

Corporate Strategic Business Plan



An tSeirbhís um Cheapacháin Phoiblí
Public Appointments Service

2019

Our Vision

Through our professionalism and excellence, we work in partnership with our clients, attracting and engaging great people to the Irish public service.



C
Client Focus

O
Opportunities for great careers

N
New developments & approaches

N
New & diverse audiences

E
E-enabled & data driven

C
Culture of excellence based on our core values

T
Talent delivered for the public service

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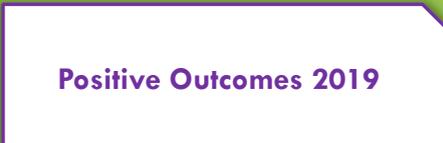
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Key Challenges, Risks and Opportunities in our Operating Environment - 2019 Strategic Context

Competitive Recruitment Market: There is an increasing requirement for roles with specialist expertise. Demands for work life balance, agile work environments and flexible work patterns require Civil and Public Service recruiters to remain attractive in external markets. The continued trend of inward migration and professionals returning from overseas needs to be leveraged.

Diversity and Inclusion: D&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 that is reflective of the people we serve. PAS is committed to devising strategies to implement systems, policies and processes that will ensure the widest possible candidate pool, reflective of our diverse population.

Brexit: The Public Appointments Services needs to be positioned to respond appropriately to client requests. The establishment of a Brexit working group and subsequent development of a Brexit Readiness Action Plan ensures a capability to respond as necessary.

Reform: PAS actively supports the public service reform agenda including the ongoing delivery of Civil Service Renewal and Public Service Reform.

Stakeholder Engagement: Close and effective working relationships with other Government Departments, Public Sector Bodies, Local Authorities and other clients and stakeholders are essential.

New Ways of Working: Enhanced service delivery models, using streamlined business processes, automated where possible, working in an optimised operating environment will enable PAS to maximise operational excellence.

Engagement and Digital Presence: A comprehensive engagement strategy is fundamental in developing strong public recognition of our organisation 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 Social Media: 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 with regard to IT, procurement, finance and our legal and government obligations.

Organisational Capacity: The performance, expertise and skills of the organisation will continue to be developed through a robust and integrated recruitment, performance management and learning and development framework.

Better Use of Data and Metrics: Managing the organisation through a lens of performance measurement and data-driven decision-making will drive efficiency and outcome focussed effectiveness.



Values

We will...

Provide recruitment services that are independent, merit based, objective and confidential

Maintain and strengthen public confidence in the fairness, impartiality and transparency of our recruitment processes, by upholding the highest ethical standards

Support environments that promote diversity and that enable people to perform to their potential

Utilise professional, innovative and excellent systems and processes, to deliver consistent, high quality and timely recruitment and assessment services

Take pride in serving the public and working to achieve best results for the State and the people of Ireland, aiming at all times to use and care for public resources responsibly

Strengths

We will...

Provide independent, professional expertise in recruitment and resourcing

Provide responsive and flexible services delivering consistent high quality

Challenge and develop ourselves to enhance the quality of our service

Demonstrate resilience, innovation and willingness to embrace new ways of working

Show leadership in influencing an inclusive culture that delivers a Civil and Public Service reflective of the diverse population that we serve

Strategic Enablers in 2019

We will...

