

**APPENDIX A - Shared Services Provided to Clients Outside
of Our Traditional Remit Q2 2011 & Q1 2012**

The Public Appointments Service (PAS) is an independent organisation providing centralised recruitment, assessment, selection and other related services. It has statutory responsibility for fair, open and merit based recruitment to the Civil Service, An Garda Síochána and to senior positions within the health service, Local Authorities, Harbour Authorities, Fisheries Boards and Vocational Educational Committees. Over the last number of years, and particularly since the commencement of the moratorium on recruitment to the public service in 2009, the PAS has significantly expanded on the range of services provided, and has offered those services to a much wider range of public service organisations (for example we now deliver significant services to the third level education sector and the Defence Forces).

The services offered include providing expert advice; conducting job analyses; testing services; use of our on-line advertising and application system (www.publicjobs.ie); and providing full or part recruitment & selection services. The services provided to bodies outside our traditional remit in this period include the following:

Testing services provided for public service clients outside of our traditional remit (Q2 2011 to & Q1 2012)

Student Nurse
Defence Forces Cadetship
Principal Officer (Confined), Department of Social Protection

Recruitment campaigns run for clients outside of our traditional remit (Q2 2011 & Q1 2012)

HSE Bespoke Campaign Recruitment

In October 2010 the National Recruitment Service, HSE asked this office to assist in the recruitment and selection of personnel for their bespoke campaigns. These are one off campaigns tailored to a specific hospital or HSE area and these posts would be at a lower level than those traditionally handled by this office. HSE campaigns commenced in this period include:

Clinical Specialist Radiation Therapist, Cork University Hospital
Radiation Therapist, Cork University Hospital
Radiography Services Manager, Cork University Hospital
Clinical Trials Pharmacist, Galway University Hospital
Senior Perfusionist, Galway University Hospital
Staff Grade Clinical Perfusionist, Galway University Hospital

Senior Medical Scientist Blood and Tissue, Galway University Hospital
Vascular Scientist
Clinical Nurse Specialist Intellectual Disability
Senior Community Dietician
Senior Pharmacist
Clinical Nurse Manager
Medical Scientist Senior
Senior Radiographer Mammography
Clinical Nurse Specialist Palliative Care
Dietician Staff Grade
Dietician Senior Grade
Basic Grade Radiographer
Chief Pharmacist Trainee
Physiotherapist Clinical Specialist
Clinical Nurse Manager - Out of Hours Service
Radiographer Clinical Specialist
Assistant Director of Nursing Night Superintendent
Senior Dietician
Senior Physiotherapist Practice Tutor
Senior Vascular Technician
Radiography Services Manager in Louth/Meath Hospital Group
Radiography Services Manager in Mayo General Hospital
Principal Social Worker X 4
Principal Social Worker Assessment Consultation Therapy
Speech and Language Therapist Manager
Principal Psychologist Manager
Chief Medical Scientist X 2
Chief Medical Scientist Biochemistry
Chief Respiratory Technician
Radiography Services Manager
Basic Grade Perfusionist, Galway University Hospitals

Local Authorities (Campaigns where PAS was not traditionally involved)

Firefighter, Cork City Council
Firefighter, Waterford City Council

Other Recruitment

Health Information and Quality Authority

Research Ethics Manager

Inspector

An Garda Síochána

Head of Legal Services

Accident Damage Co-ordinator

Garda Síochána Inspectorate

Chief Inspector and Members

Office of the Commissioner for Communications Regulation

Commissioner for Communications Regulation

Office of the Director of Corporate Enforcement

Director

Irish Museum of Modern Art

Director

Sustainable Energy Authority of Ireland

Chief Executive Officer

Mental Health Commission

Chief Executive Officer

Assistant Inspector Mental Health Services

Adoption Authority

Chief Executive Officer

CORU

ICT Manager

Registration Manager

Recognition Manager

Dublin City Council

City Arts Officer

Executive Manager

Environmental Protection Agency

Director General

National Council for Curriculum and Assessment

Chief Executive Officer

Teaching Council

Director

Dun Laoghaire Institute of Art, Design and Technology

Innovation, Commercialisation and Development Manager

States Examination Commission

Exams and Assessment Manager (English)

