

Minutes of seventy-eight meeting of the Board of the Public Appointments Service held in Chapter House, at 4.00pm on 22nd October 2018

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

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 Board noted the operational statistics and level of work underway and the low level of requests for review being received in relation to this work.

The Board also noted the current marketing and communications programme and the recent benchmarking activities outlined in the Operational Activity Report. The Board also noted the update on recent IT developments.

The Board discussed the recent positive feedback from external bodies on the State Boards process and noted that a State Boards event is scheduled to be held in Cork. The Board requested that the update on State Boards would contain the key dates and gender breakdown.

The CEO provided an update on the development works planned for Chapter House and the approach being taken to this opportunity to improve the candidate experience.

The Board welcomed the retention by PAS of Excellence Through People accreditation.

The CEO updated the Board on initiatives underway in the area of crisis management and engagement with the Management Board in relation to how PAS is configured to deliver and agreeing strategic priorities for 2019.

The CEO also updated the Board on the recent business awareness sessions with staff and the good engagement around the further development of key metrics in order to measure and report on performance in a more meaningful and targeted way.

The Board discussed the area of metrics and agreed the importance of compiling key metrics for areas over which PAS had responsibility and monitoring and reporting on these. It was agreed that a clear start and end point for PAS involvement and whether PAS met its commitments during that stage would be important. The CEO updated the Board on the plans to recruit a Customer Relations Manager with a strong analytics background and updated the Board on the procurement of business intelligence software to assist PAS in collecting the right data and reporting on KPIs. The Board agreed that a potential metric might relate to the extent that clients are applying for or using their own recruitment licenses and agreed that it would be important to understand the extent of this and the reasons why clients would do this. It was agreed that another key metric would include having general service panels in place at all times. The Board noted the reputational risk to PAS in not

meeting client demands and agreed that work on the area of client relations and on agreeing appropriate metrics with clients was critical. It was agreed that the Board would have a further discussion on the KPIs to be utilised by PAS at the next Board meeting and will review a proposal from the Management Board in relation to this area at that meeting.

The Board discussed the area of diversity and inclusion and considered the role of PAS in attracting a diverse pool of candidates to the public service. The Board welcomed the move to adopting a more strategic approach to diversity and inclusion in PAS and acknowledged the work being done to date on specific areas of diversity. The Board noted the engagement by PAS with the OECD on the area of diversity and the initiatives underway to improve data collection around diversity and to establish a base line against which improvement initiatives can be measured. It was agreed that PAS would consult with other employers who have successfully implemented diversity related initiatives in order to learn from best practice in the field. The Board welcomed the upcoming appointment of a Diversity and Inclusion Lead in PAS who will drive the diversity and inclusion agenda and work in partnership with key clients on this area.

Financial Position

The Board noted the financial update which was circulated at the meeting. The CEO updated the Board on the funding granted to PAS for 2019 for both capital and non-capital expenditure.

The Board noted that PAS has requested expressions of interest from the public service in the role of Finance Officer/Accountant in PAS.

Risk Management

An update was provided on the ongoing High Court Case and the ongoing equality cases with the WRC. The Board noted the decision to release the scoring key for a strategic exercise as part of one of the equality cases. The Board agreed to discuss this key risk area further at its next meeting.

A member of the Management Board (Margaret McCabe) made a presentation to the Board on the area of Hospital Consultant recruitment, highlighting the key risks and issues involved in this area of recruitment. The Board agreed that PAS has value to add in this area of recruitment and agreed that the CEO should seek the views of the Department of Health and the Department of Public Expenditure and Reform on the continued involvement of PAS in this area of recruitment. It was agreed that PAS would follow up with the HSE in relation to their proposals for an alternative pilot approach to recruitment following engagement with the relevant Departments and seek to understand the position of the HSE. It was agreed that PAS would build on the metrics available in relation to the role of PAS in the process and seek to understand how the process can be improved through adopting a partnership approach with the HSE.

Corporate Risk Register

The Board reviewed the Corporate Risk Register and made some amendments to the risk register in relation to delivery, court challenges and data protection.

Internal Audit Update

The CEO informed the Board of the appointment of the new Chair of the Audit Committee (Clare McGrath), and informed the Board that responses have been received to the PAS request for tender for the provision of internal audit services.

The Board noted that the two audit reports discussed at the meeting of the audit committee on 12th October. The Board noted the low level recommendations in the payroll audit and welcomed the recommendations already implemented from the CPSA Codes of Practice review.

The Audit Committee will review the Corporate Risk Register at their next meeting, on 13th December.

Update on Strategic Projects and Establishment of Project Services Unit

This topic was postponed until the next meeting.

Action Plan from Board Evaluation

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

Any Other Business

The Board will agree dates for the 2019 meetings in advance of the next meeting.

Next Meeting

The Board agreed to meet on 10th December (pm).