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publicjobs

# Annual Report 2025



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publicjobs refers to Public Appointments Service established under the Public Service Management (Recruitment and Appointments) Act 2004-2013

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# Foreword from Chairperson



As Chairperson, I welcome the publication of publicjobs' Annual Report for 2025.

publicjobs continues to fulfil an important mandate as the centralised provider of recruitment, assessment, and selection services for the civil and public service in Ireland, and for upholding the principles of independent and merit-based recruitment.

In what was a year of significant change for the organisation, the Annual Report for 2025 sets out the range of work activities and projects undertaken and delivered by publicjobs during the year, and demonstrates how well the organisation maintained service continuity and continued to deliver high quality services to customers at scale.

I would like to thank the staff and management of publicjobs for their hard work and dedication during the year, and for the adaptability and resilience they have demonstrated.

I look forward to working with publicjobs' new CEO, Paul Geraghty, and in supporting publicjobs in delivering on its mandate and strategy during 2026.

**Tom Moran**
Chairperson, publicjobs

# Foreword from CEO



As CEO, I am pleased to present publicjobs' Annual Report for 2025.

The Annual Report demonstrates much of the great work and excellent achievements of publicjobs during 2025.

From the development of a new corporate strategy, to the introduction of a new recruitment platform, from the management and delivery of key recruitment competitions, to the appointment of thousands of candidates to roles across the civil and public service – 2025 has been a year of change, transformation and strong service delivery for publicjobs.

Having recently been appointed as CEO, I am conscious of the excellent reputation publicjobs has built, and the responsibility I now have in leading, shaping and supporting the work of publicjobs into the future, ensuring that we continue to implement and embed positive change and improvement in how we do things.

I wish to acknowledge the hard work and dedication of staff during 2025, and to thank them for the warm welcome I have received since joining the organisation in early 2026.

I look forward to working with staff, the Executive Team and the Board, to lead publicjobs towards further achievement and success in the future.

**Paul Geraghty**
CEO, publicjobs

**Structure of Report**
This report is structured thematically, around the three strategic priorities in publicjobs' 'Recruit with Purpose' strategy, accessible on our website. Information is provided based on progress that has been made in delivering on these strategic priorities during 2025.

The three strategic priorities, are:

- **The public service recruitment centre of excellence:** Our ambition is to be the gold standard for public sector recruitment in Ireland. Through innovation and recruitment best practice, and sharing our research and insights, we will shape the future of recruitment excellence across the public service.
- **The first choice for clients:** Our ambition is to be the first-choice recruitment provider for the Civil and Public Service, with the skills, capacity and professionalism to be trusted by clients to deliver excellence in recruitment, elevate recruitment standards, and enable the Civil and Public Service with top-tier talent. This includes actively supporting the delivery of the Programme for Government.
- **Where job seekers begin their search:** Our ambition is to be the destination of choice for job seekers, driving talent attraction through a strong brand presence, compelling employer value proposition, and a variety of career opportunities. By fostering trust, visibility, and engagement, we will empower candidates with a personalised and seamless recruitment experience, ensuring they feel valued, confident, and connected to purposeful work in the Civil and Public Service.

**Strategic enablers:** publicjobs embraces a continuous improvement mindset, recognising that an engaged workplace culture, optimised use of resources, robust governance, and transformative technology, can enable us to deliver on our strategic priorities, mission, and vision.



# The public service recruitment centre of excellence

## How we delivered in 2025:

- We recruited 9,000+ candidates for roles in the Civil and Public Service, based on the principles of independent and merit-based appointment.
- We ran 460+ recruitment competitions and processed 51,000+ candidate applications.
- We carried out 36,000+ candidate assessments and 12,500+ candidate interviews.
- We developed a new Corporate Strategy, setting ambitious strategic priorities for the next three years to deliver a future-ready public service workforce.
- We introduced a new recruitment platform, to transform how we work and deliver services into the future.
- We were awarded 5-star recognition from the European Foundation for Quality Management (EFQM), making us the first civil or public service organisation in Ireland to achieve 5-star accreditation.
- We won the 'Workforce of the Future' category at the Civil Service Excellence and Innovation Awards (CSEIA), for our Civil Service Capability Framework.
- We introduced a new Key Performance Indicator (KPI) Policy, to support our organisational performance reporting process and the achievement of organisational goals.