Exams and Assessment Manager (Art)

Exams and Assessment Manager (Gaeilge)

Exams and Assessment Manager (Music)

Competition Authority

Chairperson

Member

Courts Service

Executive Legal Officer to the Chief Justice

Executive Legal Assistant to the Chief Justice

Taxing Master of the High Court

Judicial Support Staff

Irish Prison Service

Campus Governor

Prison Administration and Support Officer

Child and Family Support Agency

Chief Operations Officer

Head of Corporate and Human Resources

Head of Finance

Head of Policy and Planning

Head of Quality Assurance

SOLAS

Executive Director Designate

Údaras na Gaeilge

Chief Executive Officer

Teagasc

Director

Research Officer Digital Soil Mapping Modelling

Research Officer Agricultural Catchments

Research Officer Milk Mining

Research Officer LIDAR Specialist

Research Officer Factor Markets

Research Officer RURAGRI

Research Officer Pig Development

Research Officer Grass Based Dairy Cow Nutrition Scientist

Research Officer Pfizer

Research Officer Rural Economy Development Programme

Research Officer Dairy Calf to Beef Programme

Research Officer Greenfield Dairy Programme

Research Officer Veterinary Herd Health Scientist

Head of Information and Communications Technology

Research Officer Galway

Research Officer Probiotic Microbiologist Cork

Research Officer Marine Functional Foods Nutra Mara

Research Officer Microbiology Risk Assessment

Research Officer Probiotic Microbiologist

Research Officer Dairy Farms Systems

Research Officer Animal Change

Research Officer Forest Genetics Resources Research Programme

Research Officer Soil Classification and Mapping

Research Officer Glycobiologist

Research Officer Forest Economics

Research Officer Food Scientist

Research Officer Ruminant Production Systems

Research Officer Database Developer

Research Officer Quantitative Genetics Statistician

Research Officer Microscope Technologist

Research Officer Food Market Research

Research Officer Postdoctoral Position in Computational Systems Biology

Cheese Technologist
Cheese Microbiologist
Principal Research Officer Nutra Mara
Research Technologist Computer Science
Research Technician
Technician
Technologist Cheese Chemist Cheese Technology
Postdoctoral Researcher

Projects conducted for clients (in place of external consultants)

DIT Job Analysis Project for Administrative Grades
Statistician Job Analysis Project for CSO
NUIG Job Analysis Project for Senior Lecturer and Lecturer
Clerical Officer Job Analysis
National Children's Detention Centre Management Structure Realignment Project
Executive Coaching Project for Irish Prison Service
Executive Coaching Project for the HSE
Staff Surveys for the Court Service, PRAI, and Department of Transport
Workforce Planning Project – Department of Jobs, Enterprise and Innovation
Defence Forces Project (development of competency-based approach for selection process for the Major General and Brigadier General)

Case Studies

Some case studies of specific examples of PAS providing a shared service to public service clients who would not have traditionally used PAS are discussed below.

PAS Case Study 1

Recruitment to Non Consultant Hospital Doctors (NCHD) positions in the HSE - this centralised recruitment process applies to NCHD posts outside structured training schemes and only to posts in HSE hospitals and agencies.

In February 2011, the HSE and PAS launched a centralised recruitment campaign to fill the positions of NCHD. PAS developed an on-line application form in order to streamline the recruitment process for Senior House Officer (SHO) and Registrar posts in HSE Hospitals and Agencies.

The previous system was very costly for the HSE, in that multiple interviews were conducted and doctors often turned down a number of posts until they received their preferred choice (this resulted in a large number of days interviewing by boards of professionals to ensure that posts would be filled in all locations). The new system has succeeded in attracting a large number of applications for most posts (including previous posts which were extremely difficult to fill). Previously the HSE spent large amounts on temporary staff in order to fill vacant NCHD posts; it is envisaged that large savings will be achieved in this area by the HSE as a result of this intervention by PAS. Previous campaigns also brought about difficulties for the HSE in that there was no centralised record / statistics keeping.

