

Annual Report of publicjobs



2024

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

I am pleased to present the 2024 Annual Report of publicjobs, which I hope will give a flavour of the significant, successful achievements we have attained over the last year.

publicjobs has been committed to meeting the needs, both current and future, of the Civil and Public Service for 100 years, which is in itself a huge achievement. Celebrating our centenary this year, we went through our archive to share the history of the Organisation, and a common theme has shone throughout the years; publicjobs has always been an organisation dedicated to using the most up to date, appropriate, methodologies and technologies available to deliver our services to the highest possible standard. This commitment was embodied in 2024 in a number of ways, including the launch of the new Civil Service Capability Framework, designed to help identify the behaviours, skills, strengths, knowledge, values, motivation and interests which Civil Servants must be able to demonstrate in order to succeed in their roles. While these performance indicators have changed a lot since the positions advertised in 1923, the organisational commitment to ensuring that our processes are updated to match the evolving needs of the country can be traced through our archives to the present moment.

Other key developments in 2024 included the successful procurement of Oleeo as our recruitment platform of the future, as part of Project NOVA. The implementation of this platform began in late 2024, and we look forward to the improvements this platform will bring to our recruitment processes in 2025 and onwards. One of the most exciting changes we implemented in 2024 has been the launch of our new brand, publicjobs. The brand is more than just a new name; it reflects our commitment to being a modern, future focussed organisation which places itself in the best position to attract the best candidates for the Civil and Public Service.

In addition to these important projects, publicjobs managed to deliver excellence in recruitment, a core strategic priority; In 2024, we advertised 560 competitions, conducted 15,803 interviews and assigned 10,033 people to roles across the Civil and Public Service. None of the above could have been achieved without the dedication, flexibility and commitment of publicjobs staff, who have been well supported and guided by the members of the Board and the Audit Committee.

I would also like to take the opportunity to thank the selection board members and client partners who helped us to deliver a high quality, independent and merit-based recruitment and selection process in 2024.

Facing into 2025, I look forward to this organisation continuing to meet the challenges of the future, when we hope to move our recruitment activities fully to the Oleeo platform, as well as realising the benefits of the rollout of the Capability Framework and the effectiveness of our new marketing campaign. As has been the case for the last century, publicjobs is well placed to attract candidates who will deliver excellence for the Civil and Public Service well into the future.



About publicjobs

The Public Appointments Service, known as publicjobs, is the recruitment and resourcing service provider for client organisations in the civil and public service. It is responsible for the sourcing, assessment and delivery of quality candidates to public service clients. It runs a wide range of 'openly advertised' recruitment competitions and 'interdepartmental' promotion competitions within the civil service. The activities are primarily focused on the sourcing of candidates for roles in the civil service, the most senior roles in Local Authorities, Garda Trainees and certain competitions for promotion opportunities for An Garda Síochána, and a range of management, executive and specialist roles across the civil and public service. The organisation also has a key role in the identification of suitable members for State Boards.

One Brand, One Name: publicjobs



In June 2024, we unveiled our new 'one brand one name' brand strategy for the organisation, a key part of the implementation of our NUA26 Statement of Strategy.

With publicjobs as our single name it helps us present a clear, consistent, modern and accessible visual brand identity for the organisation. The development process brought together strategic insight, employee voices, and creative ambition, resulting in a modern identity designed to resonate with both internal and external audiences. It aims to assist with better marketing public sector careers and with driving our recruitment activity in an increasingly diverse society, as the Irish economy continues to grow and as the labour market nears full employment.

Our Brand and Marketing Strategy has three key pillars, reflecting how we aim to position ourselves in the minds of the wide range of people we deal with. These are:

Thriving Candidate and Client Experiences - Provide customers with positive recruitment experiences through communication and collaboration at each touchpoint.

Thriving Workforce and Workplaces - Showcase civil and public service diversity (roles, organisations, people, career paths) and the exciting opportunities this presents.

Thriving Services and Society - Demonstrate the positive impact a diverse, dynamic and highly talented workforce is having on our public services and society.

Since early June 2024, the refreshed brand has been implemented and embedded across the organisation and all touchpoints of our services, including our website, advertising, social media accounts, client and candidate communications, and merchandise etc.



publicjobs 100



In June, we marked an important milestone and celebrated our centenary - one hundred years ago, a centralised recruitment body for the civil service in Ireland was established to uphold the principle of merit-based appointment. Over the past 100 years, the organisation has built a strong reputation for independent and merit-based recruitment that we continue to the present day.

Recruitment continues to play an integral role in building the capability of the Irish Civil and Public Service, through the hiring of talented and dedicated individuals. Their work in supporting government, has enabled the state to take progressive action and contributed to the economic and social development of our country. As Ireland has grown and evolved, so too has our commitment to fostering a diverse civil and public service workforce. This inclusivity ensures we are better equipped to understand and meet the needs of all citizens, fostering trust and confidence across our public institutions.

We were delighted to welcome so many of our clients to Chapter House on 18th June 2024 to join us in marking this important milestone for the civil and public service. There was a great atmosphere and energy to kick off our centenary celebrations.

Inputs included an address from our CEO, Margaret McCabe and Chair of the Board, Tom Moran. We were treated to an entertaining whistlestop tour of the history of publicjobs –

uncovering some real gems from our archives. We were also joined for a panel discussion with Margaret McCabe and former CEOs (Shirley Comerford, Fiona Tierney and Bryan Andrews) on their experience, challenges and the changes they implemented to transform the organisation. In concluding, Margaret referenced the range of interesting and meaningful roles across the public service, and the competition for talent as our economy grows and nears full employment:

“We remain focused on being the premier public service recruiter in Ireland and our new refreshed identity reflects our commitment to innovation and excellence, attracting the best talent for the huge range of roles available.”

Delivering Recruitment Excellence

People are central to our business, and it is our priority to provide our clients with an efficient and prompt service, recruiting high calibre candidates to support a diverse Public Service. In a competitive environment, we recognised the need to strengthen and evolve our recruitment model to respond to the changing needs of our clients and our candidates. We recognise our key role in shaping a high performing, values-led public service workforce for the people of Ireland.

To support our commitment to delivering excellent recruitment services, publicjobs has developed a robust corporate reporting framework centred on business performance, while also adopting enhanced Power BI tools in line with our aim to utilise available technologies. This Super 10 performance framework was introduced in 2024 and will form part of the 2025 Annual Report.

Recruitment activity decreased in all areas in 2024 in comparison to 2023 as demonstrated in the table below. Recruitment costs also decreased in line with the decrease in activity.

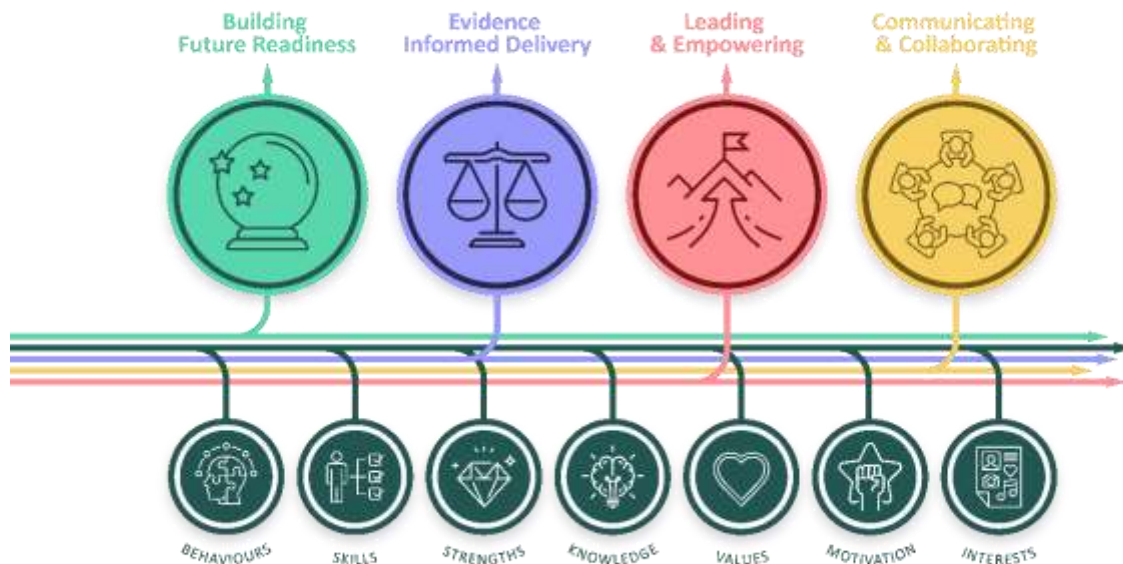
Changes in Recruitment Activity Levels (% Change from 2022 to 2023 and from 2023 to 2024)					
Activity Type	2022	2023	2024	Change in 2023	Change in 2024
Advertisements	592	659	560	+11%	-15%
Interviews	14,112	18,601	15,803	+32%	-15%
Assignments	9,624	11,720	10,033	+22%	-14%

The Capability Framework

February 2024 saw the launch of the new Capability Framework for general service grades in the Civil Service from Clerical Officer to Principal Officer. To support this launch, a suite of supporting materials was developed for both candidates and selection board members, including information videos, e-learning modules and the full model itself is hosted on the publicjobs website.

