

Minutes of eighty-fifth meeting of the Board of the Public Appointments Service held in Chapter House, at 2.30pm on 4th December 2019

Present: Mr. Tom Moran (Chairman), Ms. Anne-Marie Taylor, Ms. Shirley Comerford, Dr. Eddie Molloy, Ms. Mary Connaughton, Mr. John O'Callaghan, Mr. David Cagney, Mr. Barry Quinlan, Ms. Anne O'Connor, Ms. Catherine Dobbins (Secretary).

Minutes of previous meeting and matters arising

The minutes were agreed.

The two new Board members were welcomed to the PAS Board.

Declarations of Interest

There were no declarations of interest.

CEO's Report for the Board and Operational Report

The Board noted the Operational Activity Report which was circulated in advance of the meeting.

The CEO updated the Board on developments in relation to the additional work for An Garda Síochána (AGS); at the recent meeting with senior Garda management AGS confirmed funding for the Sergeant and Inspector promotions work that PAS proposes to undertake from 2020 onwards on behalf of AGS. The estimated €1 million full year costing for the competitions is to be funded out of the AGS Vote and will be specifically included in their budget commitments for next year. The CEO confirmed that a joint AGS / PAS Working Group will be set up shortly to oversee all matters relating to this new area of work for PAS, including the early assignment of staff to this work area in the New Year to allow them to be trained up in advance of the planned advertisement of the new promotion competitions by end June 2020. The CEO informed the Board that the procurement process for the Sergeant and Inspector Job Analysis work has been completed and this work has commenced.

The CEO informed the Board that PAS is ensuring that all Brexit related posts are being progressed to schedule.

The CEO updated the Board on the Management Board away day on 27th November; the first part of which focused on strategy development, including agreeing the mission, vision and end states for the three pillars of the new strategy. The CEO discussed the second part of the session which focused on the Management Board itself and its role in leading on strategy implementation and delivery; this session was facilitated by Gary Keegan, the former Director of the Irish Institute of Sport. The CEO also updated the Board on the highly engaging session with the entire senior management team on 28th November to agree the values.

The Board discussed the outcome of the Innovation Assessment, following a thorough and deep organisation-wide assessment of the current Innovation capabilities and ambitions of PAS. The CEO set out the high-level findings which include that PAS is ready to innovate, with capabilities in place to a degree for improving what PAS already does. The assessment recommendations were also discussed, including the need to develop a strong innovation process in PAS and to focus on engaging more and deeper with clients and candidates, both to learn and to develop our products and services. The Board agreed that the assessment

establishes a foundation for PAS' business planning process and should shape the choice of innovation initiatives and how these should be managed for performance and sustainability.

The CEO also updated the Board on the building works and the related enabling works in Chapter House. The Board noted that the move to Baggot Street for interview activity appears to be going well. The CEO updated the Board on the meetings taking place with OPW and the upcoming meeting between the Commissioner of OPW and the Chair of the PAS Board and the CEO.

Financial Position

The Board noted the financial position for 2019 up to the end of November and the projections for year end. An update was provided on the supplementary estimate process. It was agreed that for 2020 the current model of PAS spending on behalf of clients and the subsequent process of invoicing clients for this expenditure would be reviewed with a view to developing a new model. It was also agreed that PAS would have discussions with D/PER in relation to the structural underfunding issue. It was also agreed that PAS would develop a costing model, based on a detailed analysis of all current costs, to support the discussions with D/PER and the enhanced funding structure to be put in place. It was agreed that PAS would review how much of the additional costs could potentially be related to poor workforce planning, if this is possible.

Internal Audit Update

There were no Audit Committee meetings since the last Board meeting.

Key Risk Theme (Corporate Risk Register)

The Board discussed the risks which relate to the building works, which is currently the most critical risk, and reviewed the plans in place to mitigate this risk. The Board also discussed the measures in place to ensure business continuity, including the ongoing engagement with the OPW and the work of the facilities management team. The Board welcomed the positive engagement with OPW in relation to this serious risk. It was agreed that the corporate risk register would be reviewed and, in addition, an indicator will be added to demonstrate whether the risks are increasing or decreasing in severity.

Development of Strategy Statement

Rosemarie O'Mahony and Niall Leavy discussed the draft high level Strategy Statement which had been circulated to the Board the day before the meeting. The mission, vision and values were discussed in detail and the feedback from the Board was noted. The Board also inputted into the three high level pillars and the end states for each of these. The board were very appreciative of the work done on the development of the new strategy. The Board agreed to sign off on the draft to allow work to progress on developing the draft further for publication in January 2020.

Draft Workplan for 2020

The Board agreed to notify the Secretary in relation to their availability for the dates outlined in the draft.

Board Evaluation Update

It was agreed to conduct the annual Board evaluation exercise once the new Board members are in place and to discuss this area further at the first meeting of 2020 in February.

Next meeting

TBA