





An tSeirbhís um Cheapacháin Phoiblí
Public Appointments Service

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Chairman's Statement

I am pleased, on my own behalf and on behalf of my fellow Board Members, to present the 2013 Annual Report of the Public Appointments Service (PAS).

As is clear from this report, PAS has successfully filled a wide range of very diverse and complex posts for public service clients in 2013. In doing so, PAS continues to maintain the distinctive culture of public service recruitment based on the values of fairness and impartiality; attempting at all times to provide excellent customer service, in an innovative way that ensures value for money.

As a shared service resourcing centre, PAS has in recent years actively encouraged a wide range of public service organisations to use its expertise to support their recruitment and selection campaigns in order to deliver cost savings for the public service. These clients have continued to avail of PAS services, which is testament to the high quality service which PAS delivers.

PAS engaged with the Top Level Appointments Committee, to assist it in carrying out its' functions around recruitment at the most senior levels in the Civil Service. Every effort has been made by PAS to attract and select the highest quality candidates for such posts, and feedback would suggest that PAS has been successful in this area.

PAS continued to manage the redeployment process for the Civil Service and the Non Commercial State Agencies, and facilitated this process through collaboration with Departments/Offices and state agencies, proactively making improvements related to policy, services and systems.

Great advances were made in 2013 in the area of online testing and paperless selection boards, with PAS making increasing use of technology to support selection processes, to provide a better service to customers, and to increase access to public service jobs.

Ongoing reviews of assessment systems were conducted to ensure that they accurately reflect the needs and challenges of the vacancies we are required to fill. In 2013, PAS benchmarked these methodologies against key public service recruiters worldwide, and also enhanced the range of bespoke assessment material available for use by PAS.

The workforce in PAS has continued to be committed, dedicated and flexible, with a focus on providing the best possible service to customers.

I would like, on behalf of the Board, to acknowledge the excellent work of the Chief Executive, Ms. Fiona Tierney and all the staff of the office in continuing to provide a top quality service to all of the customers of the Public Appointments Service.

Mr. Eddie Sullivan
Chairman



Chief Executive's Statement

In a year which saw increasing demands for our services, PAS worked hard in 2013 to ensure that we could deliver quality services to a wide range of public service clients. With restricted staff numbers and budget, PAS successfully delivered on a range of diverse, and increasingly complex, recruitment campaigns.

PAS continued to provide recruitment and selection services across the civil service, health sector, local authority sector, education sector, the Garda Síochána, and for a range of state agencies. PAS handled campaigns at a range of levels and in very diverse areas, including administrative, senior executive, and a wide variety of professional and technical positions. Further information on the range and scale of campaigns run by PAS in 2013 is provided in this report.

For appointments to Civil Service senior executive level roles, PAS continued to work closely with the Top Level Appointments Committee (TLAC), and on developing an internal executive search capability to support the sourcing of suitably qualified candidates for senior Public Service appointments from across the pool of talent in the private and public sector.

Personally I was very happy to see the increasing use of technology in 2013, including the expansion of on-line assessment, and advances in the provision of paperless selection boards. Linked to this was an increased investment in business process improvement initiatives, with the provision of relevant training, and the commencement of projects which will deliver the most efficient recruitment model and will embed a lean business improvement mindset in staff. These initiatives will ensure that PAS can continue to deliver on increasing client demands in the most efficient manner possible, while also allowing greater access to public service jobs and providing a more accessible and efficient assessment process for candidates.

I would like to pay particular tribute to all of our team in the PAS for their professionalism, flexibility, hard work and dedication to the organisation over the past year. In addition, I would like to acknowledge the contribution and excellent support that has been given to me, and to my Management Team, by the Board under the stewardship of Chairman, Eddie Sullivan. I look forward to working closely with the Board to ensure that PAS can continue to be an efficient and effective shared service recruitment centre for the public service.

A very significant contribution was made, in 2013, by people, from a wide variety of backgrounds and representing many sectors, who act in the capacity of Interview Board members for PAS. Many of the people who act in this capacity do so on a voluntary basis, in addition to their day-to-day roles, and I would like to acknowledge and appreciate their commitment and dedication to the mission and remit of the Public Appointments Service.

Fiona Tierney
Chief Executive Officer



The Public Appointments Service

Our Mission

PAS will source the highest quality candidates for positions in the civil and public service and we will facilitate the movement of public servants within, and between, sectors in accordance with the needs of clients, thus ensuring a more efficient and appropriate resourcing of essential services.

The Public Appointments Service (PAS) was established in October 2004 following the dissolution of the Office of the Civil Service and Local Appointments Commissioners by the Public Service Management (Recruitment and Appointments) Act 2004.

The Public Appointments Service is the recruitment shared services provider for the Irish Civil Service, Local Authorities, the Health Service Executive, An Garda Síochána and other public bodies.



Members of the Board

- **Mr. Eddie Sullivan,**
Chairman, former Secretary General, Public Service Management and Development, Department of Finance
- **Ms. Fiona Tierney,**
Chief Executive of the Public Appointments Service
- **Mr. William Beausang,**
Assistant Secretary, Department of Public Expenditure and Reform
- **Dr. Deirdre O’Keeffe,**
Assistant Secretary, Department of Justice and Equality
- **Mr. John McCarthy,**
Assistant Secretary, Department of the Environment, Community and Local Government
- **Mr. Barry O’Brien,**
National Director of HR, Health Service Executive
- **Mr. Dan Murphy,**
former General Secretary, Public Service Executive Union
- **Dr. Eddie Molloy,**
Management Consultant
- **Ms. Judith Eve,**
former Chairperson of the Northern Ireland Civil Service Commissioners



The Management Advisory Committee

- **Ms. Fiona Tierney,**
Chief Executive
- **Ms. Mary Flynn,**
Head of Large Volume Recruitment
- **Ms. Áine Gray**
Head of Assessment Services
- **Mr. Pdraig Love**
Head of Corporate Services
- **Mr. Niall Leavy**
Head of Strategic Projects
- **Ms. Margaret McCabe**
Head of Recruitment and Selection



Our Role

The Public Appointments Service (PAS) is the shared service resourcing centre for the Irish Public Service, and works with Government Departments/Offices, Agencies, Local Authorities and the HSE to deliver recruitment services as they build a workforce to meet current and future needs of the public service.