The Framework has been shortlisted for the prestigious Civil Service Excellent and Innovation Award in the category Workforce of the Future. This recognition is a testament to

the exceptional work that the Assessment Services Unit has done on the **Civil Service Capability Framework**, their innovative approach and dedication to excellence has helped to update competencies to ensure they are fit for purpose and accurately reflect skills required for a modern and high-performing Civil Service, now and into the future.



The Capability Framework has been successfully rolled out and implemented across all general grade competitions advertised in 2024. The new framework has also been rolled out on other specialised competitions, such as Administrative Officer (AO), IGEES (Graduate Policy Analyst), AO Specialists, First Secretary and Third Secretary. The Capability Framework will continue to be rolled out across other competitions in 2025, including Principal Officer and Immigration Control Officer. The Large Volume Competitions (LVC) team have worked closely with colleagues in Assessment Services to redesign and develop new guidelines and supporting material for both candidates and selection board members, ensuring that there is a clear understanding of this new framework and how it works in comparison to the previously utilised competency framework.

In addition to the training and support required for the introduction of the framework across these campaigns, there has also been significant briefings/meetings on the model for clients and interested parties. Supports have been developed for Client departments to allow them to use the Capability Framework for their own internal competitions, including a client toolkit for the model, an interview guide template, scoring guide, candidate feedback template, a presentation for Learning and Development Managers and we are providing access to our e-learning module which provides training on how to interview with the Capability Framework.

Assessment Supports and Developments

The Assessment Services Unit, which is staffed by a team of Occupational Psychologists, were involved in supporting the full range of recruitment competitions carried out by publicjobs. This included the addition of a large number of scorable questions into the application forms for particular roles, which means our previous model of administering a separate Assessment Questionnaire after application can now be done as a single stage for our Temporary Clerical Officer and Clerical Competitions. We have carried out extensive benchmarking and research into developments in AI and their potential impact on assessment, and we continue to modify and develop our processes to ensure the fairness and quality of our assessment systems.

Sharing Best Practice

Sharing best practice in assessment is an important part of the remit of the Assessment Services Unit, and in addition to campaign specific training, the unit provided in house sessions on “Best Practice in Recruitment” and delivered two modules on the IPA Professional Certificate in Resourcing and Recruitment. We were invited to participate on the Steering Group for the Job Analysis of the grades of Superintendent, Chief Superintendent and Assistant Commissioner in An Garda Síochána which was commissioned by the Policing Authority. We were very happy to share our insights to support the development of new competencies for these roles which will come under the remit of publicjobs in 2025.

Irish Language Recruitment

General Grade Recruitment

Over an 18 months period, Large Volume general grade recruitment teams (LVC) have advertised and administered five general grade competitions for candidates with Fluency in Irish; Clerical Officer (2023 & 2024), Executive Officer (2023 & 2024) and Higher Executive Officer (2023). Positions at Assistant Principal (AP) Officer level, requiring fluency in Irish, are being filled through the Irish stream on the AP 2024 standard competition, and LVC continue to work closely with Teastas Eorpach na Gaeilge (TEG) to assess candidates at different levels of proficiency, based on request from clients\departments.

Irish Language Assessments

Our Foireann na Gaeilge has taken on the role of organising and coordinating Irish Language Assessments for Local Government competitions. The coordination of pre-recorded Summary of assessment activity in 2024 below:

Unit	No. Campaigns	No. Candidates.	Approx hours
Local Government	32	66	33
Senior Executive	4	6	3
	Total	Total	Total
	36	72	36

Equality, Diversity and Inclusion (ED&I)

Significant progress was made towards achieving the goals set out in our ED&I Strategy 26 in 2024, as well as our overall goal of ensuring an inclusive and accessible assessment process. We continued to exceed the target to increase applications and assignments from ethnic minority candidates. The targets for application and assignment rates continue to be challenging for candidates with a disability, and the successful implementation of recommendations from the Blueprint Report (outlined below) are expected to have a positive impact on these by the end of the NUA 26 period. We participated in 43 external events, meeting 86% of our target, which was achieved with a smaller team than envisaged when the target was set. We identified twelve new stakeholders (240% of target) and identified five public service employees to increase in number of testimonials from people from diverse backgrounds (100% of target). The key achievements of 2024 are outline below.

ED&I Advisory Group

To support the implementation of our ED&I Strategy 26, we established a stakeholder focused ED&I Advisory Board to support and guide the delivery of the planned ED&I actions. The group was established in 2024 and has membership from 22 organisations from across the public and private service. It includes senior leaders in ED&I with a wealth of experience that we can tap into. The ED&I Advisory Board will meet twice a year for the duration of the strategy and held its first meeting in October 2024, in Chapter House.

Inclusio

In 2024 the ED&I and People and Culture teams jointly re-commissioned Inclusio, a staff engagement platform with ED&I at the heart of it. Inclusio helps organisations gather

anonymous data on who works in the organisation in terms of characteristics such as gender, ethnicity, disability, age, etc. It also gathers anonymised feedback from staff on what it's like to work in that organisation in terms of belonging, psychological safety, organisational support and job demands. Bite-size information and learning resources (including articles and videos,) on various ED&I-related topics are also available to staff through Inclusio. Inclusio helps us to really understand our workforce's experience, to see how our ED&I policies, procedures, processes and initiatives impact on staff in the workplace and ultimately create a workplace that benefits everyone and helps us meet our service delivery targets.

Inclusio ran for a 3-week period in September 2024, with 80% staff engagement. This resulted in a very useful diagnostic on key areas for publicjobs to focus on in relation to building a strong ED&I culture, inclusive workplace and practices.

Blueprint for Supporting Disabled Employees

Following the completion of the landmark project in 2023 on reviewing our approach to Reasonable Accommodations for disabled candidates at assignment and onboarding, there was a strong focus on implementing recommendations relevant to the publicjobs recruitment process. One of the key recommendations for publicjobs from the report *Untapped Resource: A blueprint for supporting Disabled employees in the Civil and Public Sector* was the creation of a cross-organisational Reasonable Accommodation (RA) working group to ensure a co-ordinated approach is taken to improving key areas of service to disabled candidates throughout the recruitment process. This group has now been created with our Senior Psychologist as the chair, and with 17 representatives from across all relevant business areas, including two representatives from the ED&I team. Overall, the RA Cross-organisational Group has led to much higher levels of understanding of RA issues for disabled candidates and shared understanding of and agreement on developing improvements to the service we deliver.

2024 saw an increase in the numbers of candidates requiring RAs for the assessment process and also an increase in the complexity of requirements. We have reviewed and extended the range of accommodations available to our candidates, depending on their requirements. The CEO, Assessment Services Team and colleagues in ED&I attended an Oireachtas committee on Disability Matters to discuss a range of topics relating to disability and employment.

Willing, Able and Mentoring Programme

The 2023 cohort of the Willing, Able and Mentoring programme completed their placements over the summer of 2024 and 89% of candidates were successful in securing a permanent role directly after their placements (up from 80% in 2022). The process for the 2025 placements began in 2024, with over 120 applications received, 59 interviews, and a panel submitted to AHEAD.

The ED&I team attended AHEAD's WAM Employer Award ceremony in July in the Irish House of Lords on College Green, where they accepted an WAM Employer Award on behalf of the civil service.

Oireachtas Work Learning

6 program participants successfully completed placements in 2024, and all six were successful in their interviews for the route to permanency.

Traveller and Roma Internships

The first iteration of the 12-month Traveller and Roma Internship pilot, developed with the Departments of Justice, Agriculture, Food & Marine and the Oireachtas Service was brought to a successful conclusion in 2024. Development of the second iteration has started in collaboration with key Departments.

AHEAD Christmas Event

publicjobs hosted the 2024 annual Ahead Christmas Client Event in Chapter House. The theme of the session was 'A Tale of Inclusivity - transforming the employee experience with reasonable accommodations.' The session was attended by over 60 people including representatives from Civil Service departments and agencies, and the private sector.

The event included some excellent presentations; publicjobs discussed their project to reimagine reasonable accommodations at assignment and onboarding; Bank of Ireland discussed their 'Inclusion and Reasonable Accommodation' passport, and how it helps create a culture of care, and an environment where people can speak openly about any barriers they may face; CPL discussed the important work they have done on enabling and supporting disclosure of a need for accommodations, including running "Be Proud" café's and the need for staff training.

Board Member Training and Usage

355 paid selection board members were utilised by publicjobs in 2024, which reflects our ongoing commitment to increasing the range of people we use on our interview boards. The Board Member Unit trained 76 selection board members in 2024, and the training was supported by a programme of shadowing and upskilling when required. There was a strong focus on training Irish Language speakers and diverse selection board members in line with our ED&I commitments. There were also new guidelines developed on resourcing selection boards.

