



# Connect

19

Statement of Strategy  
2017 > 2019



## *Our Vision*

**Through our professionalism and excellence, we work in partnership with our clients, attracting and engaging great people to the Irish public service.**

## *Connect*

**19**

**C**

**Client Focus**

**O**

**Opportunities for great careers**

**N**

**New developments & approaches**

**N**

**New & diverse audiences**

**E**

**E-enabled & data driven**

**C**

**Culture of excellence based on our core values**

**T**

**Talent delivered for the public service**



# Joint Introduction *from the Chairperson of the Board and the Chief Executive*

**We are pleased to present this, the fifth Strategy Statement of the Public Appointments Service, covering the period 2017 to 2019.**

With the improving economy, and the need to restore capacity in the public service and equip it to face the challenges of the future, we have seen a significant increase in demand from our clients to build capacity in key skill areas. Given demographic trends, national and international environmental and socio-economic factors, the expectation is, that there will continue to be a significant demand for a diverse range of quality people over the lifetime of this new strategy.

We see this strategy as providing an ambitious framework for supporting a 'step change' for the Public Appointments Service. It provides the roadmap for achieving a lean and agile centralised recruitment, assessment and selection organisation that will be recognised for continuously reaching standards of excellence in filling the diverse range of roles, for our core clients across the civil service, and for other public service bodies eg Local Government, HSE, An Garda Síochána. We continuously strive to meet all requirements of the Commission for Public Service Appointments (CPSA) Code of Practice, and our approach is also underpinned by a set of important and meaningful core values, that have been updated following engagement with our own staff and key stakeholders.

We look forward to creating a significant new chapter in the history of the Public Appointments Service, with a relentless

focus on professionalism and excellence, working in partnership with our clients, to attract and engage talented people to the Irish public service.

This strategy sets out a framework of performance and output targets to ensure we have a shared understanding as to what we are aiming for and what success looks like. It provides a template to guide and drive the business plans and activities in each of our key areas as we aim to deliver quality outcomes to all our clients. The contribution of everyone here in the Public Appointments Service will be vital to ensure we can successfully deliver our new strategy. Following a naming competition run with our own staff, and in an effort to help make this strategy 'real' for all of us over the next 3 years, we are calling the delivery of our strategic plan - 'Connect '19'. The word 'Connect' resonates with so many aspects of what, and how, we aim to achieve the targets we have set ourselves in relation to working closely with our Clients, reaching new and diverse audiences, optimising the latest technologies, building a culture for excellence based on our core values, and all of this ultimately leading to ensuring that we continuously deliver top quality talent for the Irish public service.

We look forward to working with the management team, and the Board of the Public Appointments Service, all of the staff of the Public Appointments Service, and importantly our clients, to deliver on the key objectives of our new Strategy Statement – Connect '19.

## **Fiona Tierney**

**Chief Executive**

## **Judith Eve**

**Chairperson of the Board of the  
Public Appointments Service**



# Context and Opportunities

## Economy

The Irish economy is currently in a period of recovery however the uncertainty in the wider economic environment may have consequences which may impact over the coming years. The current labour market is very competitive, and there is increasing competition across many sectors to attract and retain talent. The challenge of engaging talent, particularly in certain skills areas, is impacted by the financial constraints that are still in place across all areas of the public sector.

## Public Service Reform

The public service has a strategic imperative to restore its capacity in order to play a leading role in the recovery of the Irish economy. The Public Appointments Service actively supports the public service reform agenda, including sectoral specific developments such as the Civil Service Renewal Action Plan, sectoral HR strategic plans etc. The opening up of recruitment and promotion processes at all levels and the expanding career and mobility opportunities for staff across geographic, organisational and sectoral boundaries presents a challenge for the Public Appointments Service in ensuring that our systems and structures have the flexibility to meet the changing demands of the public service. The Public Appointments Service has also played an important role in the implementation of a revised appointment process for State Boards and this is likely to continue and develop further with the recommendations from the review of the current process.

## Client and Stakeholder Issues and Needs

The demand for public services has been increasing significantly over the last three years and shows little sign of diminishing over the period of this strategic plan. There is an increasing need for a model of recruitment that can react quickly to the increasing and varied needs of our core clients and continue to deliver the high volume and quality candidates that our clients demand. The Public Appointments Service along with all stakeholders will have to be prepared to address the challenges posed by the changing demographic of the public service. High quality data analysis will be required to provide insight into market trends and the anticipation of future resourcing needs.