Our Values

PAS is focused on attracting the best possible field of appointable candidates for all positions to be filled. Our activities are overseen by the Commission for Public Service Appointments, and all of our work is based on the public service recruitment principles of:

- Probity
- Appointments made on merit
- An appointments process in line with best practice
- A fair appointments process applied with consistency
- Appointments made in an open, accountable and transparent manner

Our Goals

Goal 1: Building on our Core Selection Expertise

Goal 2: Redeployment

Goal 3: Development of Selection Competence Across the Public Service



Goal 1: Building on our Core Selection Expertise

The Public Appointments Service has a strong heritage of independent merit based public service recruitment and selection, and enjoys the confidence of our clients to source the best possible candidates for public service vacancies. We provide a professional service to an array of clients and our processes are fully compliant with both the spirit and letter of the Commission for Public Service Appointment's Codes of Practice.

PAS has responsibility to deliver on the recruitment needs of the Civil Service, An Garda Síochána and to senior positions within the health service, Local Authorities, Harbour Authorities, Fisheries Boards and Education and Training Boards.

Since the commencement of the moratorium on recruitment to the public service in 2009, PAS refocused its activities and has significantly expanded the range of services provided, and has offered those services to a much wider range of public service organisations. As a shared services resourcing centre, PAS has been active in promoting the shared recruitment services agenda and established contact with a wide range of public service organisations to encourage

them to make use of the expertise available to support their needs and to deliver cost savings.

The services offered include providing full or part recruitment & selection services; conducting job analyses; providing testing services; and offering the use of our on-line advertising and application system (www.publicjobs.ie). The volume and range of services delivered for a large number of public service bodies in 2013 follows in this Report.

Recruitment Campaigns

The main body of work in PAS involves running recruitment campaigns to fill vacant positions in the public service (which have received appropriate sanction). These range from specialist one-off posts to larger campaigns designed to fill vacancies in one or more organisations.

Meetings are held with all major and new clients to explain the recruitment process and to agree a project plan for all campaigns.

As part of its core function, PAS continues to conduct targeted recruitment campaigns to address skills shortage areas and to address long-term renewal. Campaigns were carried out across the Public Service.

As part of this process, the appropriate assessment methodologies are selected and are tailored specifically to each particular campaign. PAS continue to conduct targeted recruitment to ensure that the public service of the future constitutes a skilled workforce that can deliver results for Irish citizens.

Senior Executive Campaigns

For appointments to Civil Service senior executive posts, PAS works closely with the Top Level Appointments Committee (TLAC). An internal executive search capability has been developed to support the sourcing of suitably qualified candidates for senior Public Service appointments from across the pool of talent in the private and public sector. Executive Search was used in 44 campaigns in 2013, with a resulting increase in numbers and quality of candidates applying for senior roles. PAS works in conjunction with external search agencies as required.

PAS strengthened the skills of the Executive Search Team in order to support the sourcing of top level candidates for senior Public Service appointments. Executive search was used in 44 campaigns in 2013.

For Assistant Secretary and Secretary General level posts, a campaign is designed to advertised Selection and Executive Search as required. This is followed by a shortlisting process, preliminary interviews, and other assessment methodologies to select the best possible pool of appointable candidates. PAS then notifies TLAC of these candidates, and TLAC conduct the final interview. Recruitment campaigns to fill 17 such positions commenced in 2013 (details in *Appendix 2*).

Breakdown of TLAC Appointments in 2013

TLAC Appointments	From the Civil Service	From the Public Service	From the Private Sector
21	16	2	3
Appointments where successful candidate was from the private or public sector		Appointments where successful candidate was from the civil service	
24%		76%	

PAS also ran complete recruitment processes for 19 specialist senior executive positions in the civil service and wider public service in 2013. These generally involved very extensive campaigns and a three stage assessment process, to ensure that the campaign attracted the broadest possible applicant pool and that the successful candidate possessed all of the required skills and experience for the role at an appropriate level. (Details included in *Appendix 2*).

Specialist/Management Campaigns

In 2013, PAS also commenced the recruitment process for a number of specialist management posts in the civil service/agencies, many aimed at advancing the transformation programme in the employing Department or Office. 12 such campaigns were held in 2013 (Details in *Appendix 2*).

Civil Service/Agencies Professional/Technical/Administrative Campaigns

PAS managed a wide variety of professional, technical and administrative recruitment campaigns for a range of Government Departments/Offices and Agencies in 2013, some of which involved running large scale recruitment processes, while others involved sourcing and selecting professionally qualified candidates.

Campaigns also commenced in 2013 to fill 36 specialist posts (list included in *Appendix 2*).