Public Service Talent Attraction Campaign

A multi-media Talent Attraction campaign was launched in the autumn—our first major activation under our new and consolidated name: publicjobs.

The Talent Attraction Drive was designed to increase public awareness of the huge variety of roles managed by publicjobs on behalf of our Civil and Public Service client base. The theme of the campaign was called *‘From Passion to Profession’*. It was designed to demonstrate how careers in the Civil and Public Service can align to people’s passions and interests, and how people can make a difference on issues and in areas they care about by pursuing a career in the civil and public service. It aimed to help overcome the sometimes-one-dimensional view of a Civil and Public Service career, encouraging people to reappraise their preconceptions. The objective is for people to think of the Public Service as an exciting and diverse place to work, to increase awareness of publicjobs, and consideration and interest in Public Service careers.

The campaign ran in dual language (English and Irish) in the Republic of Ireland and Northern Ireland, across various media platforms including radio and digital audio, social media, video on demand (ads on video sharing platforms), programmatic (targeted ads on websites), and out of home (ads on public transport). The campaign broadcast more than 800 radio ads, generated more than 16 million digital and social media ad impressions, and played more than 1 million video ads. 5% of the campaign’s media spend was on Irish language media, and over 20% of media activity was delivered in the Irish language. Over 4% of digital ads during the campaign were served to people in Ireland viewing overseas websites, in countries including Poland, Germany, France, Spain, Italy, Romania, and Brazil.

The campaign tag line *‘there’s a public job for that’* aligns with our refreshed brand, supports a theme of diversity, and that no matter who you are or where your interest lies, there’s a career in the public sector for you. It also conveys that there are a multitude of jobs and career opportunities to discover in the public sector that are interesting, attractive and

purposeful. It supports our mission of 'recruiting a diversity of people for the public service with the talent, character and commitment to deliver for Ireland', and aligns with the Delivering Recruitment Excellence strategic priority in our NUA26 Statement of Strategy, a key element of which is about bringing greater awareness to public sector careers.

This work will be supported by deploying a nationally representative brand tracker survey during Q1-2 2025.

Civil Service Recruitment

General Grades

In 2024, Large Volume Recruitment units launched 18 competitions and managed over 56,000 applications, carried out over 8,000 interviews and assigned 5,845 people to general service grades across the Civil Service.

In general service competitions there have been improvements in competition planning and scheduling to ensure there is minimal impact on the availability of panels between one competition expiring and a new competition launching. There has been a significant increase in the number of applications received during the launch of the new Clerical Officer (CO), Executive Officer (EO), Administrative Officer (AO), Higher Executive Officer (HEO) and Assistant Principal Officer (AP) competitions which opened in 2024, with an average increase of 36% in applications for these respective grades in comparison to previous nationwide competitions advertised within the last two years. While attrition is still a challenge at various stages of the recruitment process, there has been continuous improvements on panel availability and LVC continue to work closely with departments to identify locations where there is difficulty filling vacancies despite panel availability and have significantly increased the number of monthly interviews taking place, particularly at EO grade, with the majority of general grade panels displaying a green status in terms of panel availability throughout 2024.

Working with ASU, all four LVC recruitment teams, implemented the Capability Framework across all the general grade competitions launched in 2024.

Professional and Technical Roles

In 2024, 79 competitions were launched by the Professional & Technical Recruitment Units, with over 2,000 interviews conducted and 894 people assigned to professional and technical roles across the Civil Service.

Professional and Technical (P&T) specialist competitions have improved on delivery within the planned recruitment timelines due to a focus on welcoming new ways of working, including advance competition planning and selection board consideration, cross-cover arrangements and upskilling of team members on various recruitment techniques and in-house recruitment systems and technology.

We have continued to work on building high performing teams; leading out on and delivering for each client and Civil Service wide competition. P&T apply a variety of recruitment and selection models where relevant to each specialist campaign and are committed to making further process improvements having regard for current timelines and campaign delivery.

While P&T continue to progress and manage competitions at all grades and levels, in 2024 the Unit managed a number of specialist PO Higher level campaigns with all preliminary and final interviews convened on site in Chapter House. These competitions afford the team opportunities for closer engagement with clients. The increase in on-site activity allows the team to support the role of the publicjobs Representative on the Board.

P&T continue to work with the OGCIO in delivering quick turnaround ICT competitions (as required) in late 2024 there was an increased focus on demand led recruitment, and engagement with clients across the civil service with the aim of identifying specific location preferences at an earlier stage in the competition planning process. This approach aimed to ensure greater efficiencies in Board management while delivering competitions to the agreed timelines.

P&T have also supported Large Volume recruitment in progressing the Civil Service Assisted Return to Career (ARC) programme and the Third Secretary in the Civil Service competitions.

Public Sector Recruitment

Local Government Competitions

In 2024, Local Government Recruitment completed 25% more competitions when compared with 2023 in addition to seeing a 118% increase in the number of assignments made. To enhance the experience for all stakeholders, a dedicated Local Government client relations unit was established which has allowed even stronger relationships with our Local Government clients to develop. Building on feedback received from our clients, publicjobs now issues a monthly update to all Local Authorities which provides a real time update on all candidates who are in the clearance process ensuring a more transparent process for both candidates and clients.

Medical Consultant Recruitment

Demand to fill Medical Consultant posts continued in 2024 with 273 posts received for advertising with a total of 253 shortlisting and interview boards held during the year resulting in 211 candidates being recommended by publicjobs to the HSE. publicjobs continues to work with colleagues across the HSE to ensure timelines can be reduced where possible while also continuously reviewing the overall recruitment process to enhance the experience for all stakeholders. Throughout 2024, publicjobs continued to work with colleagues across the HSE to expand the “Medical Consultant Hub” on the publicjobs website to ensure additional content is added, including more information on hospitals and their locations. Through the addition of this content, we envisage that this will result in a better candidate experience, especially for those candidates based overseas.

Justice Sector Recruitment

Garda Recruitment

The Garda Trainee competition 2024 launched on 15th January and attracted almost 7,000 applications. Following Stage 1 online tests, competitive interviews commenced on 15th April and continued monthly until 26th November. 1,333 names were successful during the selection stage and these names were forwarded to An Garda Síochána for the appointments stage of the process.

Interviews for promotion to the ranks of Garda Sergeant and Garda Inspector, Control Room Operative and Incident Creation Representative were also held during 2024.

Garda Reserve

A Garda Reserve competition was announced on 5th June 2024. Over 1,800 eligible applications were received. Interviews commenced in August and continued in September and November. Over 500 candidates attended for interview with 467 successful. 431 names were forwarded for consideration for appointment.

Irish Prison Service

Interviews for the 2023 Recruit Prison Officer competition continued throughout the year with a total of 504 names being forwarded to the Irish Prison Service for appointment. A new competition launched on 29th August 2024 and over 1,800 applications were received. Interviews for this competition commenced in December 2024.

Top Level Appointments, Senior Executive Recruitment and State Boards

Top Level Appointments Committee

A new team was formed in 2024 to focus on Top Level Appointments Committee (TLAC) recruitment. Previously, such competitions were managed within Senior Executive Recruitment. This team advertised 23 positions, including high profile posts such as Chief Medical Officer, Commissioner for Data Protection and Revenue Commissioner.

The Independent Review panel was convened by Minister Paschal Donoghue in 2022 to examine, among other topics, current recruitment process at the senior management level in the public service. The Independent Review Panel's Report of Senior Public Service Recruitment and Pay Determination Processes outlined a number of recommendations for improvements to the TLAC recruitment process. Consultations with TLAC, DPENDR and publicjobs, have seen these recommendations successfully applied to recruitment processes beginning in late 2024. The unit continues to engage closely with colleagues in DPENDR in managing the new process for TLAC recruitment including adherence to the new timelines recommended in the Report while working closely with client Departments prior to mobility stage. A review of TLAC Specialist recruitment was also carried out internally, with significant changes expected to be introduced in 2025 to ensure these competitions are carried out in line with the recommendations made for generalist posts.

In early December, the TLAC unit in close collaboration with colleagues in the civil service HR policy division in the Department of Public Expenditure, NDP Delivery and Reform (DPENDR) delivered a successful workshop for the TLAC Committee on the recommendations of the Independent Review Panel, the changes to the TLAC recruitment process and to onboard four new external members and a new Chair.

Senior Executive Recruitment

33 Senior Executive campaigns were advertised in 2024, and 14 campaigns which opened in 2023 were closed within the year. Of the 33 advertised, 9 were Civil Service campaigns, 11 were Local Authority campaigns and 13 were Public Service campaigns.

2024 was a difficult year in terms challenges with certain sectors in relation to meeting our KPIs; in particular where the makeup of a selection board is written in legislation, resulting in significant issues in trying to get those specific, high-level people together at the same time to conduct assessments. Having had productive discussions with the relevant stakeholders,

we are confident that those challenges will be overcome going forward. We have made significant improvements in terms of meeting our KPIs for competitions where the Assessment is not set out in legislation, as demonstrated by the fact that all campaigns advertised since August 2024 were delivered within the KPIs. We will endeavour to continue this trend across 2025 and beyond.