The campaign undertaken by PAS simplified the process by having one online application form; restricting the applicant to pick one speciality i.e. Registrar or SHO in a maximum of three regions/hospitals – thus focusing the candidate on a speciality and hospital in which they would be willing to take up duty. The new method also ensured that candidates would only be interviewed once by a board of professionals from the hospital where the vacancy was and ultimately each applicant would only receive one offer.

This is an exciting departure from the previous system in that PAS can now, at the touch of a button, give the HSE reports on all aspects of the candidate pool as well as provide statistics on a daily/weekly basis as well as being able to track all vacancies, offers made and vacancies filled.

Rotation intakes happen, annually, in January and July. To date PAS have facilitated the rounds of NCHD recruitment to fill vacancies for the required rotations:

2011

Round 1 - 926 applications – 211 offers made

Round 2 - 481 applications – 36 offers made

Round 3 - (260 applications – 14 offers made)

Round 4 - 102 applications – 4 offers made

Round 5 -216 applications – 1 offer made

2012

Round 1 – 3230 applications

Round 2 – 510 applications

Round 3 – 300 applications

Information on vacancies: Posts are available in the following specialties:

- **Anaesthesia** and sub-specialties of anaesthesia
- **Emergency Medicine** and Paediatric Emergency Medicine
- **General Internal Medicine** and other specialties of medicine including Cardiology, Dermatology, Gastroenterology, Endocrinology, Nephrology, Respiratory Medicine, Rheumatology, Geriatric Medicine, Infectious Diseases, Medical Oncology, Neurology and Palliative Medicine
- **Obstetrics and Gynaecology** and sub-specialties
- **Paediatrics** and sub-specialties including Neonatology
- **Histopathology, Haematology** and specialties of Pathology.
- **General Adult Psychiatry, Child & Adolescent Psychiatry** and other specialties of psychiatry including Psychiatry of Old Age, Forensic Psychiatry and Psychiatry of Learning Disability.
- **Radiology**
- **General Surgery, Orthopaedic Surgery** and other specialties of surgery including Cardiothoracic Surgery, Vascular, Gastro-intestinal, Neurosurgery, Ophthalmic, Oral & Maxillofacial, ENT, Plastic Surgery and Urology.

PAS Case Study 2

National University of Ireland, Galway

As there is extensive research supporting the use of competencies in recruitment, NUIG were anxious to identify the competencies required for effective performance in the role of Established Professor. PAS worked with NUIG on this project in 2010/2011. The project was very successful and the competencies identified are now being used in the selection process for these posts. Following the success of this initiative, PAS was requested to conduct a similar exercise in respect of the Senior Lecturer and Lecturer grades. A draft competency framework for both grades was provided to NUIG in August and they are integrating it into their recruitment processes for these grades.

PAS Case Study 3

PAS involvement with processes for Appointments to State Boards in this period

While appointments to State Boards do not fall within the remit of the Public Service Management (Recruitment and Appointments) Act 2004, the recruitment and selection process is nonetheless, conducted within the spirit of the codes of practice established by the Commissioners for Public Service Appointments. The codes reflect the core principles of:

Probity

Merit

Best Practice

Fairness and Consistency

Openness, Accountability and Transparency

There is a growing interest across departments in developing a more transparent approach to the filling of state board vacancies and our service is being called upon on a more frequent basis to ensure that there is a fair process and some clear criteria underpinning such appointments.

The processes with which PAS has been involved to date has been personalised to each particular vacancy, Agency and Department. We have met with each Department and their Liaison Officer to discuss their specific needs. We have assisted them in identifying the generic competencies and the agency specific competencies necessary for the positions.