Local Authority Campaigns

PAS ran a number of senior level campaigns for individual Local Authorities. The following campaigns commenced in 2013:

- Dublin City Manager
- Galway City Manager
- Dun Laoghaire Rathdown County Manager
- Fingal County Manager
- Monaghan County Manager
- Sligo County Manager
- Westmeath County Manager
- Louth County Manager
- Wexford County Manager
- Leitrim County Manager
- Cork County Manager
- Health and Safety Officer, Wexford County Council
- Senior Executive Solicitor, Galway County Council
- Veterinary Inspector, Cork County Council
- County Engineer, Cork County Council
- Senior Executive Intelligent Transportation Systems Officer, Dublin City Council
- Chief Housing Welfare Officer, Dublin City Council
- Assistant Chief Fire Officer, Dublin City Council X 2
- Senior Executive Engineer, Dublin City Council
- Senior Executive Scientific Officer, Dublin

- City Council
- Chief Quantity Surveyor, Dublin City Council
- Director of Services, South Dublin County Council
- Head of Finance, Kilkenny County Council
- Head of Information Systems Senior Executive Officer, Galway County Council



HSE Campaigns

We continued to conduct the recruitment process for Hospital Consultants, commencing **60** campaigns for a range of specialties and locations in 2013, with the PAS delivering significant cost savings to the HSE. We also commenced recruitment campaigns to fill other senior specialist posts for the HSE, including:

- Internal Audit Special Projects and Investigations Grades VII and VIII
- Internal Audit IT Grades VII and VIII
- Internal Audit Operations Grades IV, V and VI
- Senior Area Medical Officer
- Chief II Pharmacist, Cavan/Monaghan
- Director of Nursing, St Fionnans Achill
- General Dental Surgeon

PAS continued to conduct the recruitment process for Hospital Consultants, working on 60 new campaigns for a range of specialities.



Other Public Service Bodies

To support public service bodies, PAS provided expert advice and assistance with specialist recruitment and selection, including running the entire recruitment and selection process for some public service bodies. Campaigns which commenced in 2013 were:

- Head of Educational Welfare Services, Child and Family Agency
- Chief Operations Officer, Child and Family Agency
- Head of Department, Finance and Corporate Services, Sustainable Energy Authority of Ireland
- Inspection Unit Manager, Sustainable Energy Authority of Ireland
- Programme Executive, Finance and Corporate Services, Sustainable Energy Authority of Ireland
- Panel of Chairpersons (Solicitor/Barrister), Mental Health Tribunal
- Panel of Lay Members, Mental Health Tribunal
- Panels of Consultant Psychiatrists, Mental Health Tribunal and for Independent Medical Examinations
- Research Manager, Road Safety Authority
- Interim Chief Executive Officer, Road Safety Authority
- Chief Executive Officer, Road Safety Authority
- Head of Regulatory and Monitoring Supervision, the Irish Auditing and Accountancy Supervisory Authority
- Chief Executive Officer, Residential Institutions Statutory Fund
- Executive Director, The Green Way
- Director of the National Museum of Ireland
- Dublin County Sheriff
- Director of Finance, Grangegorman Development Agency
- Grants Processing Manager, Student Universal Support Ireland
- Deputy Financial Services Ombudsman
- Chief Executive Officer, Waterways Ireland
- Chief Executive Officer, Enterprise Ireland
- Chief Executive Officer, Loughs Agency
- Director of the National Cancer Registry
- Caseworker, Caranua
- Head of Communications and

- Engagement, Caranua
- External Reviewer, Office of the Revenue Commissioners
- Divisional Manager, Competition Authority
- Legal Adviser, Competition Authority

Interim Appointments

In September 2013, the post of CEO of the Road Safety Authority had to be filled at short notice. In order that this critical post was not left vacant while the permanent replacement was being sought, PAS was asked for assistance in sourcing an Interim CEO.

PAS responded immediately to this request, and worked with a small number of service providers to identify a pool of suitable interim candidates.

PAS convened a selection panel to shortlist and interview a small number of high quality candidates, one of whom was offered and accepted the position at the end of September. The candidate was contracted into the role on a temporary basis and very successfully guided the Road Safety Authority for the period while the permanent post was filled.

The project to fill the interim CEO was turned around quickly in order to meet the needs of the Road Safety Authority, with three weeks from initial request to a contract being issued.



Working To Save Lives
Údarás Um Shábháilteacht Ar Bhóithre
Road Safety Authority

Testing Services

Given the very large number of applicants for certain positions, some recruitment and selection campaigns involve using a range of tests to qualify candidates at a minimum level, and to rank their applications in an

order of merit. The design, management, implementation and scoring of such large scale tests is a unique service offering of PAS and accords with the application of the principles of fair, open, merit based, transparent recruitment procedures.

In the course of 2013, PAS continued its strategic direction in the implementation of online testing. The use of online tests delivers quicker turnaround times on campaigns and significant savings in costs. It also facilitates candidates who may now take the test in their own time and location.

PAS provided testing services for other public service bodies in 2013, including:

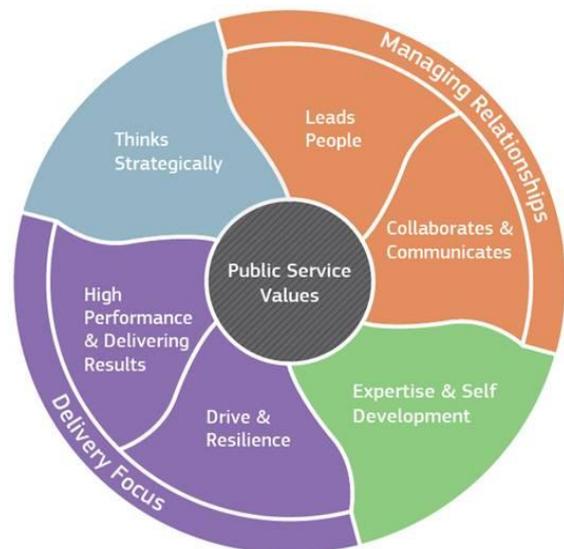
- Mature Code Nurses
- Fire Fighter, Dublin Fire Brigade
- Emergency Services Controller, Dublin City Council
- Emergency Medical Dispatcher, HSE
- Student Paramedic, HSE
- Adjudicators and Mediators for the Private Residential Tenancies Board
- Higher Executive Officer and Assistant Principal in the Department of Social Protection
- Higher Executive Officer and District Supervisor in the Department of Agriculture, Food and the Marine
- Higher Executive Officer in the Office of the Revenue Commissioners



Projects

PAS conducted a number of projects for other public service bodies, delivering major cost savings for the public service bodies concerned.