State Boards

The State Boards Unit advertised 67 campaigns for appointments to 188 vacancies to boards of State Agencies. A further 16 campaigns were completed which had been advertised in the previous year.

Throughout the year we continued to work with Client Departments with responsibility for boards of State Agencies to ensure the delivery of an efficient service across some 200+ State boards. We have also been involved in advising Clients where specific campaigns do not fall under our remit. We advertised 27 such campaigns for non-State Boards and while we don't run the process for these campaigns, there is quite a bit of consultation between ourselves and the Departments in relation to them.

Of the 224 appointments made to the boards of State Agencies in 2024, 48% were male and 52% female.

In November we issued a survey to Chairpersons of State Boards and received really positive feedback from some 84 Chairpersons, with 100% satisfied with our assessment process, 81% satisfied with the calibre of candidates appointed to their boards and 94% saying they would apply for a State Boards again.

In December we held an event inviting the State Board Liaison Officers from all Departments to give them an update on our activity for the year, to explain our processes and to address any concerns they may have had. Feedback received was that the session was very helpful and informative.

Driving Excellence

Readying the Public Service for the workplace of the future, a key pillar in our Nua 26 strategy, meant that we implemented several projects with the aim of ensuring a system-wide commitment to removing barriers, particularly for underrepresented groups and adopting an agile approach to attracting and retaining talented and diverse candidates to public service roles. We recognise the value of developing foresight and the power of leveraging our networks to gain insights into the labour market, recruitment trends and the evolving skills requirements that will ensure our recruitment and assessment processes are inclusive and meets the needs of the workforce of the future, and undertook several pieces of work, detailed below, with a view to achieving this strategic goal.

Sharing Best Practice

Public Sector Recruiters Network

In 2024, we continued to evolve the Public Service Recruiters Network that was launched in April 2022. The purpose of the Network is to facilitate greater collaboration in recruitment and to maintain the high standards that are in place across the Public Service. There is a strong focus on the sharing of best practice across the Public Service, identifying common challenges/opportunities and working together to attract the best people to our organisations. There has been an enthusiastic response to the establishment of the Network with over 66 organisations represented. The network meets on a quarterly basis and is hosted by publicjobs, with key contributions from the CPSA.

The Network offers a platform for the sharing of expertise and best practice across the Public Service and includes a focus on key thematic areas stemming from the legislative and policy framework. The sessions delivered in 2024 included a combination of online and two in-person events, which focused on the following areas:

- Running your own Recruitment Competition: Practical Steps, Key Learning and Outcomes
- Key Priorities for Delivering a Diverse, Talented and Committed Workforce
- Recruitment for Irish Language Roles
- Reasonable Accommodations and Onboarding

To gain a greater understanding of each subject area, the sessions include a combination of focused inputs (from publicjobs, our Network members and external experts), as well as

practical examples/case studies and Q&A. There was also an opportunity for networking, sharing experiences and building relationships.

Better Use of Data

Data Champions

Demonstrating our commitment to maximising the value of our data, publicjobs has established a network of data champions who play an important role in driving effective data management and governance across our organisation. These champions serve as custodians of data assets, translating policies into actionable practices within their respective business areas.

Client Management and Data

In response to client feedback, we undertook a project to better integrate data across the recruitment process and incorporate new information sources and real-time updates for reporting to clients. In August, we launched our new client vacancy report that provides more meaningful updates on the status of individual vacancies.

The report provides HR teams with access to more comprehensive information to support their work on resource planning. Some of the new features include: the history of a vacancy ID with details of candidate attrition at pre-employment checks and post assignment, as well as vacancies that have outstanding special security clearance. Feedback has been very positive – with clients noting the report is informative and insightful and has reduced the level of queries. HR teams can also better manage expectations across their organisation and have more insight of the challenges in the recruitment market (vacancy attrition).

Client Workforce Planning (WFP)

We recognise that many of our clients are operating in complex and challenging environments with shifting priorities. Forecasting demand across our clients is a significant issue that impacts our ability to plan and respond to requirements and changing needs, particularly in the context of a competitive labour market. In 2024, our Client Relations team continued to engage with each client to obtain projections of their resourcing requirements on a quarterly basis, with 85% of clients submitting a return in Q4, 2024, the highest yet. To provide ongoing support and motivation to clients, the workforce planning return appears as a standard agenda item across all client meetings. In 2025, further initiatives are underway to improve the accuracy of projections by reporting on projections versus actual requests and utilising new technology. We will continue to take a collaborative approach to workforce

planning to inform our recruitment strategies, schedule new competitions and to prioritise candidates for assessment so that they are available for assignment in a timely manner.

Foireann na Gaeilge

In 2024, Foireann na Gaeilge, publicjobs' fully-Irish-language support team was expanded to ensure we continued to fulfil our obligations under the Official Languages Acts. Excluding work for the Oleeo project and ad hoc translations, Foireann na Gaeilge received a total of 1,462 documents for translation in 2024. This is a 26.8% increase in translation demand on 2023 figures (a total of 1,153 documents) overall and represents publicjobs' commitment to offering Irish language versions of as many of our processes as can be facilitated.

Foireann na Gaeilge also facilitated increased engagement with external stakeholders, including Roinn na Gaeltachta, the Centre for Irish Language in Maynooth University, TEG (Teastas Eorpach na Gaeilge), Foras na Gaeilge, and Gaelchultúr.

Supporting Innovation

Oleeo Project

The Oleeo Project (outlined more fully under Developing our People, Systems & Culture) was significant to the organisation as a whole in 2024 and, from September 2024, the Translator and Foireann na Gaeilge facilitated the translation of a large batch of material required to ensure that functions of the new recruitment system are available bilingually to candidates and clients and that publicjobs continues to fulfil its obligations under the Official Languages Acts. Subsequent to the translation of the initial batch, the Translator and Foireann na Gaeilge continued to work on Oleeo-specific translations through to the end of 2024 and this work is expected to continue into 2025, as the system is implemented. Foireann na Gaeilge was also responsible for User Acceptance Testing on the Irish elements of the new recruitment system in Q4.

Translation Technology

Towards the end of 2024, Foireann na Gaeilge, in conjunction with our Digital Transformation Team, secured a contract for a new version of the translation software used in the organisation. This will see us move to a more collaborative version of the software and the change will offer greater access to the software and its associated Translation Memory, as well as greater flexibility and efficiency.

An Coimisinéir Teanga

In 2024, Foireann na Gaeilge dealt with one complaint from the An Coimisinéir Teanga. This complaint related to feedback timelines and was resolved through communication and cooperation with the Commissioner's office, without the need for any further audit of our processes.

Developing Our People, Systems and Culture

We value a workplace culture that embodies excellence, innovation, trust and inclusion, and a key component of our Nua 26 strategy is to lead others by our example. We take pride in what we do and want all staff to embrace our identity as professional recruiters for Public Service careers that matter. Building our capacity to be customer-centric, results-driven and open to change will equip us to meet the challenges of today and the future, and several actions were undertaken in 2024 with a view to achieving this aim.

Project NOVA

As an organisation that strives to be future focused, we identified the need to acquire an industry leading, mature, established, configurable SaaS recruitment solution to meet our ambitions and requirements for service delivery. A SaaS Recruitment Solution provided by an industry leading Recruitment technology specialist would provide the organisation with access to the latest functionality and future technological developments which will provide the opportunity to enhance service delivery and evolve to meet our stakeholders' demands. NOVA was the project initiated to replace our recruitment system. The procurement process undertaken for this project was a finalist in the 2024 Procurement Awards, under Most Innovative Use of Technology.

The procurement phase of this project closed in early 2024 and publicjobs signed a contract with Oleeo, the highest ranked vendor in Q1 2024. Oleeo are a market leading recruitment software company. They have public sector experience working with the Government Recruitment Services in the UK Cabinet Office, UK Police Force, NHS and in Ireland more recently the Courts Service. They also recruit for Amazon and Dunnes Stores.

System implementation began in late Q1 2024. In partnership with Oleeo, publicjobs analysed our business processes and built a shared understanding of our business model. In late Q3 2024, publicjobs began User Acceptance Testing (UAT) which is due to be completed in early 2025. A training and phased deployment plan will be implemented in early 2025.

We would like to thank the members of the External Advisory Committee who provided valuable support and expertise to the NOVA team during the procurement process.

Digital Transformation, Strategy and Innovation

Strategic Programme Office and NUA26

publicjobs follows a standardised project management framework for delivering projects. It is based on proven models currently in use across the civil and public service and recognised best-practice in the field of project management.