## Attracting new audiences through adopting leading edge technologies

Our understanding of the market would indicate that in recent years employers invested more in developing brand awareness. The Public Appointments Service is working to develop the awareness levels of our organisation required to optimise our capacity to reach the widest audience for the variety of roles we have on offer. The challenge will be to attract talented individuals while ensuring that the pool of available candidates is representative of the diversity of Irish society. Proactively reaching out to potential candidates will require utilising a wide range of channels, networks, digital media and optimising the opportunities available through the adoption of leading-edge technologies.

## Our Strengths

The Public Appointments Service is uniquely positioned to provide high quality recruitment services to a wide range of public service clients and organisations. Respected as an independent 'expert' in recruitment and resourcing, the Public Appointments Service has a reputation for bringing in-depth knowledge, professionalism and expertise to support the range of recruitment and related services it offers. The Public Appointments Service aims to provide responsive and flexible services, adopting appropriate resourcing models, where necessary, to ensure consistent high quality delivery within our mandate.

## Our Values

<p><b>Independence and Merit</b></p> <p>Providing recruitment services that are independent, merit based, objective and confidential.</p>	<p><b>Fairness and Integrity</b></p> <p>Maintaining and strengthening public confidence in the fairness, impartiality and transparency of our recruitment processes, by upholding the highest ethical standards.</p>	<p><b>Dignity and Respect</b></p> <p>Supporting environments that promote diversity and that enable people to perform to their potential.</p>	<p><b>Operational Excellence</b></p> <p>Utilising professional, innovative and excellent systems and processes, to deliver consistent, high quality and timely recruitment and assessment services.</p>	<p><b>Commitment to Public Service</b></p> <p>Taking pride in serving the public and working to achieve best results for the State and the people of Ireland, aiming at all times to use and care for public resources responsibly.</p>
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## Our Enablers

People and Structures	Governance	Technology, processes and facilities
<ul style="list-style-type: none"> <li>› Ensure that organisational structures, staff profile and deployment are aligned with evolving strategic priorities;</li> <li>› Align recruitment models with varied client demands;</li> <li>› Building on an established knowledge base, embed a culture of continuous improvement;</li> <li>› Strengthen the focus, capabilities and skills of staff;</li> <li>› Focus on maintaining effective communications within the organisation;</li> <li>› Provide challenging and interesting work to allow staff deliver to their full potential, in a happy working environment.</li> </ul>	<ul style="list-style-type: none"> <li>› Focus on performance evaluation and measurement of outputs;</li> <li>› Ensure effective information governance processes;</li> <li>› Consolidate and strengthen our core values;</li> <li>› Further embed risk management into the business;</li> <li>› Continue with strict internal controls on expenditure;</li> <li>› Drive for value for money in all activities;</li> <li>› Maintain adherence to procurement policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>› Design &amp; embed business processes to deliver operationally excellent recruitment strategies;</li> <li>› Optimise the delivery of services through use of leading edge technologies;</li> <li>› Focus on effective communications with clients and candidates;</li> <li>› Implement a progressive Marketing and Social Media Strategy;</li> <li>› Use of appropriate and alternative delivery models;</li> <li>› Drive performance improvement through the use of data analytics;</li> <li>› Maintain and employ appropriate facilities to deliver business.</li> </ul>

# Connect

19

Key Objectives  
2017 > 2019



# Key Objectives

**1**

**Provide responsive, quality, timely recruitment and resourcing services to our core clients;**

**2**

**Enhance our business processes and systems to maximise operational excellence;**

**3**

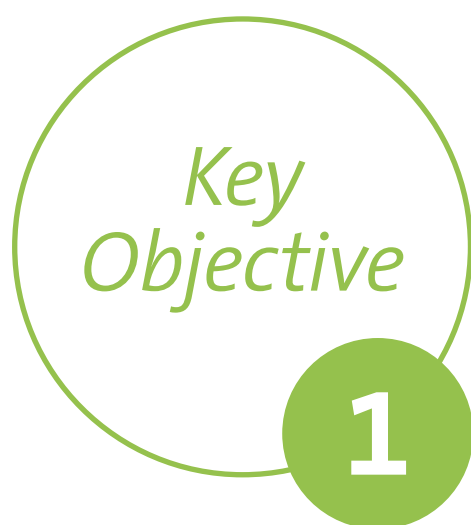
**Develop stronger public recognition of our organisation to attract more diverse and high quality applicant pools;**

**4**

**Consolidate our position as an influential and valued partner and centre of expertise;**

**5**

**Build a progressive, values based, high performance culture and workplace.**



### What we will do to deliver on this Objective:

- › Design, organise and deliver recruitment and selection processes to meet the needs of our core clients;
- › Compile and utilise quality data and analysis to anticipate and understand our client's needs in the timely delivery of services;
- › Compile and utilise measures and analysis to track quality of applicants and appointments;
- › Review and implement progressive structures which support a flexible approach to service provision;
- › Examine and implement alternative approaches in the market and internationally to delivering our services (new technologies/resourcing models/new assessment techniques etc).