Following the inclusion of the Public Appointments Service grade-specific competencies into the PMDS process from Service Officer to Principal Officer level, significant work was carried out on the Assistant Secretary Competencies. Consultation was held with a range of stakeholders including Assistant Secretaries, Secretaries General and key stakeholders internal and external to the Public Service. The new competencies were launched at a Senior Public Service event on 11th October 2013, and have now been incorporated into the recruitment process for posts at this level.



PAS involvement with processes for Appointments to State Boards

There is a growing interest across Government Departments to develop a more transparent approach to the filling of state board vacancies. Our services are being used more frequently to ensure that there is an open process and some clear criteria underpinning such appointments.

While appointments to State Boards do not fall within the remit of the Public Service Management (Recruitment and Appointments) Act 2004, the process is nonetheless, conducted within the spirit of the codes of practice established by the Commissioners for Public Service Appointments.

The processes with which PAS has been involved to date have been bespoke to each particular vacancy, Agency and Department/Office. The PAS facilitated 18 requests for support in filtering appointments to State Boards in 2013 (885 applications were processed in relation to these board appointments).

To date, support has been provided with the initial filtering of applications, and with the shortlisting of applications based on an agreed criterion. In some instances an interview process may be required. Finally, a qualified shortlist of candidates is submitted to the relevant Minister. Decisions on appointments to State Boards are in the remit of the Minister, and appointments are not restricted to those who make an application through publicjobs.ie.

PAS supported 18 requests for assistance with appointments to State Boards through the processing of applications.

Business Process Improvement and Quality Assurance

Review and Enhancement of Assessment Systems and Methods

PAS has an ongoing programme of review of our assessment systems to ensure they accurately reflect needs/challenges of the vacancies PAS is required to fill. PAS continues to benchmark these methodologies against key public service recruiters worldwide.

In 2013, the range of bespoke assessment material available for use by PAS to maintain the cost-effectiveness and flexibility of our assessment and placement solutions was enhanced.

Review of Practices and Trends in Senior Level Recruitment

In 2013, the practices and trends in senior level civil service recruitment across a range of jurisdictions, with a particular focus on developments in the UK Civil Service, was reviewed.

There appears to be a high degree of commonality in issues and challenges between Ireland and the UK, in areas such as attraction challenges, candidate management, budgetary pressures etc., and overall PAS procedures and processes compared favourably.

Business Process Reviews/Improvements

Twelve staff members completed Lean Six Sigma training in 2013, and were awarded "Green Belt" status on completion. Presentations were made to some of the management team on the business improvement projects underway as part of the training; these projects will be completed in the coming months, and will

continue to be monitored by the management team to ensure they are implemented and changes embedded.

Feedback on our Services

As part of the continuous improvement process, feedback was obtained from all customer groups in 2013. On-line candidate, client, and selection board member surveys were conducted and an action plan was developed to address any issues identified.



Goal 2: Redeployment

Government policy is to reorganise public service resources to focus on areas of greatest need. The Public Appointments Service manages this reorganisation process for the Civil Service and the Non-Commercial State Agencies. The PAS facilitated this process through collaboration with Departments/Offices and state agencies, and proactively making improvements related to policy, services and systems.

PAS continued to facilitate the delivery of this process in 2013. This has involved engagement and support with Departments / Offices / Non-Commercial State-Sponsored Bodies.

Resources were assigned to assist Departments/Offices and state agencies in placing surplus employees. This involved significant outreach to organisations, and information sessions to facilitate inter-agency dialogue.

Over 100 organisations across the public service have collaborated on this programme.

PAS enabled a resourcing process tailored to specific client needs, and in this way facilitated the staffing of a number of initiatives set out in the Programme for Government, including Peoplepoint (Civil Service HR Shared Service), the Financial Shared Service and the Insolvency Service of Ireland.

A new Toolkit was agreed and is now available on publicjobs.ie, on the Department of Public Expenditure and Reform's website, and on a new civil service-wide HR network page. A self service approach which feeds into the designation process envisaged under the Public Service Management (Amendment) Act 2013 has also been created. Our 'Moodle' page is being used to facilitate communications with, and between,

Redeployment Liaison Officers across the wider public sector. It is hoped that this will encourage direct redeployment arrangements between organisations as is catered for under the new Toolkit.

Through engagement by organisations, the PAS facilitated significant reorganisation to fit the needs of the public services, with 723 staff placed across all sectors at the end of 2013.

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Goal 3: Development of Selection Competence Across the Public Service

PAS recognise that the Public Service will play a central role in the achievement of the Government's economic and social goals. Having suitably qualified and capable people at all levels will be key to the success and effectiveness of the Public Service in achieving the objectives of the recovery plan. PAS is delivering on its key priorities as tasked in the Programme for Government, despite financial constraints and the impacts of skill shortages.

PAS provides professional support to organisations undertaking recruitment, selection or promotion campaigns under their own licence.

Advice and Support to Public Service Bodies

Our goal is to embed assessment and selection skills and expertise across the public sector, improving the quality and suitability of people who are internally redeployed or who are recruited.

Advice and/or training/briefing was provided to the following clients on areas such as interview guides, workforce planning, competency development, internal promotions, recruitment and selection, coaching, interview training, and appointments to State Boards:

- Department of Public Expenditure and Reform
- Department of Social Protection
- Office of the Revenue Commissioners
- Department of Agriculture, Food and the Marine
- Department of Arts, Heritage and the Gaeltacht
- Department of Jobs, Enterprise and Innovation
- HSE
- HIQA
- Higher Education Authority
- University College Cork
- Nursing and Midwifery Board
- Defence Forces

Clients were encouraged to use publicjobs.ie to advertise all of their recruitment campaigns, even where PAS is not involved in the process; use of this free service results in savings for the Exchequer. 1,165 such advertisements were placed on publicjobs.ie in 2013. Facilities are made available to public service bodies in order to achieve savings for them. The HSE, Equality Tribunal, Office of the Revenue Commissioners, An Garda Síochána, and other departments/ offices availed of our interview/meeting facilities in 2013 (742 rooms were provided in 2013).