The Project Management toolkit is reviewed and updated on an ongoing basis and the Strategic Programme Office delivered two 'Introduction to Project Management' training sessions for staff in 2024. The Strategic Programme of Work is continually maintained and informs the annual Business Planning process

The end of strategy review was completed for NUA23, signed off by Management Board and the Board of publicjobs and issued to D/PENDR.

publicjobs are required to prepare a new Statement of Strategy covering the period 2025-2028, in line with the provisions of the Public Service Management Act 1997. A Strategy Development Team has been established and will commence analysis on our strategic environmental context in 2025.

Digital Developments

In 2024, the software that underpins publicjobs.ie underwent a range of development cycles, with a continued focus on security and accessibility. These enhancements included a new version of the publicjobs website that features a refreshed brand alongside a range of enhancements across our recruitment platform to provide more direct access to relevant information and an improved candidate experience.

Continuing to build on momentum from previous years, in 2024, we continued to adopt the Microsoft Power Platform and created new applications aimed at taking advantage of the lower code development environment to reduce manual processes and increase efficiency across our internal and external facing processes. These applications also contributed to an improved experience for both our staff and our customers.

A project to migrate all staff to single sign-on authentication was completed in 2024. The new streamlined method of authentication is more secure and reduces the number of passwords staff must manage.

A new staff engagement platform, Viva Engage was launched in February 2024. The platform facilitates the sharing of information in an interactive way across the organisation. Implemented in partnership between the IT and People and Culture teams in publicjobs,

Viva Engage integrates seamlessly with the Microsoft 365 ecosystem and has been very positively received by staff.

Automation of External Adverts

In 2024, we undertook a pilot project to automate the process for external organisations (public sector, not for profit) who require an advert to be hosted on publicjobs.ie. The previous process was manual and repetitive and was not flexible to respond to increased demand. Using Robotic Process Automation (RPA) software, we successfully automated a number of key tasks, which has increased the capacity of the number of external adverts that can be posted on publicjobs and has also reduced the wait time for client organisations. Over an eight-month period in 2024, we increased the volume of external adverts posted on publicjobs by 8% and reduced the manual processing time, thus delivering time saving efficiencies across the organisation. The project also provided valuable insights into the capabilities and potential of RPA technology, which will inform other initiatives.

Cyber Security

The security of our computer network and the data we store is a key organisational priority. Cyber threats continue to evolve, with cyber criminals utilising new technologies such as artificial intelligence to breach even the most sophisticated defences. Developing a dedicated Cyber Security function in publicjobs has been a priority for us in 2024. We have continued to focus on the three pillars: People, Processes and Technology to counter the threat of a cyber security incident.

Our staff are our first line of defence in protecting our computer network and the data we store. Staff awareness and education continues to be an important tool in defending against cyber threats. We invested in a new online cyber security training platform that allows us to roll out customised, tailored monthly training modules to staff, covering relevant cyber security topics in an engaging and intuitive way. We also run regular simulated phishing campaigns to test the effectiveness of the training provided.

Internal audit and regular vulnerability assessments of our networks are important in helping us continuously improve how we protect against cyber threats.

We introduced a Privileged Access Management (PAM) system late in 2024, which will allow us to effectively manage administrator level access and third-party access to our network. This will be fully operational in early March 2025.

We had no significant cyber security incident during 2024, a testament to the diligence of the IT team, and the controls we have in place to protect against the latest threats.

People and Culture

Internship Programme

In 2024, publicjobs partnered with the City of Dublin ETB to launch a 12-week internship programme at Clerical Officer level to align with our strategy of widening pathways for under-represented groups. Post-programme feedback from both interns and managers was overwhelmingly positive. All participating managers indicated a strong willingness to host future interns and highlighted the valuable skills, knowledge, and competencies the interns brought from their studies.

Promoting the Irish Language

Foireann na Gaeilge strives to promote the Irish language, and its use in the organisation generally; the Team work closely with the Learning & Development function to achieve this aim. In 2024, much of the promotional activity centred on Seachtain na Gaeilge (1-17 March) and included a quiz, card games, and the translation of popular songs into the Irish language by our Translator. The Translator and team also promoted the language and sought opportunities to increase language capacity in publicjobs through other activities, such as Informal conversation sessions for staff, creating and maintaining an active 'Community' on the internal Viva Engage platform and holding a talk on the organisation's duties under the Official Languages (Amendment) Act, 2021, as part of L&D's 'Risky Business' series. Presentations were made to the Management Team and Management Board on Irish-language Activity with discussions on same.

Menopause Policy

A menopause policy was developed to support staff experiencing menopause, ensuring access to information, appropriate workplace adjustments, and healthcare supports. This policy aligns with the Civil Service Menopause in the Workplace Policy Framework and was approved by our Partnership Committee in May.

Measuring Culture

Excellence Through People (ETP) Accreditation

In August 2024, publicjobs underwent an independent *Excellence Through People* audit, evaluating our human resource practices across five key areas:

- Business Planning and Continuous Improvement
- Effective Communication and People Engagement
- Leadership and People Management

- Learning and Development
- HR Systems and Employee Wellbeing

We achieved scores between 86% and 100% across all categories, maintaining our PLATINUM certification. The assessor commended publicjobs as “exemplary in its approach to continuous improvement,” with staff feedback reflecting a highly positive organisational culture.

Excellence in DEI Award

In September, we rolled out Inclusio, an ED&I platform designed to measure and support our workplace culture. High scores were recorded across key areas such as Belonging, Trust, Wellbeing, Psychological Safety, and Job Support. We were thrilled and very proud to have been selected for Inclusio’s Excellence in DEI Award™ which recognises leading organisations committed to diversity, equity and inclusion, and celebrates outstanding leadership in fostering an inclusive culture. The award demonstrates the commitment publicjobs management and staff have to creating and driving an inclusive culture.

Employee Engagement and Wellbeing

We continue to prioritise creating a positive, inclusive workplace. Highlights from the year include:

- **Viva Engage Launch:** Our new internal communication platform, rolled out in early 2024, fosters collaboration and connection across our hybrid workforce.
- **Values in Action (VIA) Award:** Introduced to recognise Clerical Officer and Executive Officer-level staff who demonstrate behaviours that reflect our organisational values.
- **ED&I training and Events**
 - Managers completed a two-part masterclass with Gorm, focusing on intercultural competence and building an anti-racist workplace.
 - The *iLEAD* training programme supported staff in progressing through Bronze, Silver, and Gold levels of ED&I learning from September to December.
- **ED&I Events**
 - **Pride Month:** A series of events in June, including a Pride Town Hall featuring guest speaker Philippa Ryder.
 - **Domestic Violence Awareness:** In September, we collaborated with Esker House Domestic Abuse Support Service on a powerful session that included a colleague sharing her lived experience as a survivor of domestic abuse.

Nearly 200 staff attended, with support resources signposted during the session.

Corporate Governance

The Role of the Board of publicjobs and the Role of the CEO

The Public Service Management (Recruitment and Appointments) Act 2004 established the Public Appointments Service (publicjobs). It provides for a Chief Executive and the appointment of a Board. The structures put in place in the legislation provide for the Chief Executive to be the Accounting Officer and the designated Head of the Scheduled Office (under the Public Service Management Act 1997). The organisation is therefore a civil service body, and this impacts on the role and nature of the Board, which is advisory in nature, due to the robust legal responsibilities placed on the Chief Executive.

The Accounting Officer Role

The organisation is one of a small number of State Bodies that has a Statutory Accounting Officer (the Chief Executive) within the meaning of Section 22 of the Exchequer and Audit Departments Act, 1866, with responsibility for Voted funds. Therefore, the preparation of the Appropriation Accounts and associated public financial procedures are the responsibility of the Accounting Officer. The Accounting Officer is personally answerable to the Public Accounts Committee (PAC) of the legislature for the regularity and propriety of transactions in the accounts for which s/he is responsible, as well as for economy, efficiency and effectiveness and the stewardship of assets.

Functions of the Board

Reflecting the accountability relationship of the CEO to the Minister for Public Expenditure, NDP Delivery and Reform as set out above, the statutory functions of the Board are more advisory in nature than the traditional functions of State Boards and, essentially, relate to giving advice or guidance to the Chief Executive. The specific functions are set out in section 36 of the Public Service Management (Recruitment and Appointment) Act, 2004.

The Current Board of publicjobs

Chairman

Mr. Tom Moran, former Secretary General, Department of Agriculture, Food and the Marine

Board Members

Ms. Margaret McCabe, Chief Executive, publicjobs

Ms. Fiona Quinn, Assistant Secretary, Department of the Housing, Planning and Local Government

Ms. Mary Connaughton, Executive Director, CIPD

Ms. Yvonne Cooke, Executive Director of Human Resources and People Development, An Garda Síochána

Mr. Colin Menton, Assistant Secretary, Department of Public Expenditure and Reform

Ms. Anne Marie Hoey, National Director HR, HSE

Ms. Valerie Lawlor, Partner, McCann Fitzgerald

Ms. Sinead Burns, Occupational Psychologist and a Fellow of the Chartered Institute of Personnel and Development

Board Meetings

Six Board Meetings were held in 2024.