### Key Measures:

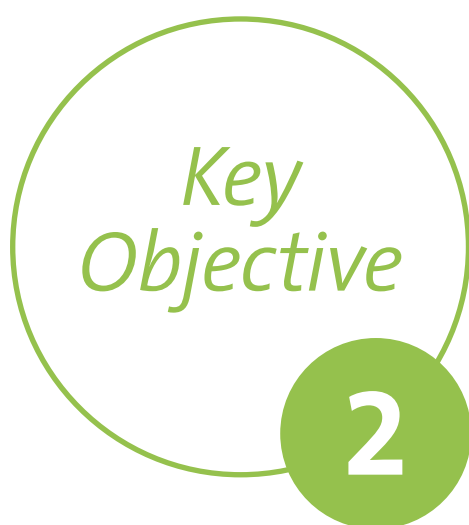
- › 90% of all roles filled for clients;
- › 90% client satisfaction with the quality of new entrants and the quality of service received from the Public Appointments Service;
- › 90% client satisfaction with the quality of service and applicant pool for the State Boards process;
- › Assignment from panels to be made within 6 weeks of client request;
- › 90% of Senior Executive Recruitment campaigns completed within 12 weeks;

## *Provide responsive, quality, timely recruitment and resourcing services to our core public service clients;*

- › 90% of Professional and Technical campaigns completed within 16 weeks;
- › 90% of State Board campaigns to submit list of potential appointees to Minister within 8 weeks;
- › 90% of the Public Appointments Service related aspects of Hospital Consultant campaigns completed by approx. 16 weeks;
- › Two pilots per annum on alternative approaches to service delivery completed;
- › Robust network of international contacts on recruitment good practice established.

### Outputs

- › Client relations management contacts established for all public service bodies;
- › Close engagement and collaboration with core clients and key stakeholders on forecasting demand and planning campaigns;
- › SLAs and/or project plans in place for all campaigns;
- › Client satisfaction with quality and efficiency of service;
- › Two benchmark visits per annum to review alternative and/or new approaches to recruitment and business operations.



## *Enhance our business processes and systems to maximise operational excellence;*

### **What we will do to deliver on this Objective:**

- › Further develop robust, efficient and innovative processes across our operations to provide quality outcomes;
- › Develop reliable data analysis and management information systems to support recruitment activity, capacity management and future activity planning;
- › Increase the use of self-service facilities at primary contact points to enhance customer experience;
- › Enhance IT recruitment platforms for scalability and flexibility;
- › Increase our capacity to deliver streamlined & secure online and dynamic assessment (tests, interviews);
- › Further develop our supports for interviewer, recruiter and client skills development using e-enabled tools;

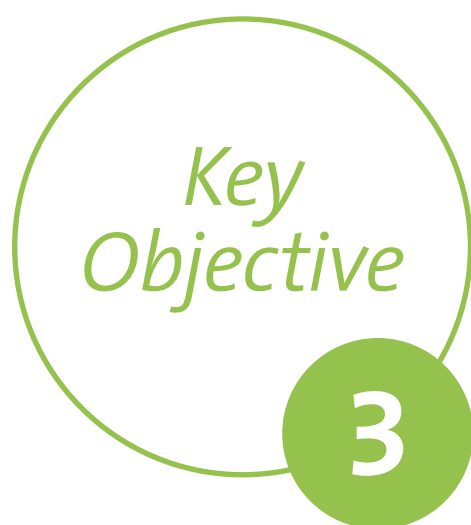
### **Key Measures:**

- › Quarterly reports on service standards for all customer groups;
- › 95% of all tests delivered online;
- › 100% of shortlisting and 75% of interview boards to be paperless;
- › 85% candidate satisfaction and 90% client satisfaction with the ease of use and information available on online services;

- › 100% compliance with new training protocols for board members;
- › 95% satisfaction with the training provided to selection board members.

### **Outputs**

- › All strategic initiatives developed in line with Statement of Strategy;
- › Enhanced business processes resulting from regular quality and business process reviews and projects;
- › IT Recruitment Platform Project delivering on schedule;
- › Utilisation of the latest technology to support recruitment business;
- › Comprehensive blended learning programmes available where appropriate.



