

Minutes of seventy-ninth meeting of the Board of the Public Appointments Service held in Chapter House, at 2.00pm on 10th December 2018

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

Apologies: Mr. Paul Lemass

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

A member of the senior management team (Paula Quinn) provided an update for the Board on the previously discussed key risk area of Hospital Consultant Recruitment. Areas covered included the approach taken to the PAS review of Hospital Consultant recruitment, the progress to date, key HSE stakeholders involved and the next steps being taken in conjunction with the HSE. This review was welcomed by the HSE who are also looking at other aspects of Hospital Consultant attraction and retention.

The Operational Report was discussed by the Board, including the statistics on interview attendance and the work underway to understand the reasons for non attendance at interviews. An update was provided by the CEO on current legal cases against PAS.

The Board discussed the area of State Boards and the appointments made to date. The Board agreed that it would be useful to have the number of vacancies on each State Board included in the Operational Report. It was also agreed that the Information Booklet for State Boards processes would be reviewed to ensure that it is clear that the assessment process will identify the most suitably qualified individuals (based on their applications) for submission to the Minister.

The CEO made a presentation to the Board on key issues and activities in PAS including the outcomes from recent strategy sessions with the management team, remote proctoring, the renovation of the ground floor and other planned renovation projects. The CEO discussed the proposed review of the marketing and communications functions in PAS and the external assistance being sought in relation to how these should best be structured. The CEO also updated the Board on the recent benchmarking sessions with the Canadian Public Service Commission and the key themes identified which PAS will explore further.

Financial Position

The Board noted the financial update which was circulated in advance of the meeting, and noted that a supplementary budget had not been sought.

Risk Management

The review of the three highest risk areas from the corporate risk register (which was circulated in advance) was discussed. It was agreed that it was important to investigate a long term solution for the lack of sufficient resources for PAS. Some minor amendments

were suggested to the first key risk in relation to delivery and the wording of the mitigations in place.

Internal Audit Update

The Board noted the minutes of the meeting of the Audit Committee on 12th October.

Update on Strategic Projects and Establishment of Project Services Unit

A member of the Management Board (Rosemarie O'Mahony) gave a presentation on the establishment of the Project Services Unit, including the reasons for its establishment, the aims of the unit and the support it will provide in terms of projects, business planning and innovation and continuous improvement. It was noted that delivery on the diversity and inclusion project would involve liaison with D/PER in relation to the relevant commitments in the Civil service People Strategy. The Board welcomed this initiative and looked forward to it delivering in terms of strategic management.

Progress of KPIs from Strategy Statement (six monthly review) and review of current KPIs

The Board noted the presentation circulated on the achievement of all organisational KPIs. A member of the senior management team (Ciarán Oman) gave a presentation on Business and Data Analytics, including the review underway of PAS KPIs and how they are reported. The Board welcomed the review and agreed that it would be useful to have reports which would flag potential issues using a traffic light system (e.g. timescales for specific processes) and which would be useful in identifying particular areas of concern for the Board and allow the Board to question on specific topics based on analysis. The potential use of colour to highlight issues and a review of wording used to taking into consideration the potential audience was noted. The Board asked that PAS investigate the use of a Balanced Score Card approach to reporting as a summary of PAS performance. PAS agreed to consult with the Board again in 2019 (April meeting) in relation to the metrics which would assist them in performing their role. The Board agreed to forward any suggestions in the meantime to PAS for consideration.

The achievement of PAS current KPIs was discussed. The Board noted that a group has been set up to review the clearance process and structure to address the bottleneck involving CO and EO clearance and also to review the approach to recruitment of junior grades. The outcome of this review will be discussed with the Board at the meeting in April 2019 in conjunction with the outcome of the review of metrics. The importance of good workforce planning by clients was noted as was the importance of agreeing metrics and setting expectations in conjunction with clients. Key risks were acknowledged including the need to ensure that clients were supported in Brexit related recruitment, despite these requests for additional staff not featuring in client workforce plans. The Board noted that many of the current metrics were very positive and acknowledged the work that has gone into achieving these.

Draft Workplan for 2019

The Board agreed to notify the Board Secretary in relation to their availability for suggested dates of Board meetings in 2019 and agreed to consider potential strategic themes for meetings in 2019.

Action Plan from Board Evaluation

It was agreed that a further Board evaluation would be carried out early in the New Year with the circulation of a questionnaire.

Next Meeting

The Board agreed to meet on 7th February (pm).