Board Member	% of Meetings Attended
Mr. Tom Moran (Chairperson)	100%
Ms. Margaret McCabe (CEO)	100%
Mr. Colin Menton	50%
Ms. Mary Connaughton	100%
Ms. Yvonne Cooke	67%
Ms. Anne Marie Hoey	83%
Ms. Fiona Quinn	83%
Ms. Valerie Lawlor	100%
Ms. Sinéad Burns	100%

Executive Team

The purpose of the Executive Team is to ensure delivery of the organisation's strategy and to ensure that effective management structures, including corporate governance structures, are

in place and are working effectively. They are responsible for assuring the Board of the effective use of all resources and, within the allocated resources, ensuring that the organisation has the capability to deliver on its legislative remit.

The Executive Team leads and manages the implementation of the systems, processes, and behaviours necessary to promote good corporate governance across the organisation and which ensures that all staff work together as a high performing team. The Corporate Governance Framework is available on publicjobs.ie. Each individual member of the Executive Team has a responsibility to show leadership, to contribute to the management of the organisation as a whole and to actively support colleagues in meeting their objectives. Leadership and management set the tone for effective governance from the top while modelling good governance behaviours and demonstrating a commitment to achieving objectives through accountable processes.

Members of the Executive Team

Name	Role
Margaret McCabe	Chief Executive Officer
Michelle Noone	Head of Senior and Executive Recruitment
Eimear O'Connor	Head of Recruitment Support and Service Delivery
Sinéad Coleman	Head of Talent Acquisition for the Public Service
Sandra Cairns	Head of Talent Acquisition for the Civil Service
Catherine Dobbins	Head of Corporate Affairs
Niall Leavy	Head of Market Engagement
Aoife Lyons	Head of Assessment Services
Rosemarie O'Mahony	Head of Digital Transformation, Strategy and Innovation
Fiona Morgan	Head of People and Culture
Aileen Tuliani	Head of Finance
Áine Gray	Head of Capacity Development and Inclusion

Organisation Structure

The recruitment and selection teams carry out the core business functions. Each team has a core responsibility, but the structure is flexible enough to focus resources where demand is greatest at any given time. A specialist team has responsibility for the State Boards process.

The recruitment teams are assisted by key support units, including Assessment Services, Executive Search, Marketing and Communications, Equality, Diversity and Inclusion,

Information Technology, Finance, Client and Candidate Relations, Business Support and Facilities Management, Selection Board Members, People and Culture, Compliance, Legal and Quality Assurance, Business Insights, and Project Services.

The Audit Committee

The membership of the Audit Committee during 2024 was as follows:

Mr Kevin Smyth (Chairperson)

Ms Anne Marie Taylor

Mr Noel O'Connell

Ms Louise Jevens

Ms Valerie Bowens

Ms Mary Connaughton

The Committee met on four occasions during 2024.

The Committee 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 following six audits, from the Strategic Audit Plan, were presented to the Committee in 2024:

- Equality, Diversity and Inclusion
- Customer Service
- Payroll
- Risk Management
- KPI Reporting
- Cyber Security

The Committee received a report on Internal Controls at their meeting in March. The report was prepared for the Executive Team and was brought to the attention of the Audit Committee and the Board, in order to provide assurance in relation to the internal controls in place. All Principal Officers were required to sign off on internal controls in their area and to identify areas for enhancement. The results of these questionnaires and all other aspects of internal controls were incorporated into the report. The report was also provided to C&AG and was used by the Accounting Officer for assurance to allow her to sign off on Statement of Internal Controls.

Risk Management

A comprehensive Risk Management Framework and Risk Management Policy are in place. An internal Risk Management Committee oversees the implementation and monitoring of this framework. The Chair of the Risk Management Committee reported to the Audit Committee at each meeting in 2024, and the Corporate Risk Register was reviewed throughout 2024.

The major risks facing the organisation at present relate to the risk of a serious breach of IT security resulting in disruption to operational activity or a data loss and the risk of significant disruption to services or data leak/loss arising from a cyber security incident on the STAR system or database. We have a number of mitigations in place to address risks presented in these areas; the implementation of recommendations from a Cyber Security Audit in December 2024 will strengthen the controls further, as will the replacement of the legacy system with a newly procured system in early 2025.

Sustainability and Energy Usage

publicjobs adheres to [Circular 01/2020](#).

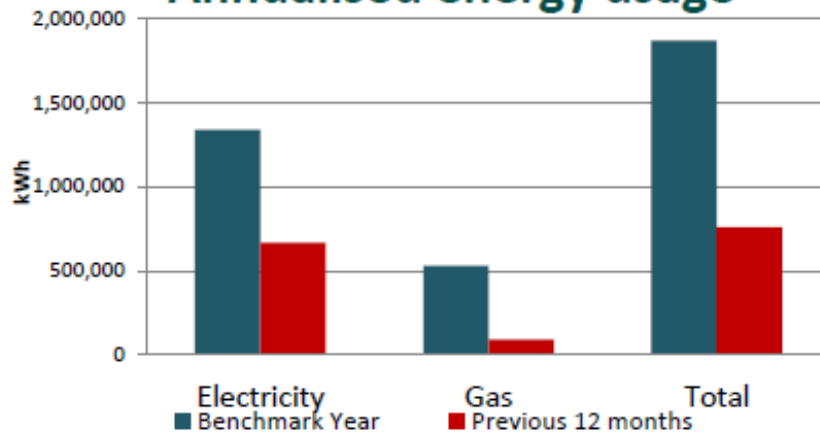
In line with our obligations to reduce our carbon footprint by 50% by 2030, publicjobs has taken important steps to reduce our energy usage across Chapter House. Since joining the Optimising Power @ Work campaign in 2012, energy consumption in Chapter House has reduced by 59%. As a comparator, average energy savings across all buildings in the campaign is 31%. A report outlining the significant improvements made since joining this campaign was produced in December 2024, providing us with a detailed analysis and trends in usage for this Office. In line with our commitment to data-based decision making, this report will be relied upon to identify ways to further reduce our energy usage in 2025.

Total energy consumption in Chapter House for 2024 was

Electricity 59,602 kWh

Gas: 8,608 kWh

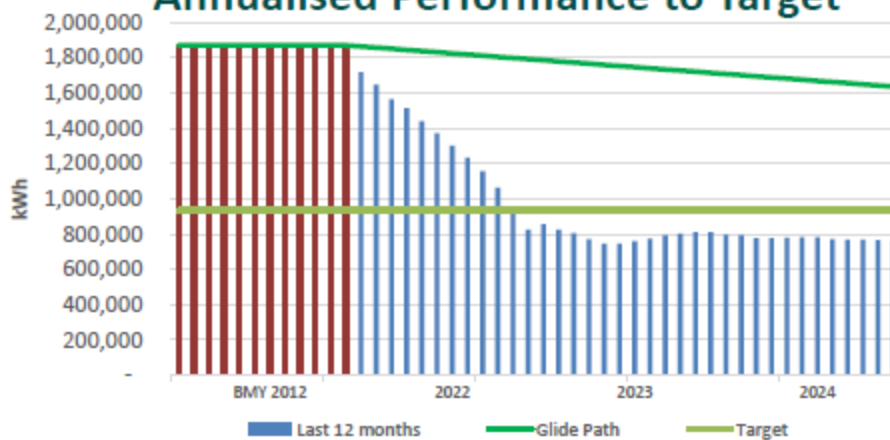
Annualised energy usage



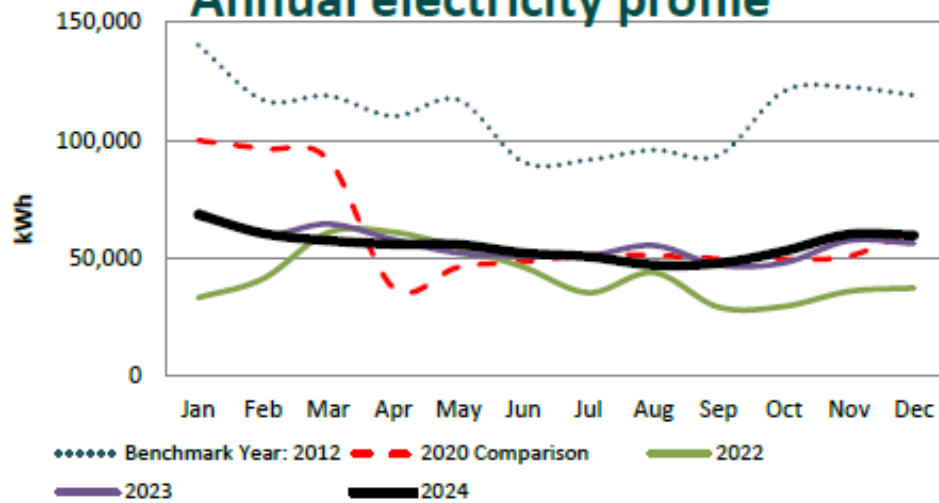
Description	Electricity	Gas	Total
Benchmark Year	1,337,752	530,418	1,868,170
Previous 12 Months	667,290	93,849	761,139
% Difference	-50.1%	-82.3%	-59.3%