Develop a new Corporate Strategy 2020 - 2022

Establish a Strategic Project Management Office

Review our operating model and functional logic

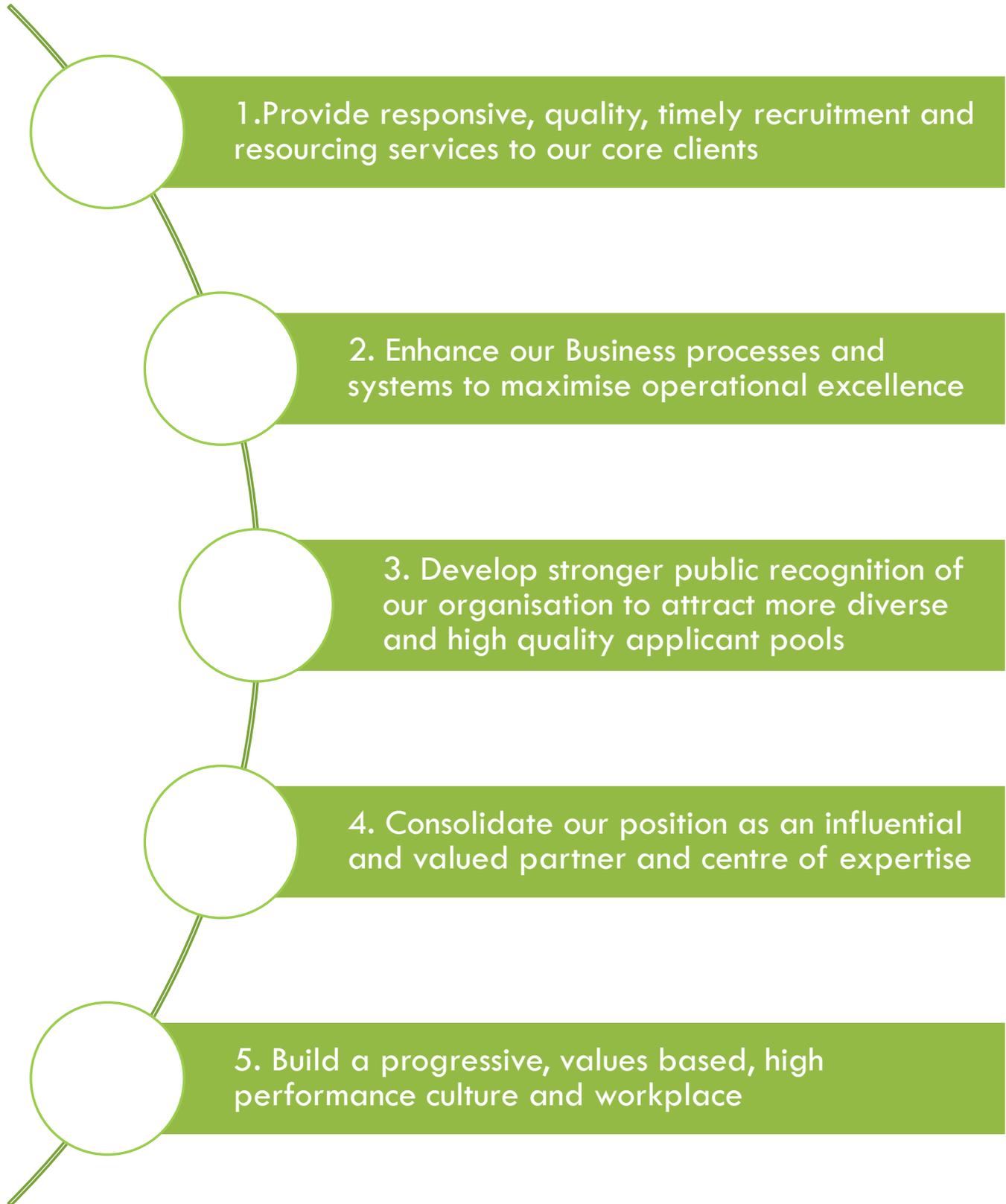
Support and develop a culture of continuous improvement, innovation and reform

Exploit innovative technology solutions

Deliver an enhanced physical operating environment

CONNECT19 Strategic Objectives

The following five strategic objectives are contained in the Statement of Strategy 2017-2019:





Annual Strategic Priorities for 2019

Designing Our Future

- Redesign Recruitment Models
- Enhance Assessment Approach
- Embed a Measurement Culture

Marketing & Communications

- Develop Marketing Strategy and Communications Strategy
- Optimise Digital & Brand Marketing
- Improve Stakeholder Engagement

Diversity & Inclusion

- Develop D&I Strategy to Attract Top Talent
- Diversity Proof our Processes
- Inform Policy & Advance Best Practice

Annual Strategic Projects for 2019

Strategic Projects

Project Nova

Designing Our Future

New Service Delivery Approaches

KPI Review

Engagement

Market Positioning

Strategy Development

Media Engagement

Stakeholder Engagement

Diversity & Inclusion

Strategy Development

Initiate Diversity Proofing Processes

Coordinated & Prioritised Approach

Strategic Enabling Projects

Org Development

Functional Logic Review

Org Development

Supported by 'Build To Share' Implementation

Chapter House Refurb

Chapter House Upgrade

Accommodation Review

Continuous Improvements

Technology Solutions

Governance & Controls

Operational Excellence

Operational Activity

Positive Outcomes

The following are planned positive outcomes from this 2019 Corporate Strategic Business Plan

Corporate Strategy 2020 - 2022

- Development of a new Public Appointments Service Statement of Strategy 2020-2022

Coordinated and prioritised approach to diversity and inclusion

- Delivery of a progressive D&I Strategy as a key pillar of the new PAS Statement of Strategy 2020 - 2022

Continued delivery of Project NOVA through 2019

- Roll out of Standardisation across the organisation
- Progression of the 'Designing Our Future' phase
- Reviewed KPIs to enhance reporting and data analysis capability
- New service delivery approaches including reviews of recruitment, selection and assessment approaches

Comprehensive stakeholder engagement strategy

- Development of the brand and building brand recognition
- Improved digital presence on public facing platforms
- Enhanced engagement with media and stakeholders

Enhanced service delivery and maximised operational excellence

- Completion of a functional logic and operating model review to enable organisational development and operational excellence
- Embedded culture of innovation and continuous improvement
- Continued use of innovative technology solutions to streamline business processes and improve the user experience
- Implementation of Remote Proctoring as a service offering
- Optimised use of automation with Business Intelligence and Robotic Process Automation
- Data analytics embedded as the foundation of decision making in PAS
- Upgraded facilities in Chapter House to enhance the physical and operating environment
- Development of comprehensive contingency plans enabling upscaling, downsizing, outsourcing or reintegration of service delivery as appropriate

Continued assurance regarding appropriate governance and controls

- Internal audit, risk management, IT controls and procurement controls in place and operating effectively
- Accurate books of account, fully consistent with public financial procedures
- Annual appropriation account and statutory audit completed
- PQs, FOIs, DP requests and Access to Information on the Environment requests dealt with in a professional, ethical and timely manner