## Recruitment Service Delivery

2025 was another year of strong recruitment service delivery for publicjobs.

A new government was formed in Ireland in January 2025, and a new Programme for Government was published. It included commitments to increase staffing and skill levels across key parts of the civil and public service, including numbers of new Garda Recruits, additional Prison Officers, additional health and social care professionals, and additional public service apprenticeship roles.

Competition for talent and skills amongst employers remained strong, as the Irish economy continued to grow and as the labour market continued to track near full employment.

The year was marked by the continued emergence of new technologies and AI, geopolitical and international economic uncertainty, and changing societal and work related dynamics, particularly around candidate expectations and employer skills needs.

During the year, publicjobs continued to deliver on our mandate as the centralised provider of recruitment, assessment, and selection services for the civil and public service in Ireland, delivering high quality recruitment services at scale to our client and candidate customers.

Our recruitment activities supported the initial phase of delivery of many of the commitments in the new Programme for Government, and continued to address staffing and skills needs across the civil and public service system.

The year presented several challenges for publicjobs, particularly the change to our new recruitment platform whilst maintaining service continuity, and a slowdown in client demand experienced by some of our recruitment units – which we are committed to addressing.

However, overall service delivery remained strong, and we processed more than 51,000 applications, carried out more than 36,000 assessments and 12,500 interviews, and made more than 9,000 assignments.

The following tables provide an overview of our key recruitment service delivery figures for 2025, and how these compare to previous years.

| Activity type | 2023 | 2024 | 2025 | % Change 23 - 24 | % Change 24 - 25 |
|---|---|---|---|---|---|
| Competitions (Completed) | 532 | 516 | 465 | -3% | -10% |
| Competitions (Advertised) | 661 | 561 | 575 | -15% | +2.5% |
| Applications | 65,787 | 85,957 | 51,089 | +31% | -41% |
| Assessments | 52,632 | 70,610 | 36,199 | +34% | -49% |
| Interviews | 18,860 | 16,178 | 12,967 | -14% | -20% |
| Assignments | 12,014 | 10,244 | 9,033 | -15% | -12% |

Specific competitions/roles:

| Activity type | Garda Trainee | Recruit Prison Officer | Medical Consultants for the HSE |
|---|---|---|---|
| Applications | 11,546 | 1,774 | 1,306 |
| Assignments | 1,866* | 695 | 129 |
| | **Local Authority roles (all types)** | **AO - Graduate Entry (all streams)** | **ICT roles (all types)** |
| Applications | 4,483 | 6,641 | 3,002 |
| Assignments | 328 | 261** | 284 |
| | **Irish language roles (all types)** | **Apprenticeship roles (all types)** | **WAM Programme** |
| Applications | 251 | 1,300 | 211 |
| Assignments | 55 | 57 | 26 |

*publicjobs recommends suitable and eligible candidates to An Garda Síochána (AGS). The number of candidates recommended to AGS is included in the assignments figure. However, all of these candidates may not go on to take up the role of Garda Trainee.

** Assignments figure for AO with streams, AO IGEES and Third Secretary competitions.

Assignments by government department and specific public bodies:

| Government Department / Public Body | Assignments |
|---|---|
| Department of Agriculture, Food and the Marine | 364 |
| Department of Children, Disability and Equality | 47 |
| Department of Climate, Energy and the Environment | 59 |
| Department of Culture, Communications and Sport | 48 |
| Department of Defence | 53 |
| Department of Education and Youth | 227 |

| | |
|---|---|
| Department of Enterprise, Tourism and Employment | 125 |
| Department of Finance | 51 |
| Department of Foreign Affairs and Trade | 199 |
| Department of Further and Higher Education, Research, Innovation and Science | 32 |
| Department of Health | 61 |
| Department of Housing, Local Government and Heritage | 98 |
| Department of Justice, Home Affairs and Migration | 445 |
| Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation | 115 |
| Department of Rural and Community Development and the Gaeltacht | 33 |
| Department of Social Protection | 786 |
| Department of the Taoiseach | 34 |
| Department of Transport | 89 |
| Central Statistics Office | 101 |
| Chief State Solicitor's Office | 24 |
| Courts Service of Ireland | 53 |
| Data Protection Commission | 46 |
| Houses of the Oireachtas Service | 45 |
| National Shared Services Office (NSSO) | 72 |
| Office of Public Works (OPW) | 162 |
| Office of the Attorney General | 19 |
| Office of the Director of Public Prosecutions | 7 |
| Office of the Planning Regulator | 2 |
| Office of the Revenue Commissioners (Revenue) | 778 |
| The Electoral Commission | 9 |

## Visit of Minister Chambers to publicjobs



In December, the Minister for Public Expenditure, Infrastructure, Public Service Reform and Digitalisation (DPER), Jack Chambers TD, visited the offices of publicjobs in his capacity as Minister of our parent government department.

