

Corporate Strategic Business Plan 2026



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Our mission

Recruiting a diversity of people for the public service with the talent, character and 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

Our Operating Environment: The Irish economy continues to demonstrate resilience; however, uncertainties remain. Tight labour markets, competition for skilled talent across both the private and public sectors, and heightened expectations from candidates and employers alike are influencing the Irish recruitment landscape. The broader economic, societal and technological shifts, including geopolitical volatility, energy transition pressures, demographic change, and the growing influence of artificial intelligence and automation are reshaping how talent is sourced and retained.

Delivering Recruitment Excellence for Clients and Candidates: For publicjobs to thrive, we must offer agile recruitment solutions that respond to unprecedented events and emerging workforce needs. Hiring managers and jobseekers expect a seamless, efficient, and personalised recruitment experience. We will benchmark our performance, adopt new recruitment methodologies, and optimise our service delivery to meet the expectations of both clients and candidates. In 2026 we be reviewing our end-to-end recruitment model, strengthening our employer value proposition for the public service, and embedding more flexible, data-driven approaches to talent attraction and selection. In 2026, we will prioritise recruitment of a workforce that is adaptable, engaged and ready for change, aligning closely with evolving government priorities, new talent pathways and modern entry routes into the public service.

Strategic Partnerships: In the context of wider Public Service Renewal and Reform agenda, publicjobs supports the delivery of transformation across the Civil and Public Service. As the centralised recruitment, assessment and selection organisation for the Civil and Public Service, publicjobs will deepen our partnerships with government departments, public sector bodies, local authorities and other key stakeholders. We will enhance our research and advisory capabilities, build stronger networks, and leverage labour-market intelligence to support the workforce planning and talent strategy needs of our clients.

Equality, Diversity and Inclusion: Inclusive workplaces and diverse, high-performance teams are key enablers of innovation and better public service outcomes. publicjobs will continue to play a leading role in attracting, engaging and retaining diverse talent, recognising that our candidate pool and our service offering must reflect the diversity of Ireland's society.

Market Engagement: publicjobs continues to enhance its visibility and reputation through its brand strategy, which supports our position as a recruiter of choice for the Civil and Public Service. We aim to further elevate public recognition of our organisation, promoting a compelling employer brand narrative for our client bodies, while attracting a more diverse, high-quality applicant pool aligned to our "Recruit with Purpose" vision.

Use of Technology: In response to the rapid rate of advances in technology, publicjobs will continue its digital transformation efforts, leveraging our new recruitment platform. The cybersecurity and data protection landscape remains a key consideration. publicjobs will continue to prioritise a secure-first approach to technology adoption, especially given the implementation of evolving regulatory frameworks such as NIS2 and EU AI Acts.

Our People and Governance: We will continue building leadership and skills capability, ensuring agility, resilience and openness to change. We will embed customer centricity and results-driven decision-making, with accountability, and risk-management to meet the challenges of the future. Our recent achievement of 5-star recognition from the European Foundation for Quality Management (EFQM) underscores our commitment to excellence, innovation, and continuous improvement. This also reinforces the need for robust governance frameworks, transparency, and ongoing assessment of our processes, ensuring we remain a performance-driven organisation.

Better Use of Data and Metrics: publicjobs aims to become more data driven. Data analytics will support performance measurement, inform policy and process improvement, and guide decision-making in strategic and operational planning.

Strategic Impacts and Changes

Our Statement of Strategy identifies the following strategic priorities that will direct our activities towards 2028.