% Difference Dec 2023	-50.0%	-74.0%	-56.8%
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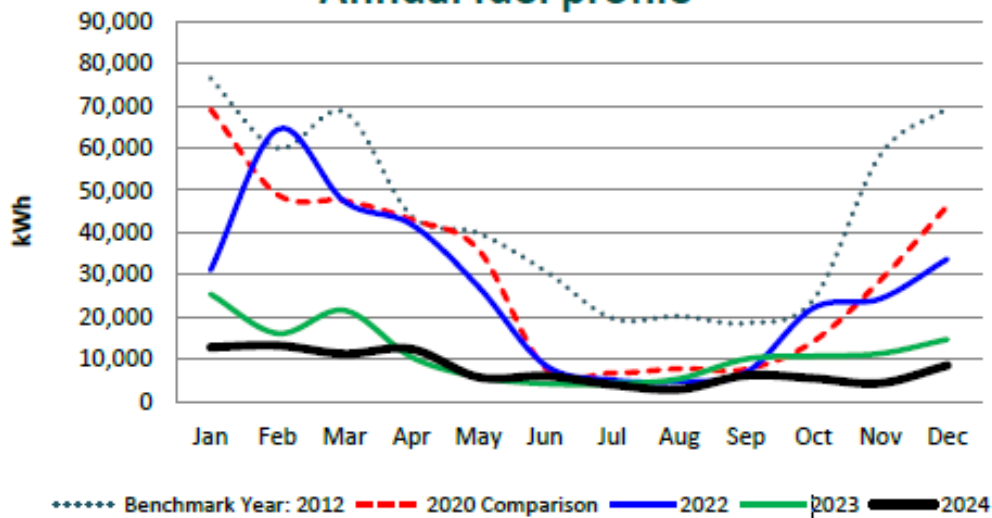
Annualised Performance to Target



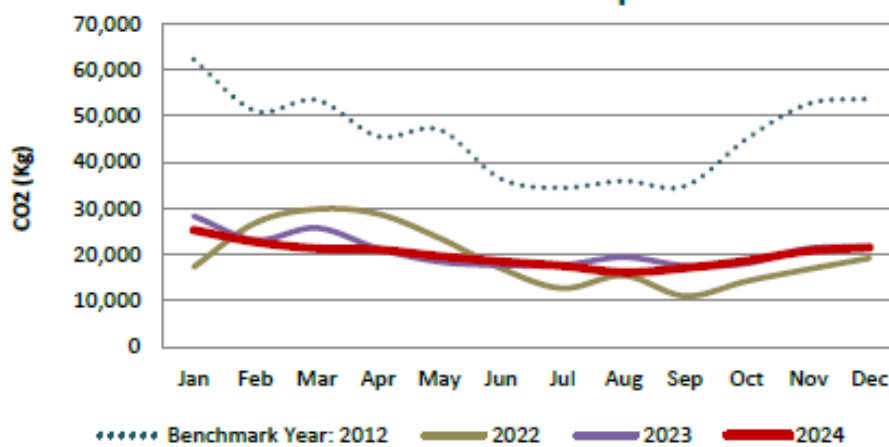
Annual electricity profile



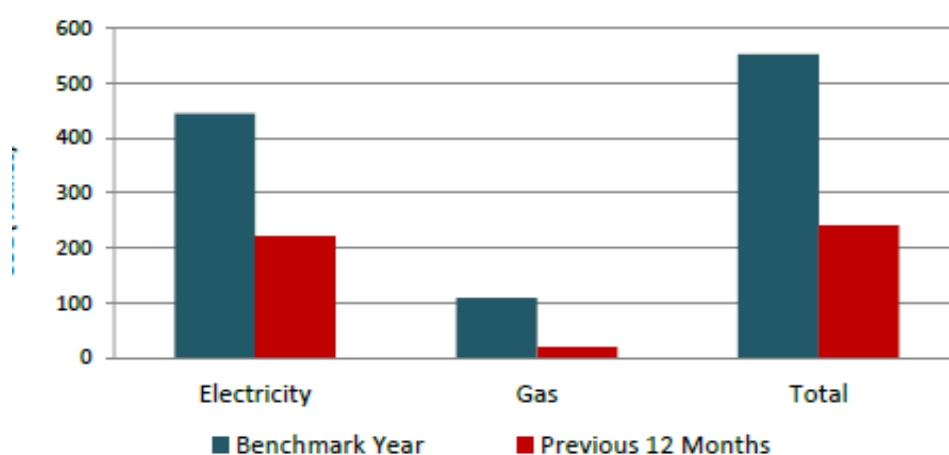
Annual fuel profile



Total annual emissions profile



Annualised tonnes of CO2 emitted



Description	Electricity	Gas	Total
Benchmark Year	444	109	553
Previous 12 Months	222	19	241
% Difference	-50.1%	-82.3%	-56.4%

Appendix I: Candidate and Client Surveys

A series of surveys were conducted in 2024 to measure and understand Client and Candidate satisfaction. These surveys measures satisfaction with the recruitment process, the quality of assignments and retention over the course of the year, in the context of our strategic aims. The details of these surveys are provided below.

Candidate Feedback

Purpose

In line with our Customer Engagement Framework, surveys are issued to candidates quarterly to assess and understand candidate satisfaction levels across recruitment competitions. For accuracy and to achieve the maximum value from the data, Large Volume and P&T Candidates were surveyed separately. The results below reflect the surveys conducted in Quarter One and Quarter Two of 2024, as the information collected in the second half of 2024 has not been finalised at the time of drafting.

Scope and Response Rate

For context, Ipsos advises that a response rate of 6% or above is considered a good response rate for an online survey to service users.

Large Volume Recruitment

The survey was issued to 5,307 candidates across all stages of the recruitment processes conducted during Q1, and 5,129 candidates during Q2. The Business Insights Team conducted sampling to ensure a cross-representative sample across all relevant competitions, and candidates that passed/failed/did not attend a particular stage.

782 candidates (15%) completed the survey in Q1, and 1,002 candidates (20%) completed the survey in Q2.

P&T Recruitment

The survey was issued to 4,207 candidates across all stages of the recruitment processes conducted during Q1, and 1,946 candidates during Q2. The Business Insights Team conducted sampling to ensure a cross-representative sample across all relevant competitions, and candidates that passed/failed/did not attend a particular stage.

540 candidates (13%) completed the survey in Q1, and 321 candidates (16%) completed the survey in Q2.

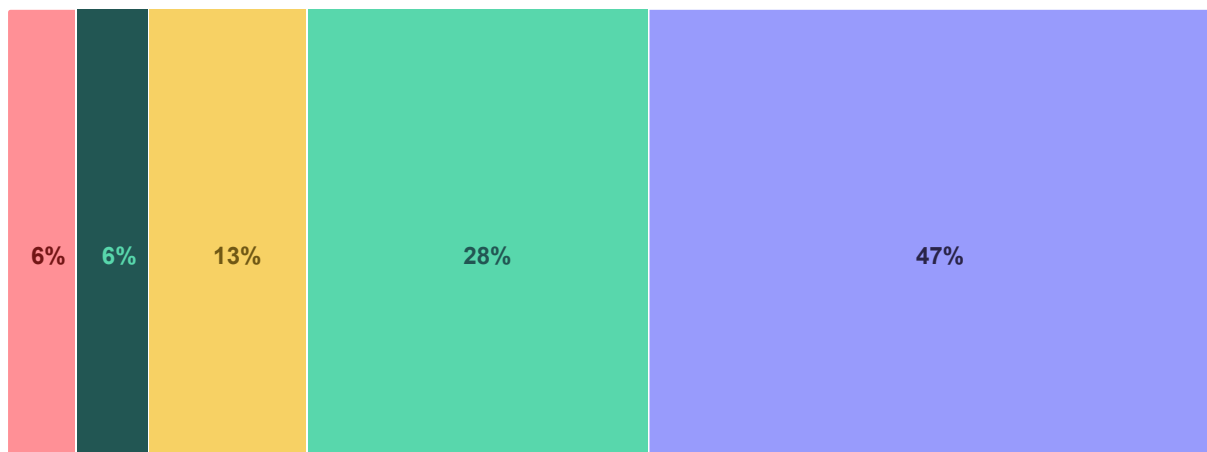
Survey Response

On a scale of 1 to 5, (with 1 being the lowest in terms of satisfaction), how satisfied are you with the overall service we have provided to you during the recruitment and selection process?