Training of Potential Selection Board Chairpersons and PAS Representatives

PAS continuously refreshes the pools of chairpersons available to act on selection boards, and ensures that such individuals are suitably trained for the role. Clear information is provided on the role and responsibilities of the Chairperson, as well as information on the role of the PAS Representative and a review of the Code of Practice under which recruitment takes place.

Training sessions were held for “PAS Representatives”. The PAS Representative is present on all selection boards to ensure that the process is conducted in line with both the CPSA Code of Practice and the policies of PAS in relation to equitable treatment and transparent assessment process (which ensures the confidentiality of candidates is maintained).

EU Related Developments

EPSO Network Meeting



Since 2003, the European Personnel Selection Office (EPSO) www.eu-careers.eu has provided a centralised selection service to the EU Institutions.

The EPSO Network was established in order to provide a forum for addressing public service recruitment/selection problems, solutions and best practice developments across the 27 Member States. Information is shared via web-links and emails. In addition, EPSO arrange for the Network to meet twice per year (March and September) over two-days where common issues can be addressed through presentations and discussion. The practice

has evolved whereby the country holding the Presidency hosts the EPSO Network meeting. This has the advantage that the Presidency holder can focus the meeting on issues of particular concern/interest to them. In addition, it is also an opportunity to showcase cultural/tourism aspects to the audience representing the other Member States.

In line with this practice, PAS hosted the Network on Thurs 14th and Friday 15th March 2013.

55 delegates attended the session. The Agenda for the two days covered a range of HR related issues around recruitment, talent and IT assessment platform solutions. Presentations were well received and prompted useful questioning and debate. Opportunities for Networking were also similarly productive.

EU Posts

PAS has been assisting those Irish candidates who have progressed to the Assessment Centre stage of the recruitment process for Administrator Roles in the European Commission. A briefing was held in Dublin on the format of the competition with advice and guidance provided on preparing for the Assessment Centre.

Internal Supporting Strategies

(i) Human Resource Best Practice and Support for all Staff

PAS relies on our people, at all levels across the organisation, to deliver our Strategy Statement goals. The culture of PAS is one which encourages professionalism, innovation, flexibility and participation and which values respect and diversity.

Partnership

The approach to change, decision making, employee engagement and communication in the Office is through the Partnership model. A review of the membership of Partnership took place during the year to ensure all grades and areas were adequately represented; this resulted in a number of new members joining. To ensure that Partnership continues to operate in an effective manner, a Partnership Action Plan was agreed by the Committee and implemented in full during the year. Partnership is involved in quality and business process improvement initiatives. Our team has delivered excellent service to our clients and candidates throughout the year, have participated fully in all new initiatives, and always display high levels of flexibility and professionalism.

Performance Management

PAS operates on the basis of clear goals and accountabilities for everyone in the Office in delivering recruitment and resourcing services for the Civil and Public Service. All staff are briefed on our strategy, and goals and objectives cascade

to everyone via the Performance Management framework. Individual performance is measured and reported on annually, and poor performance is addressed.

The consistency of implementation of PMDS for all areas was reviewed by the HR Manager, and overall consistency, and consistency across units, was found to be very good.

Workforce Planning

A Workforce Planning Action Plan was developed in 2013. The Action Plan was implemented, including:

- Filling of critical posts through redeployment
- Commencement of Lean Six Sigma Training in order to support our process review and business process improvement programme
- Tailored Learning and Development Interventions.

Training and Development

PAS continued our commitment to training within resource constraints, further developing staff expertise and continuing professional development through various courses and initiatives, both in-house and externally.

The Learning and Development Plan for the organisation was approved through Partnership.

Wellness Programme

Consistent with the office's policy of contributing, where possible, to issues affecting the quality of life of staff, we completed another in our series of Wellness Programmes during 2013.

Staff Attitude Survey

The overall results of the Staff Attitude Survey were very positive. A workshop will be conducted with a sub-group of our Partnership Committee, and an Action Plan developed to address issues arising from the survey.

Staffing Levels

By the end of 2013, staff numbers had been reduced to 87 in line with our Employment Control Framework. This was done through the non-filling of vacancies and the temporary secondment and redeployment of staff to other public service organisations.

PAS seconded staff to the HR Shared Services Centre in order to support the delivery of this project and to bring back the learning to this recruitment shared service.

Excellence Through People



PAS had previously achieved ETP Platinum Certification with FAS. The first assessment under the revised NSAI Scheme took place in September. The Assessor was on site for two days and reviewed written evidence of compliance with the new standard, and also interviewed a selection of staff in the office. The Assessor recommended that certification be granted to PAS, and this was awarded on 12th November 2013.

(ii) Information and Communication Technology

PAS recognises the critical importance of Information and Communications Technology in developing and maintaining services that can both support and drive the current and emerging business demand.

The ICT Strategy supports the organisation in conducting its core business. It ensures that the appropriate policies, technologies, systems and processes are in place to enable staff to conduct the business efficiently and effectively, while at the same time protecting the integrity of the sensitive data being processed.

Further Development of Core Recruitment Application

The STAR system is the main enabler of the recruitment process in the organisation. This application continues to be enhanced on an ongoing basis. A number of major enhancements were rolled out in 2013 to further support PAS Business processes. Modifications were made to integrate it with the Financial Payment System, thus further automating the Board Member Payment process. It was also enhanced to better support HSE NCHD recruitment and for use on campaigns confined to public servants.

General IT Improvements and Outcomes

There has been a focus on electronic delivery of services, and on elimination of paper from processes in 2013.

A pilot project was carried out in the first quarter of 2013 to move from paper applications and ancillary documents at interview towards the use of Tablet PCs. This pilot was successful and has been rolled out to interviews. Reviews from Board Members of this new approach are very positive.