During his visit, he acknowledged the important role of publicjobs as the centralised provider of

recruitment, assessment and selection services for the civil and public service, and the reputation we have built for independent and merit-based recruitment. He also acknowledged some of the impressive work and achievements of publicjobs in recent times.

The Minister also paid tribute to our outgoing CEO, Margaret McCabe, on her retirement; and acknowledged her over 46 years of service to publicjobs and the civil service, and the role she played in shaping publicjobs into the organisation that it is today.









## Publication of our new Corporate Strategy




In mid-2025, publicjobs published a new Statement of Strategy, titled 'Recruit with Purpose: Delivering a future-ready public service workforce'.

This followed approval by the Minister, and a comprehensive strategy development process, involving significant research, analysis, and environmental scanning activities, and a robust stakeholder engagement process, with evidence and insights gathered from key stakeholders, including our client and candidate customers, staff, our parent government department (DPER), and our Board.

The 'Recruit with Purpose' strategy is built around three strategic priorities:

- The public service recruitment centre of excellence
- The first choice for clients
- Where job seekers begin their search

In November, strategy launch sessions with staff were held in our Chapter House office. We also developed a strategic programme of work which sets out the strategic initiatives and projects that we will deliver during the course of the strategy, from 2025 to 2028. These will be incorporated into our annual Divisional and Corporate Business Plans in the years ahead.



## Introduction of our new Recruitment Platform

2025 marked a transformative year for our recruitment operations, as we transitioned from our legacy recruitment platform to a new recruitment platform, the Oleeo Talent Acquisition system. Following the completion of the implementation phase, the project moved into a phased deployment in March, beginning with the launch of the first recruitment competition.



The new platform was rolled out on a phased basis throughout 2025, based on sectors and competition types, to minimise disruption to our stakeholders and service delivery. By the end of the year, all of our recruitment units had been onboarded to the new platform, and all new recruitment competitions were being run on the new platform, representing a major shift in our digital infrastructure.

Our publicjobs.ie website switched over to the new platform, for candidates registering and logging in via the website. A new website information page was set up, setting out the main changes the new platform will bring about for candidates, along with various supports (tutorial videos, FAQs etc).

Progress was also made with the onboarding of our key external stakeholders to the new platform, including the development of its client functionality, and several sessions were run for our Board Members and publicjobs Representatives to introduce them to the new platform and provide them with a demonstration of the features relevant to their roles. All of our external stakeholders will be onboarded to the new platform throughout 2026.

We also issued communications to candidates to prepare them for the transition to the new platform, advising them to download their information from our legacy platform and to register on the new platform. As 2025 concluded, the project began the final phase of decommissioning our legacy recruitment platform, scheduled for completion in early 2026.

Our new recruitment platform will improve publicjobs' ability to be at the forefront of recruitment technology, using a recruitment solution that is sustainable for the future with a continuous roadmap for adoption of new features, functionalities and innovations that ensure we keep pace with market trends and advancements in recruitment practices. It will enable us to provide a more streamlined, timely and user-

friendly journey for our candidates, clients and recruiters, with increased self-service functionality and access to real time information.

We continue to work closely with the provider of the new platform, Oleeo, to align the platform's future roadmap with our strategic objectives, ensuring that our recruitment technology remains at the forefront of industry standards and continues to meet the evolving recruitment needs of the public sector. We would like to thank the members of our External Advisory Committee who provided valuable support and expertise to the project team during the implementation of the new platform.

An internal project team, working with our recruitment units, managed the deployment and change management process during the year. Our units have adapted well to the changes so far, however working with the new platform is different to how things were done in our legacy platform. As with any change process, it will take time to fully realise the benefits of the new platform, and we will continue to work and support staff in resolving any issues encountered throughout 2026.