The following is the process that is currently in place:

Expressions of interest for Board vacancies are advertised on the relevant Department's website which is linked to the PAS website, publicjobs.ie. Interested individuals can apply for board positions by completing a short structured application and competencies form and by providing a curriculum vitae and a letter detailing their expertise and experience. In addition, an alert issues to our database of people who have registered their interest in being appointed to State Boards to inform them of vacancies as they arise. Departments sometimes require different levels of assistance. To date we have provided the initial filtering of applications and we have assisted with the short listing of applications based on an agreed criterion. In some instances an interview process may be required for example, the RTE Board. Finally a qualified shortlist of candidates is submitted to the relevant Minister. Ministers are not usually restricted to considering only those who make application through publicjobs.ie.

A list of Departments/Agencies we have worked with (or are currently working with) on State Board Appointments is set out below:

Sector/ Body / Organisation	Role
State Boards	<ul style="list-style-type: none"> ▪ RTE Board ▪ Broadcasting Authority of Ireland ▪ TG4 ▪ Board of Inland Fisheries Ireland ▪ Forum of Inland Fisheries Ireland ▪ Board of IDA ▪ Board of the National Consumers Association ▪ Board of Shannon Development ▪ Board of National Standards Authority of Ireland ▪ Board of the Citizens Information Board ▪ Board of Higher Education Authority ▪ Board of Leargas Ltd ▪ Board of Udaras na Gaeltachta ▪ QQAAI ▪ NCCA ▪ Teaching Council ▪ Pharmaceutical Society of Ireland ▪ Food Safety Authority ▪ State Exams Commission ▪ Irish Blood Transfusion Board ▪ The Medicines Board ▪ Board of the Dublin Dental Hospital ▪ Member of the Foyle Area and Carlingford Area Advisory Forum

PAS Case Study 4

Staff Nurse

In 2011, PAS facilitated the HSE with the recruitment of Staff Nurses. The recruitment process used was the eSelect system, an innovative recruitment strategy that has been designed to meet the nursing service needs of the HSE hospitals and community facilities. Before this system could be used there was an extensive amount of development work undertaken in PAS to facilitate this new recruitment process. The initial campaign was advertised in April and two rounds were completed.

Round 1 – 2089 applications, 1738 successful and going on to next stage

Round 2 - 803 applications, 408 successful and going on to next stage

Candidates applied on publicjobs.ie, and were then invited to participate in an online assessment process. PAS had to deal with a large number of queries from candidates in relation to this new assessment process. Once the assessment was completed, PAS issued the results banding candidates according to their chosen care area and geographical location. Candidates for four of the five care areas were invited to online interviews (not conducted by PAS) and then invited to a face-to-face interview (candidates for one care area went straight to face-to-face interviews).

PAS Case Study 5

Overview of work for Teagasc

In 2010, PAS was approached by Teagasc and asked if we could provide on-going assistance with running their external recruitment competitions. Due to the HR team in Teagasc being reduced, as a result of redeployment within Teagasc, they no longer had the resources to manage external recruitment.

Following a trial period in late 2010, during which the Public Appointments Service assisted Teagasc in the filling of eleven funded contract posts and two Agricultural Development Officer posts, Teagasc requested that from January 2011, all of their external recruitment competitions, except where otherwise agreed, would be managed by PAS. This includes all external recruitment competitions to fill funded contract, temporary or permanent posts.

PAS agreed to carry out external recruitment on behalf of Teagasc while the resources within the organisation permits. The Teagasc HR team provide the Public Appointments Service with the projected number of recruitment competitions each quarter and secure the necessary sanction to recruit from the Department of Agriculture, Fisheries and Food (DAFF). Following receipt of this sanction, PAS is now responsible for all further stages of the competition, including advertising (using media agreed with Teagasc), shortlisting, interviewing and reference checking (see pages 5-6 for the posts involved in this period).

PAS Case Study 6

Major General and Brigadier General Promotion

We worked with the Defence Forces to introduce competency-based assessment to the promotion competitions for Major General and Brigadier General. The Major General promotion was to the Deputy Chief of Staff role which had previously been a political appointment. The Brigadier General appointment had been previously made by the Chief of Staff. The introduction of competencies meant that the assessment was very transparent and fair and was done based on criteria which are relevant to the roles.