On-line Testing

A very significant change for the Public Appointments Service in 2013 was the move from primarily paper-based to primarily on-line testing. The commitment to move to on-line testing has been endorsed by our Board and is part of our Strategic Plan. This approach was rolled out in the following campaigns in 2013:

- Administrative Officer
- Third Secretary
- Temporary Clerical Officer
- Trainee Auditor
- Emergency Services Controller
- Internal AP/HEO for the Office of the Revenue Commissioners and the Department of Social Protection and the Department of Agriculture, Food and the Marine

PAS supported staffing modernisation by leveraging technology, including the expansion of on-line assessment and improvements to the recruitment system. PAS introduced on-line tools that offer greater access to public service jobs, easier assessment for candidates, improved testing and enhanced security.

(iii) Finance and Corporate Governance

Board of the Public Appointments Service

The Board met on six occasions in 2013. The Board gave particular attention to issues relating to performance on key strategic priorities, financial governance and risk management. At each meeting, the Board was provided with detailed activity and financial reports and updates on areas such as risk, internal audit, and progress in relation to our main strategic objectives.

The Board approved the Strategy Statement 2014-16 (which was drafted following an extensive consultation process).

Internal Audit

The Internal Audit Committee of the Board advises the CEO as Accounting Officer on matters within its remit. The Committee is chaired by Ms Sylva Langford, and comprises Deirdre O’Keeffe, PAS Board Member; Michael Culhane, Head of Audit in An Garda Síochána, and Brian Murphy, a Management representative.

The Committee met on four occasions during 2013. It continued to focus on developing its role in providing an enhanced level of support to the Accounting Officer in all aspects of the internal audit function. The Committee paid particular attention to ensuring that the relevant areas of the Strategic Audit Plan 2013-2015 were implemented. A report on Tax Compliance and Selection Board Member Payments was presented to the Internal Audit Committee during 2013.

The committee was furnished with summary reports at each meeting during 2013 as to progress being made in implementing recommendations in the more recently completed audit reports.

The organisation continues to take a very thorough and committed approach to the follow-up process of implementing the recommendations outlined in the approved audit reports.

Risk Management

Reflecting the importance of ensuring that, where possible, all risks are identified and appropriate measures taken to mitigate the effects, the Risk Management Group (made up of PAS management and staff) continued to meet throughout 2013.

The Corporate Risk Register was also reviewed by the Board at their meetings in April and October.

Procurement

The office is guided by the Public Procurement Guidelines and Policies published by the Procurement Unit in the Department of Public Expenditure and Reform. A new Procurement Officer was appointed from within the Office to provide strategic direction in purchasing to achieve value for money, procurement effectiveness and the corporate goals of PAS.

Relationship with the Comptroller and Auditor General (C&AG)

The presence of external auditors is an example of strong corporate governance systems in the public sector. Our finances and fiduciary processes are reviewed and reported on annually by the C&AG’s office, and a representative of the C&AG’s office attends a meeting of our Internal Audit Committee once per year to update them on the audit.

Relationship with the Commission for Public Service Appointments (CPSA)

The Public Appointments Service has regular contact with the CPSA with regard to its auditing of recruitment campaigns to the standards established in their published Codes of Practice. Under the Codes, applicants for roles can access an Appeal mechanism and have the recruitment process reviewed. Details of the number of Appeals in 2013 are in Appendix IV.

Compliance with the Official Languages Act 2003

In 2013 the PAS published its second Irish Language Scheme. This Scheme is based on the guidelines of the Minister for Arts, Heritage and the Gaeltacht. As provided for in Section 13 of the Act, the Public Appointments Service published a notice, in February 2013, inviting submissions in relation to the preparation of the draft scheme from interested parties. The notice was placed on the PAS website, in an Irish language newspaper and was forwarded, through Comhdháil Náisiúnta na Gaeilge, to various Irish language organisations. The content of the Scheme has been informed by our experience of delivering on our commitments of the first Scheme; the submissions made by the public; ongoing

feedback from our customers; a review of the level of demand for services in the Irish language and suggestions put forward by staff of the Office. The objective of the second Language Scheme is to continue the delivery of these commitments and build on the progress achieved over the period of the last scheme. This Scheme was confirmed by the Minister for Arts, Heritage and the Gaeltacht and has effect from 22 July 2013. It will remain in force for a period of three years from this date, or until a new Scheme has been confirmed by the Minister pursuant to Section 15 of the Act, whichever is the later. The Scheme is available on our website, publicjobs.ie.

The Management Advisory Committee of the Public Appointments Service keeps the effective operation of the Scheme under review. Responsibility for the day-to-day monitoring of the Scheme rests with senior management of the organisation. As the role of the Office evolves over time, every effort is made to take advantage of any new opportunities to enhance the service provided, through Irish, to the public. The PAS has undertaken to review the progress of the Scheme which will be included in the Annual Report of the Public Appointments Service. As at the 31st of December 2013 the PAS was compliant with all commitments made in the scheme.

APPENDIX I

Summary of Recruitment Activity 1 January – 31 December 2013

	Total Number of Applications Received	Number Interviewed	Number Assigned / Recommended
Civil Service			
- Temporary Clerical Recruitment	11,927	2,007	1,651
- Administrative	5,062	299	13
- Senior Management & Professional/Technical/Specialist posts	2,541	687	142
- Total	19,530	2,993	1,806
Local Authorities			
- Local Authorities	896	381	38
- Health Sector	420	217	95
- Total	1,316	598	133
Garda Reserve			
- Garda Reserve	1,400	444	347
- Prison Service	0	42	34
Processes conducted for public bodies outside of the remit of the Public Service Management (Recruitment and Appointments) Act 2004			
- Mental Health Commission	607	438	N/A
- SEAI	116	26	2
- Competition Authority	44	20	9
- Road Safety Authority	87	26	3
- State Boards	885	N/A	N/A
- Other Public Service Bodies	444	152	20
- Total	2,183	662	34
Top Level Appointments Committee			
	Total Number of Applications Received	Number Interviewed	Number of campaigns completed
- Total	788	185	21
Selection/Testing Services Provided			
	Total Number of Applications Received	Number Tested	
- Civil Service	2,117	1,721	
- Local Authorities	2,705	1,907	
- Health Service Executive	2,364	549	
- Mature Nursing	1,930	1,577	
- PRTB	887	461	
- Total	10,003	6,215	
Overall Total	Number of Applications 35,220	Number Interviewed 4,739	Number Assigned/ Recommended 2,354

