

## **Minutes of seventy-seventh meeting of the Board of the Public Appointments Service held in Chapter House, at 9.30am on 19<sup>th</sup> September 2018**

**Present:** Mr. Tom Moran (Chairman), Ms. Anne-Marie Taylor, Ms. Shirley Comerford, Mr. David Cagney, Mr. Damien McCallion, Mr. Paul Lemass, Ms. Catherine Dobbins (Secretary).

**Apologies:** Mr. John O'Callaghan, Dr. Eddie Molloy, Ms. Mary Connaughton.

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The Board met without the executive present in advance of the official meeting commencing. They discussed areas where the PAS might develop its existing approaches including developing more tailored KPIs which measure and report on areas within the control of PAS, and benchmarking the KPIs used by other public service shared services. It was also recommended that PAS develop its formal interaction with clients. It was agreed that the Board would again review the types of work undertaken by PAS and review the types of work which are outside of the core remit of PAS. Some additional topics were identified as key strategic issues to be discussed at future board meetings, including quality control of PAS output and the role of references.

### **Minutes of previous meeting and matters arising**

The minutes were agreed and these will be published on the website.

### **Declarations of Interest**

There were no declarations of interest.

### **CEO's Report for the Board and Operational Report**

The CEO gave an oral presentation to the Board; it was agreed that a copy of her presentation would be circulated to the Board. The CEO discussed the areas she has been focusing on initially in PAS. She informed the Board that a management away session has been organised for 7<sup>th</sup> November and will include a review of whether PAS is effectively configured to deliver for all stakeholders. The CEO also updated the Board on the establishment of a Project Services Unit to ensure that projects are carried out efficiently and delivered on time. The CEO discussed the challenges she has identified, including meeting stakeholder expectations, ensuring operational excellence, developing brand recognition, and driving best practice and agility in responding to the complexity and scale of work undertaken by PAS. The CEO updated the Board on stakeholder engagement to date with internal stakeholders and key external stakeholders and her plans for further such engagement. The CEO welcomed the professionalism and dedication demonstrated by PAS staff.

An update was provided on engagement with the OPW in relation to upgrading the premises and engagement with D/PER in respect of funding for 2019.

The CEO informed the Board that PAS would be assisting with internal promotion competitions for An Garda Síochána and will focus on developing its relationship with the local authority sector. PAS will also ensure that it has the capacity to respond to recruitment demands of Brexit.

The CEO highlighted the PAS application for an OECD Innovation Award in respect of the remote proctoring project, and informed the Board of her planned benchmarking visit to the

OECD in relation to diversity and inclusion. The CEO confirmed that PAS has now obtained corporate membership of the Dublin Chamber of Commerce and reaffirmed its commitment to the 30% Club. It was noted that information sessions have been organised to raise awareness of State Boards across the country.

It was agreed that the area of Hospital Consultant recruitment would form the basis of a strategic discussion at the next board meeting, including a discussion on the procedures and processes used, and timescales involved, in comparison with other jurisdictions.

The Board noted the update on the current equality cases.

The Board discussed the current State Boards process and how the process can vary once the names are sent to the relevant Minister. The Board noted that delivery times for State Boards had been running behind target but had been rectified in quarter three to date.

### Financial Position

The Board noted the financial report for 2018 to date. It also noted the executive summary and associated charts included with the submission to D/PER as part of the estimates process. It was agreed that the Board would receive this in advance on future occasions.

The Board discussed the documentation supporting the PAS case for additional funding to allow PAS deliver on the ongoing high volume of requests, and capital expenditure to allow for IT developments and additional work on the building in 2019.

It was noted that much of PAS current expenditure is linked to accurate forecasting of demand by clients. The board welcomed the plans for PAS to meet with clients about their workforce plans and to deepen the existing relationships with various client groups.

### Risk Management

A member of the Management Board (Lisa Keyes) made a presentation to the Board on accommodation related risks and developments. She highlighted the risks with the external environment and plans to improve both the working environment and the candidate experience. The Board noted that PAS is working with OPW on the area of contingency planning for disruptions to PAS business caused by external issues and the development work in PAS.

### **Internal Audit Update**

The Board noted that the new CEO is seeking to appoint a Chairperson of the Internal Audit Committee and had a discussion around the process for such appointment.

### **Action Plan from Board Evaluation**

It was agreed that the Board would retain this item on the agenda and that the Chairperson would make contact with board members to identify priority actions to be implemented.

It was agreed that dates would be agreed at the meeting in December for all meetings next year and diary invitations would be sent to all board members for all such dates.

**Any Other Business**

The Board noted that the Accountant is due to retire in 2019 and agreed with the PAS approach to fill this vacancy in advance to allow for effective knowledge transfer.

**Next Meeting**

The Board agreed to meet on 10<sup>th</sup> December (pm) and to meet at the end of October (date to be agreed).