## *Develop stronger public recognition of our organisation to attract more diverse and high quality applicant pools;*

### **What we will do to deliver on this Objective:**

- › Develop a marketing strategy to establish brand recognition and enhance the quality and diversity of candidate pools;
- › Monitor market trends and working closely with our clients to identify innovative ways to source and attract quality candidates;
- › Optimise and integrate use of online and digital delivery channels, centred around an enhanced publicjobs.ie, with a drive towards 'digital first' on developments;
- › Proactive use of a range of appropriate channels, networks and media technologies to reach new and diverse audiences;
- › Ensure all our application and assessment processes appeal to diverse audiences.

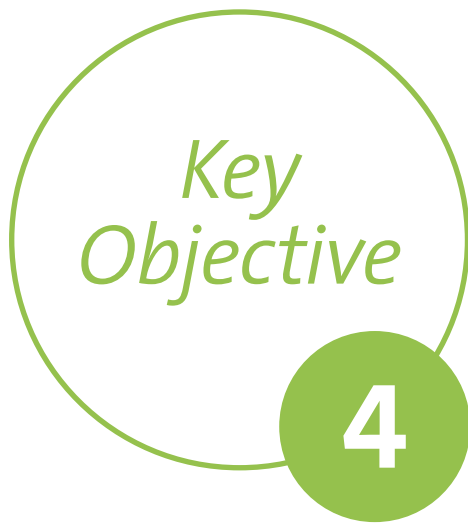
### **Key Measures:**

- › 100% increase in awareness of publicjobs.ie in key target audiences to address the need for greater diversity in the public service;
- › 10% increase per annum in the active users of publicjobs.ie;
- › 20% increase per annum in the active users of stateboards.ie;
- › 90% candidate satisfaction with the service provided to candidates with a disability;

- › 20% increase in new visitors to publicjobs.ie and stateboards.ie;
- › 50% increase in digital engagement (ie across key online platforms).

### **Outputs**

- › Marketing strategy implemented and successfully delivered;
- › Significantly more diverse applicant pools;
- › Recognised for excellence in supporting diversity in recruitment and selection.



## *Consolidate our position as an influential and valued partner and centre of expertise;*

### **What we will do to deliver on this Objective:**

- › Engage proactively with key public sector networks/projects, and be a valued partner in the policy development, and decision making processes;
- › Utilise quality data and analysis to confirm the Public Appointments Service as market expert on public service resourcing, providing regular input on issues, trends and demand forecasting;
- › Provide advisory service to clients on good recruitment and selection practice e.g. assessment seminars held for clients; and publication of revised toolkit;
- › Review and optimise our role as recruitment experts at all stages of the recruitment process;
- › Provide leadership in promoting the diversity agenda;
- › Provide e-enabled guidance on recruitment best practice to organisations across the wider public sector.

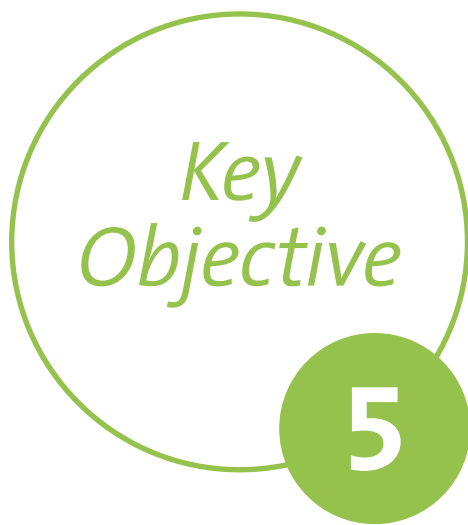
### **Key Measures:**

- › 90% client satisfaction with the Public Appointments Service expertise and the advice received from the Public Appointments Service;
- › 20% increase in network participation;

- › Two 'Excellence in Recruitment Seminars' held for clients per annum;
- › Revised Recruitment and Selection Toolkit published in 2017;
- › Inform debate on Public Sector recruitment through evidence based reports and presentations on key issues.

### **Outputs**

- › The Public Appointments Service is acknowledged as a key player in the wider Public Sector HR agenda and can therefore ensure the impact of recruitment on other areas of HR (and visa versa) is given adequate consideration;
- › Regular engagement and collaboration with clients in relation to demand management and longer term campaign planning;
- › Clear recognition by staff of their recruitment expertise;
- › Increased presence of, and contributions from, the Public Appointments Service at key conferences and relevant fora.