APPENDIX II – Campaigns Commenced in 2013

Senior Executive Campaigns

Campaigns for which PAS conducted the preliminary stages and TLAC conducted the main interviews

Central Statistics Office

Assistant Director General

Department of Agriculture, Food and the Marine

Assistant Secretary X 2

Department of Children and Youth Affairs

Assistant Secretary

Department of Communications Energy and Natural Resources

Secretary General

Department of Defence

Secretary General

Department of Environment, Community and Local Government

Assistant Secretary X 3

Department of Finance

Chief Economist

Chief Finance and Operations Officer

Department of Foreign Affairs

Chief Financial Officer

Department of Health

Assistant Secretary

Department of Public Expenditure and Reform

Assistant Secretary

Chief Information Officer for the Irish Government

Department of Transport, Tourism and Sport

Assistant Secretary X 2

Campaigns for which PAS conducted all stages

Office of the Attorney General/Parliamentary Counsel

Advisory Counsel Grade I

Chief Parliamentary Counsel

Commission for Communications Regulation

Commissioner

Credit Union Restructuring Board

Chief Executive Officer

An Garda Síochána

Head of Communications

Department of Health

Chief Nursing Officer

HSE

National Director Acute Hospitals

National Director Social Care

National Director Health and Wellbeing

National Director Mental Health

National Director Primary Care

Chief Financial Officer

Chief Operations Officer, University Limerick Hospitals

Transitional Chief Executive, National Children's Hospital Group

Chief Executive Officer, Hospital Groups

Programme Director, National Paediatric Hospital Development Board

Department of Public Expenditure and Reform

Head of Payroll Shared Services Centre

Programme Manager, Procurement

Department of Social Protection

Chief Medical Adviser

Specialist/Management Campaigns**Department of Children and Youth Affairs**

Campus Manager

Department of the Environment, Community & Local Government

Communications Officer

Department of Education and Skills

Programme Manager

Shared Services Adviser

National Council for Curriculum and Assessment

Director of Curriculum and Assessment

Department of Public Expenditure and Reform

Head of Operations, Office of Government Procurement

Head of Customer Service, Office of Government Procurement

Business Intelligence Manager, Office of Government Procurement

Sourcing Director, Office of Government Procurement

Programme Manager, Procurement Reform

Service Management and Continuous Improvement Lead, Peoplepoint

Refugee Appeals Tribunal
Chairperson

Civil Service/Agencies Professional/Technical/Administrative Campaigns

General Civil Service
Temporary Clerical Officer
Administrative Officer
Legal Researcher

Department of Agriculture Food and the Marine
GIS Software Developer
Maritime Affairs Attaché

Áras an Uachtaráin
Head of Speech Writing

Department of Arts, Heritage and the Gaeltacht
Archivist

Central Statistics Office
Statistician

Office of the Chief State Solicitor
State Solicitor
Specialist Principal Solicitor
Specialist State Solicitor

Department of Communications, Energy and Natural Resources
Assistant Petroleum Exploration Specialist
Petroleum Exploration Specialist

Office of the Comptroller and Auditor General
Trainee Auditor

Department of Foreign Affairs
Third Secretary

Department of Finance
Compliance Officer
Economist

Garda Síochána Ombudsman Commission
Director of Investigations

An Garda Síochána
Garda Trainee

Geological Survey of Ireland

Driller

Department of Health

Chief Pharmacist

Law Reform Commission

Assistant Project Manager

Houses of the Oireachtas

Aistritheoir Grád III

Researcher (Economics)

Researcher (Social Science)

Parliamentary Reporter

Irish Prison Service

Governor Grade III/Head of Training

Office of Public Works

Director of the National Botanic Gardens

Engineer Grade II

Department of Social Protection

Medical Assessor X 2

State Exams Commission

Examinations Assessment Manager Maths X 2

State Laboratory

Laboratory Analyst Chemistry

Principal Chemist

Department of Transport, Tourism and Sport

Inspector of Air Accidents Engineer

Local Authority Campaigns

- Dublin City Manager
- Galway City Manager
- Dun Laoghaire Rathdown County Manager
- Fingal County Manager
- Monaghan County Manager
- Sligo County Manager
- Westmeath County Manager
- Louth County Manager
- Wexford County Manager
- Leitrim County Manager
- Cork County Manager
- Health and Safety Officer, Wexford County Council
- Senior Executive Solicitor, Galway County Council
- Veterinary Inspector, Cork County Council
- County Engineer, Cork County Council
- Senior Executive Intelligent Transportation Systems Officer, Dublin City Council
- Chief Housing Welfare Officer, Officer, Dublin City Council
- Assistant Chief Fire Officer, Dublin City Council X 2
- Senior Executive Engineer, Dublin City Council
- Senior Executive Scientific Officer, Dublin City Council
- Chief Quantity Surveyor, Dublin City Council
- Director of Services, South Dublin County Council
- Head of Finance, Kilkenny County Council
- Head of Information Systems Senior Executive Officer, Galway County Council

HSE Campaigns

- Internal Audit Special Projects and Investigations Grades VII and VIII
- Internal Audit IT Grades VII and VIII
- Internal Audit Operations Grades IV, V and VI
- Senior Area Medical Officer
- Chief II Pharmacist, Cavan/Monaghan
- Director of Nursing, St Fionnan's, Achill
- General Dental Surgeon
- 60 campaigns for a variety of Hospital Consultant posts