We believe any short-term issues which may be experienced by our stakeholders during the deployment and initial stages of the platform, will be outweighed by the longer-term benefits. The benefits the new platform has delivered to date, include:

**Candidate Experience:**

- A digital candidate application process, without the need to download, populate, and re-upload an application form.
- More engaging and user friendly design, layout, and functionality of the Candidate Portal, including how candidates can manage, track, and be notified about roles they have applied for (knowing their status in the recruitment pipeline).
- We can communicate and keep in touch with candidates in a timelier and on a more regular basis, championing engagement.

**How we work in publicjobs:**

- The ability to transform how we work and deliver services into the future, and to better keep pace with changing technology and stakeholder expectations.
- Replacement of our legacy recruitment platform, which we are no longer in a position to maintain in operation, due to several risk factors, including limitations in how the system could be upgraded and the cost of continuing to maintain it.
- More digitalised processes, with less reliance on manual processes and the use of spreadsheets etc.
- Platform functionality which enables greater automation of repetitive tasks.
- SaaS solution - Less time and resources devoted to bespoke system securing, patching, and general maintenance.

- Enhanced system security through the adoption of an industry leading solution, and increased system resilience, availability, and disaster recovery capabilities.
- Future opportunities to improve service delivery through new system functionality and configuration (new technologies etc), with increased ability for publicjobs to adopt industry leading and market driven SaaS functionality, including the opportunity for integrations outside of the core system.

Further benefits will be realised as we onboard our external stakeholders to the new platform, and build on our knowledge and experience of the platform functionality and capacity to deliver service delivery improvements across our competitions.



## 5-star recognition from the EFQM

In 2025, publicjobs was awarded 5-star recognition from the European Foundation for Quality Management (EFQM), making us the first civil or public service organisation in Ireland to achieve 5-star accreditation.

Seeking accreditation from the EFQM is something which has been discussed in publicjobs for several years. An internal project team was assembled and an initial EFQM readiness assessment was carried out. Following this, a decision was made by management to proceed with the assessment.

We partnered with the Centre for Competitiveness, who provided us with guidance and support in our preparations for the EFQM assessment.

The project team ran several briefing sessions with management and staff to raise awareness about the EFQM project across the organisation. Units in the organisation assigned staff representatives to liaise with the project team to provide key information about the work and activities of our different units.

Over several months, using the information gathered and through ongoing engagement with units and other stakeholders; the project team drafted a comprehensive submission about the work we do as an organisation. The submission was drafted in the EFQM's AssessBase platform, in line with the different elements of the EFQM Model. The project team also collated various pieces of documentation provided by units, which was provided to the EFQM as evidence to support the work and activities detailed in the submission.

The submission and supporting evidence was reviewed and approved by management, before being submitted to the EFQM for review in June.

A group of Assessors from the EFQM reviewed the submission and supporting evidence, and attended our offices in July to interview and conduct focus groups with members of our management and staff about the submission and the work we do. In advance of this, the project team ran several further briefing sessions with management and staff to assist them in their preparations for the interviews.

Following the assessment, we were notified by the EFQM that we had received 5-star recognition. We received a certificate from the EFQM reflecting our 5-star accreditation, which is valid for three years; and this was presented to publicjobs by the Minister for Public Expenditure, Infrastructure, Public Service Reform and Digitalisation, Jack Chambers TD, in Government Buildings in November.

Achieving 5-star accreditation from the EFQM was a landmark achievement for publicjobs, and testament to much of the great work we do as an organisation, and the continuous emphasis we place on quality, change & transformation, and performance improvement.



## Winner of Workforce of the Future category at the CSEIA

In May, publicjobs won the Workforce of the Future category at the Civil Service Excellence and Innovation Awards (CSEIA). We won the award for the Civil Service Capability Framework, which we designed and developed in recent years, and were presented with it at a ceremony in Dublin Castle, by the Minister of State with

responsibility for Public Procurement, Digitalisation and eGovernment, Emer Higgins TD, and Jacqui McCrum, Secretary General of the Department of Defence.

The CSEIA is an annual event that recognises excellence, best practice and innovation within the Civil Service. The awards were established in 2015 to highlight and reward innovations in policy and service delivery across the Civil Service. A total of 33 teams were shortlisted across 11 categories, with publicjobs winning in the Workforce of the Future category – which recognises projects that demonstrate excellence in promoting people, skills and organisational development amongst staff.

publicjobs was recognised for excelling in creating a framework that reflected the skills required for a high-performing Civil Service, to support the creation of the workforce of the future.



