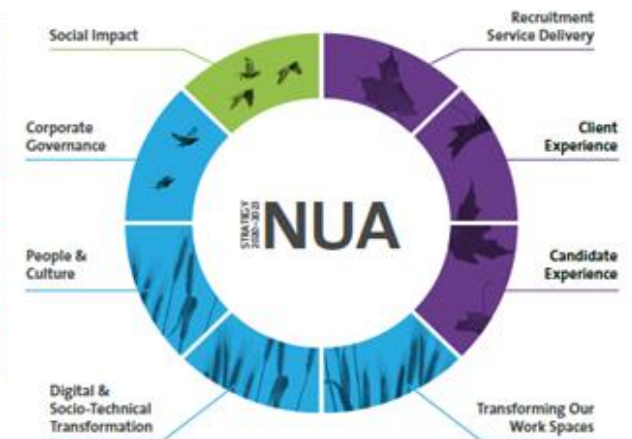
Our Values

- 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 our customer groups and from internal review and quality systems.

Our 2023 Business Plan makes a commitment to: -

- 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 procure a new IT platform (Project NOVA), continuing to adopt new digital solutions and automation capabilities, and enhancing our public facing platforms
- 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.
- Work collaboratively with staff to embed and maintain the hybrid operating model in the context of our refurbished building and recruitment suites.
- Implement our Values in Action Programme so that organisational values are role modelled by leadership and demonstrated across the organisation, particularly in the context of a workforce with a high percentage of new starters.
- Identify and integrate climate action and sustainability goals, ensuring that our services are delivered through efficient use of energy and resources, with commitment to minimal environmental impact and use of paper and plastics.
- Build resilience across our teams, services, processes, and technologies, prioritising business continuity solutions.
- Ensure that Information Responsibility and Privacy by Design are seen as key priorities throughout the organisation and optimise records management structures and processes.
- 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
- Deliver a new corporate strategy for 2024-2026 that articulates PAS' strategic objectives and ambitions.

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 2023 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.
- Undertake a whole scale review of our recruitment, resourcing and funding models.
- Quality assure our assessment and selection processes to strengthen accessibility and inclusion.
- Continue to expand and enhance our Hybrid Operating Model while improving recruitment service delivery.
- Deliver and implement the new Civil Service Capability Framework, in accordance with the CSR2030 objective to create a model which enables us to recruit talented people from all communities, with the skills and capabilities required for delivering excellence in the workforce of the future.
- Introduce and embed a quality management system for a systematic approach to continuous improvement.
- Continue to capture the customer experience with regular engagement, as underpinned by our Customer Engagement Strategy, to support the redesign of our processes and services.
- 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.
- Build on authentic and innovative marketing and communications approaches to position the Public Appointments Service as an employer and recruiter of choice with diverse and quality candidates, as well as clients. Utilise evidence-based insights to determine and build relationships with key segments of focus across areas such as The Public Jobs Schools initiative, brand strategy and market outreach and engagement.
- Ensure board members are experienced, trained, flexible and agile to deliver high quality candidates within our digital recruitment service model.
- Establish strategic approach to delivering upon the Irish language act commitments in respect of advertising and targets for Irish speaking new recruits.

Positive Outcomes

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 2023 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.
- Socialising and embedding the new Civil Service capability model with clients