Large Volume Recruitment

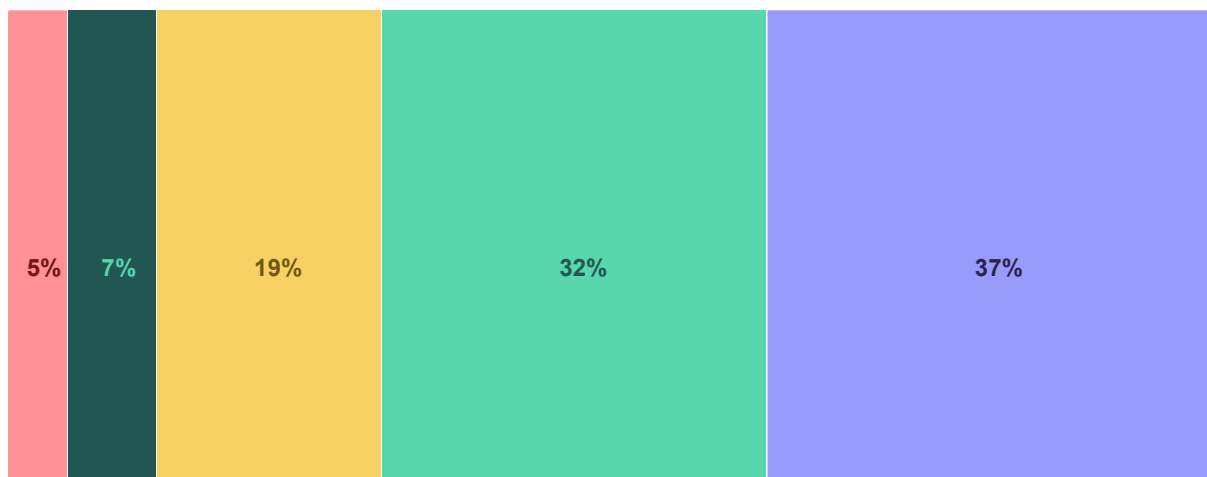
Quarter One

1 2 3 4 5



Quarter Two

1 2 3 4 5



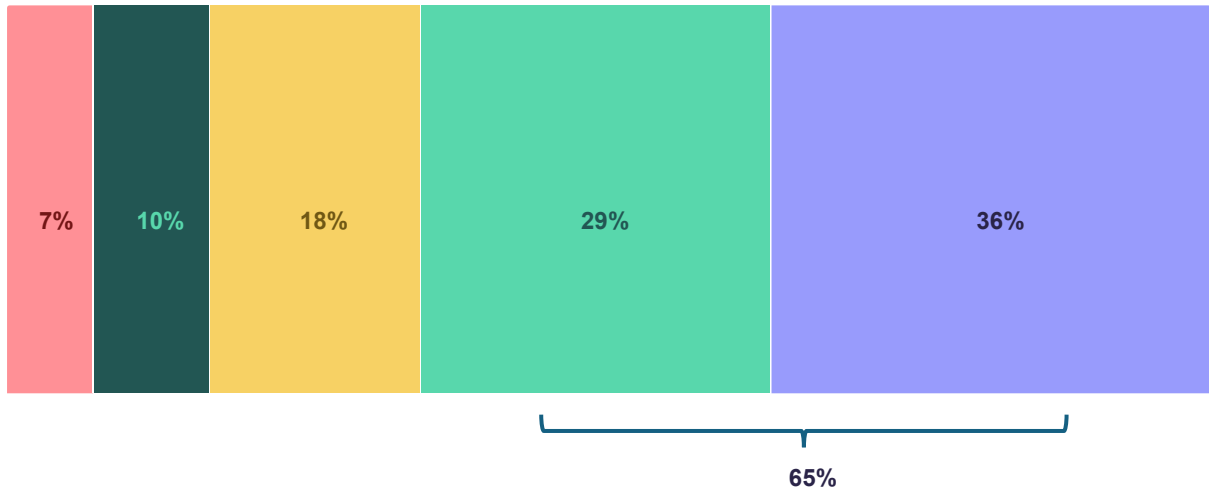
75%

69%

P&T Recruitment

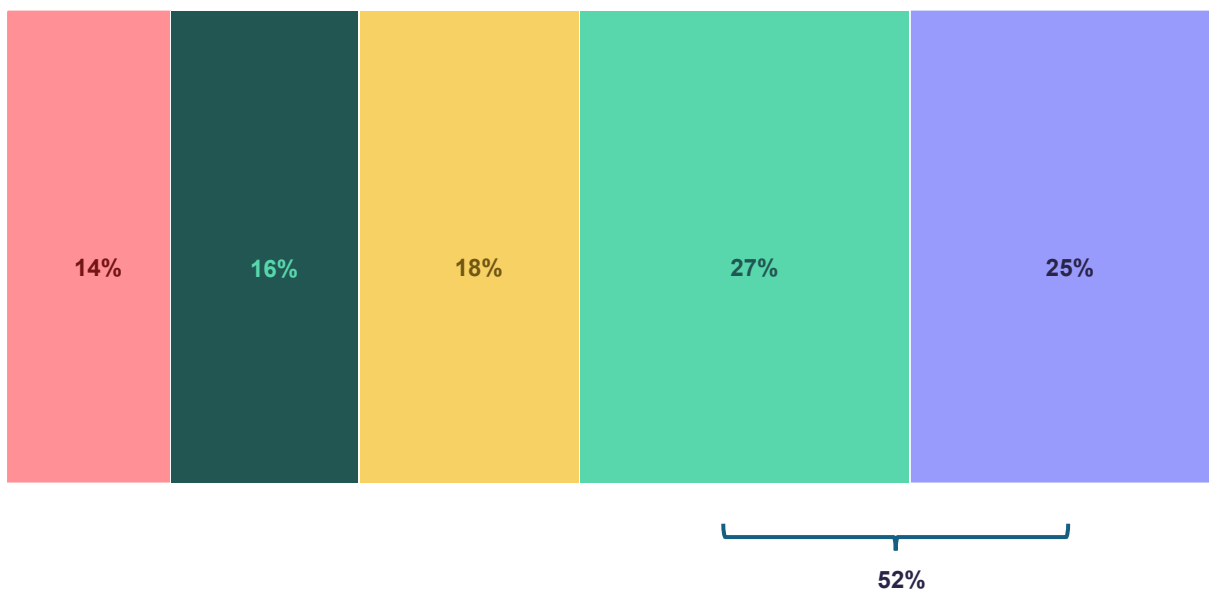
Quarter One

1 2 3 4 5



Quarter 2

1 2 3 4 5



Quality of Assignments, Retention & Future Skills

Purpose

This annual survey was conducted to measure and understand client satisfaction with the quality of assignments and retention in 2024. The outputs were reported to DPENDR (on the

quality of new entrants) and the Joint Committee on Finance, Public Expenditure and Reform, and Taoiseach (on the retention level of new entrants).

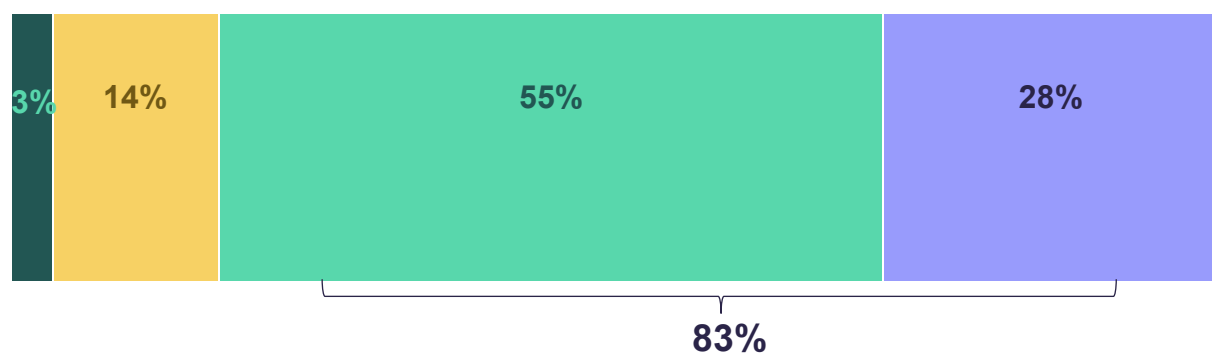
Scope and Response Rate

The survey was issued to 50 Civil Service Clients, with 29 clients (58%) responding. This is an improvement on the 24% completion rate for the same survey in 2023. The survey respondents represented 50% of General Grade and 36% of P&T assignments in 2024.

Survey Response

Please indicate your overall satisfaction with the level of retention of new entrants to your organisation in 2024 - a score of 1 represents the lowest.

In 2024, the overall satisfaction is 83%, excluding the neutral position. In 2023, the overall satisfaction on the level of retention of new entrants was 50%.



Client Feedback; new P&T Competitions

Purpose

This survey was conducted monthly, to be completed with reference to P&T competitions completed in the previous month. The below results include competitions completed from January to December 2024.

Scope and Response Rate

The survey was issued to 24 clients, in relation to 91 competitions. A total of 13 clients completed the survey and provided feedback for 19 out of 91 competitions (21%), with three

responses in progress at the time of drafting this report. While Ipsos advised a response rate of 6% or more is good for online surveys, in our Customer Engagement Plan we noted that the response rate should be at least 11%, given the nature of the relationship.

Survey Response

Overall, how satisfied were you with the quality of the recruitment service provided (1 represents the lowest)