VEC Campaigns

- Chief Executive Officer, Longford and Westmeath Education and Training Board
- Chief Executive Officer, Laois and Offaly Education and Training Board
- Director of VEC Support Services Unit

Campaigns for other Public Service Bodies

- Head of Educational Welfare Services, Child and Family Agency
- Chief Operations Officer, Child and Family Agency
- Head of Department, Finance and Corporate Services, Sustainable Energy Authority of Ireland
- Inspection Unit Manager, Sustainable Energy Authority of Ireland
- Programme Executive, Finance and Corporate Services, Sustainable Energy Authority of Ireland
- Panel of Chairpersons (Solicitor/Barrister), Mental Health Tribunal
- Panel of Lay Members, Mental Health Tribunal
- Panels of Consultant Psychiatrists, Mental Health Tribunal and for Independent Medical Examinations
- Research Manager, Road Safety Authority
- Interim Chief Executive Officer, Road Safety Authority
- Chief Executive Officer, Road Safety Authority
- Head of Regulatory and Monitoring Supervision, the Irish Auditing and Accountancy Supervisory Authority
- Chief Executive Officer, Residential Institutions Statutory Fund
- Executive Director, The Green Way
- Director of the National Museum of Ireland
- Dublin County Sheriff
- Director of Finance, Grangegorman Development Agency
- Grants Processing Manager, Student Universal Support Ireland
- Deputy Financial Services Ombudsman
- Chief Executive Officer, Waterways Ireland
- Chief Executive Officer, Enterprise Ireland
- Chief Executive Officer, Loughs Agency
- Director of the National Cancer Registry
- Caseworker, Caranua
- Head of Communications and Engagement, Caranua
- External Reviewer, Office of the Revenue Commissioners
- Divisional Manager, Competition Authority
- Legal Adviser, Competition Authority
- State Boards X 18

APPENDIX III

Results of Customer Surveys and other Service Standards

Results of Selection Board Member Survey

Quality and Timeliness of Process and Documentation	Positive Response Rate	Negative Response Rate
Receipt of board documentation in time to prepare	95%	5%
Satisfaction with quality of supporting documentation	100%	
Satisfaction with training/briefing received	89%	11%
Candidates given sufficient opportunity to demonstrate their suitability	95%	5%
Satisfaction with measures to ensure confidentiality of the process	98%	2%
Dealings with Staff		
Satisfaction with service provided by staff	100%	

Results of Client Survey

Meeting Client Needs	Positive Response Rate	Negative Response Rate
Satisfaction with our understanding of their recruitment needs	100%	
Satisfaction with timescales for meeting recruitment needs	100%	
Satisfaction with quality of staff assigned to them	100%	
Satisfaction with value added by PAS	100%	
Dealings with Staff		
Satisfaction with quality of advice provided by staff	87.5%	12.5%
Satisfaction with the level of courtesy demonstrated by staff	100%	
Satisfaction with efficiency in dealing with queries	100%	
Satisfaction with quality of support provided	100%	

Achievement of other Service Standards 2013

Service	Standard	Results Achieved
Client		
Provision of administrative staff on request to Clients	Panels in place for all general service grades for 80% of locations	No interdepartmental or open CO/EO campaigns held as a result of moratorium
Assignment to Senior Management and Professional/Technical positions	80% of campaigns to be completed within the timescale agreed with Client (as part of a Service Level Agreement)	Achieved – (with the <i>exception of particularly complex medical consultant cases where issues arose with clearance</i>)
	95% of campaigns to result in successful filling of vacancies	Achieved
Provision of other recruitment and selection related services (e.g. Job Analysis, part recruitment and selection options)	Timescale to be agreed with Client on receipt of request as part of a Service Level Agreement	Achieved
All Customers		
Provision of a suitable, accessible and informative Website – publicjobs.ie	99% uptime; Service restored within 2 hours of interruption being notified	Achieved
Provision of a quality service to all groups covered by the Equality Legislation and to applicants with special needs	All campaigns conducted in line with best practice in relation to equality and diversity	Achieved

APPENDIX IV

Appeals

Appeals at the Different Levels in 2013

		Number Received
Initial Review	PAS Level 1	51
	PAS Level 2	52
Decision Arbitrator	PAS Level 3	14

APPENDIX V

Overview of Energy Usage in 2013

The Public Appointments Service main energy usage relates to heating/lighting and providing water in our office in Chapter House.

In 2013, PAS, consumed 1,220.99 MWh of energy, consisting of:

920.39 MWh of electricity;
300.6 MWh of fossil fuels;
0 of renewable fuels.

Actions Undertaken in 2013

In 2013, PAS undertook a range of initiatives to improve our energy performance, including:

- Raising staff awareness of energy savings through promotional material and reminders in relation to energy usage
- Close monitoring and control of energy usage including manual interventions with the heating system controls

Actions planned for 2014

In 2014, PAS intends to further improve our energy performance by undertaking the following initiatives:

- Continue to raise staff awareness in relation to energy savings
- Continue to manually intervene in heating system controls until building management system has been put in place
- Put an Energy Savings Team in place representing staff throughout the organisation.

APPENDIX VI

EXPENDITURE

Our expenditure during 2013 is set out below:

	€000
(I) Salaries, wages and allowances	4,283
(ii) Travel and subsistence	45
(iii) Training and development and incidental expenses	140
(iv) Postal and telecommunications services	103
(v) Office equipment and external IT services	746
(vi) Office premises expenses	214
(vii) Recruitment costs – research and Corporate governance	24
(viii) Recruitment costs - advertising and testing	386
(ix) Recruitment costs – interview boards	<u>342</u>
Gross Expenditure	6,283
Appropriations-in-aid	<u>269</u>
Net Expenditure	<u>6,014</u>