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

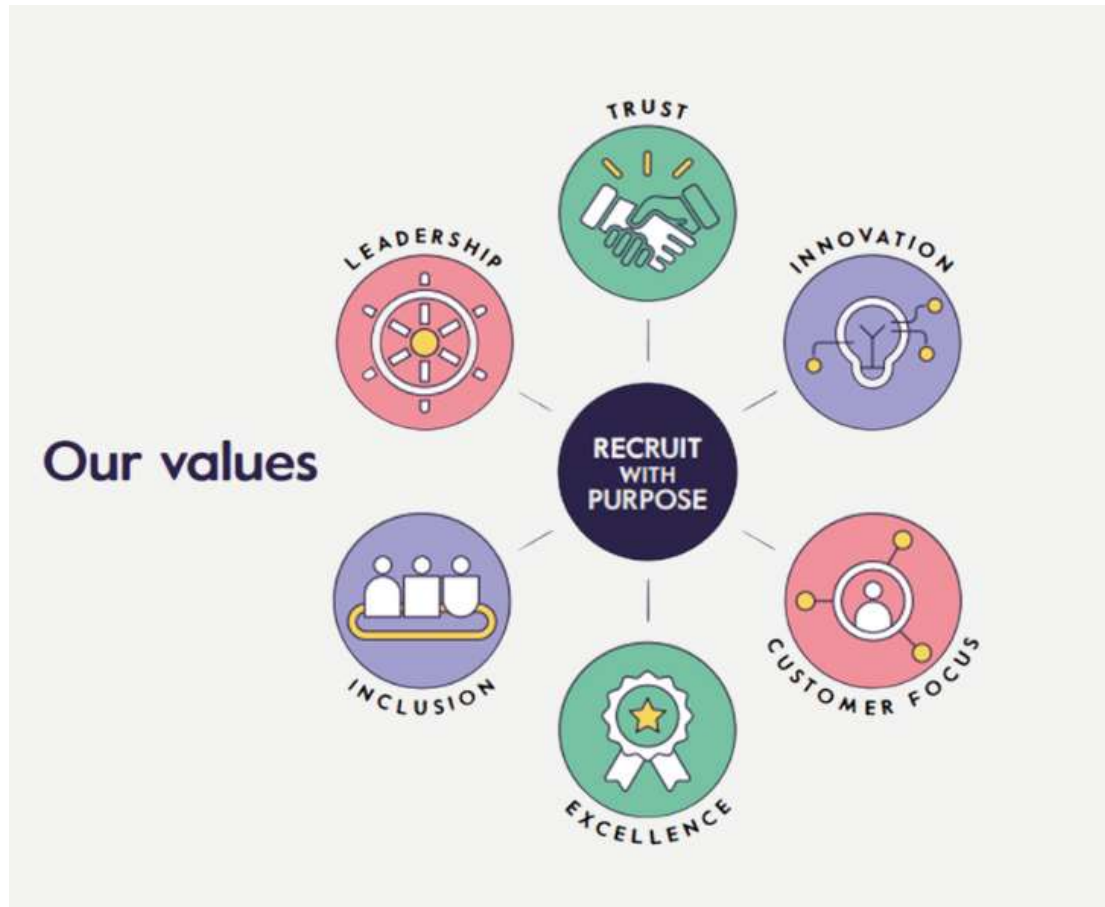
Our Strategic Priorities



Our Key Measures

Recruitment service delivery index
Client experience index
Candidate experience index
Financial Performance Index
Audit Index
Quality Index
Digital Transformation Index
Information Governance Index
Environmental Social & Corporate Governance Index
People Index

Our Values



Government of Ireland Design Principles

...to put people first

...to be inclusive

...for trust

...services together

...so knowledge can be reused & shared

...from the top down & bottom up

...to challenge assumptions & design with evidence

...to deliver value. In all its forms

...to make things simpler

...to build, test & iterate

publicjobs is the first choice for clients

In 2026, our ambition is to be the first-choice recruitment provider for the Civil and Public Service, with the skills, capacity and professionalism to be trusted by clients to deliver excellence in recruitment, elevate recruitment standards, and enable the Civil and Public Service with top-tier talent.

Our 2026 Business Plan makes a commitment to:

- Implement SLAs with clients, develop a communications strategy, and ensure a personalised approach to respond to clients' needs.
- Pilot use of rolling panels to facilitate continuous selection periods for high demand positions.
- Adopt agile and proactive recruitment practices that take advantage of the opportunities of our new recruitment platform to enable us to fill clients' skills gaps and respond quickly to fast-changing global circumstances.

publicjobs is the public service recruitment centre of excellence

Our ambition is to be the gold standard for public sector recruitment in Ireland. Through innovation and recruitment best practice, and sharing our research and insights, we will shape the future of recruitment excellence across the public service.

Our 2026 Business Plan makes a commitment to:

- Continuously review our recruitment business processes for best recruitment outcomes.
- Maximise our use of online portals to increase automated functionality for our recruiters, clients, and candidates.
- Share our learning of best practice in recruitment and recruitment technology across the Civil Service & Public Service.
- Establish a research function to centralise and enhance research capabilities, focused on specific areas of strategic interest and concern.
- Develop and implement a programme of work for the Recruiters Network.

publicjobs is where job seekers begin their search

Our ambition is to be the destination of choice for jobseekers, driving talent attraction through a strong brand presence, compelling employer value proposition, and a variety of career opportunities. By fostering trust, visibility, and engagement, we will empower candidates with a personalised and seamless recruitment experience, ensuring they feel valued, confident, and connected to purposeful work in the Civil and Public Service.

Our 2026 Business Plan makes a commitment to:

- Enhance the candidate journey experience.
- Continue to build on our talent attraction strategy.
- Continue to grow our Irish language entrants in line with the 2030 targets.
- Develop our next ED&I strategy and implement alternative pathways to attract under-represented groups.
- Share learnings with D/PER in order to inform recruitment policy, terms and conditions, and eligibility criteria.