## *Build a progressive, values based, high performance culture and workplace.*

### What we will do to deliver on this Objective:

- › Implement initiatives to encourage and recognise the contribution of staff in delivering consistent high quality services and the practice of our values;
- › Build capacity and capability of the management team to provide strong leadership to the workforce;
- › Build on the positive staff engagement evident from the survey results, underpinned by excellent communication;
- › Provide leadership in promoting the diversity agenda;
- › Enhance the workspace to create a modern, vibrant, and technologically advanced environment;
- › Continue to provide high quality learning and development programmes to strengthen the capability and professionalism of all staff.

### Key Measures:

- › Maintain consistently high scores in the Civil Service Employee Engagement Survey;
- › Annual Learning and Development Plan delivered;
- › Professional Recruiter Development Programme in place for all staff;

- › 90% staff satisfaction with staff recognition, the practice of values, and the quality of learning and development;
- › 90% staff satisfaction in support for and promotion of diversity.

### Outputs

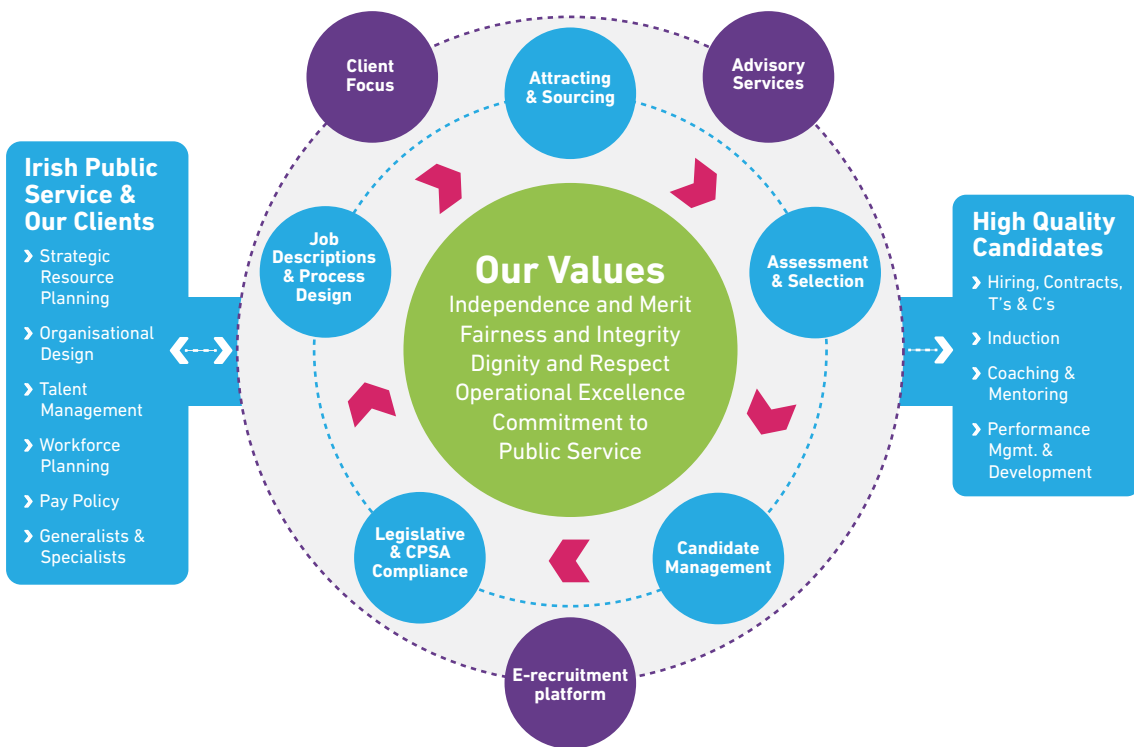
- › Excellence Through People Accreditation maintained;
- › Diversity Project delivered annually focusing on different aspects of diversity;
- › Our People Strategy developed to support the Strategy Statement;
- › Stronger networks established to underpin our efforts to promote diversity.



# Our Recruitment Model

## Our Objectives:

- Provide responsive, quality, timely recruitment and resourcing services to our clients
- Enhance our business processes and systems to maximise operational excellence
- Develop stronger public recognition of our organisation to attract more diverse and high quality applicant pools
- Consolidate our position as an influential and valued partner and centre of expertise;
- Build a progressive, values based, high performance culture and workplace



## Our Enablers

- People & Structures
- Governance
- Technology, Processes & Facilities





**An tSeirbhís um Cheapacháin Phoiblí**  
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