## New Key Performance Indicator (KPI) Policy

In May, we introduced a new Key Performance Indicator (KPI) Policy, to support our organisational performance reporting process, for recruitment service delivery and other areas of our activities.

The new KPI Policy supports the work of our dedicated Business Insights & Automation (BIA) unit, who collate and analyse our data, and produce performance reports relating to recruitment service delivery and many other areas of our organisation. The performance reports are referred to as the 'Super 10', given they provide

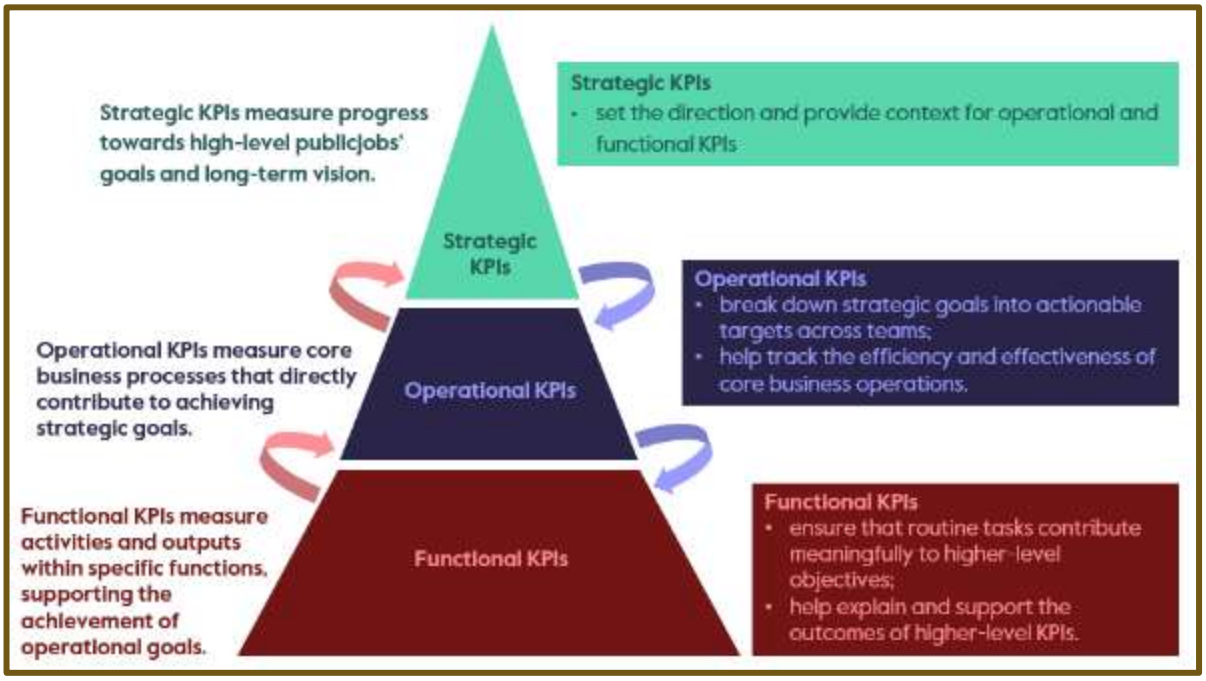
performance information and data across ten key areas on a quarterly basis, which have been agreed with senior management.

The purpose of the new policy is to establish a comprehensive framework for the consistent development, implementation, and monitoring of KPIs in publicjobs. It aims to support the achievement of organisational goals by aligning divisional and team efforts with the overall strategic direction. The policy establishes a clear structure of roles and responsibilities across the KPI lifecycle, from middle managers to senior management. It aims to strengthen the development of KPIs in publicjobs, and to enhance informed decision making through evidence based insights.

Monitoring performance through KPIs helps identify our strengths, weaknesses, and areas for improvement, enabling teams to make practice changes and maintain high service standards that meet the evolving needs of our customers. Also, ensuring efficient recruitment service delivery ensures optimal resource use, cost minimisation, and customer satisfaction with prompt, reliable services.

We also established a new Performance sub-group, which is a sub-group of the Executive Team, and governs our KPIs and other business performance measurements in publicjobs.

The purpose of the new sub-group is to analyse and discuss publicjobs' key data insights, including progress against KPIs, and to make evidence informed decisions relating to our business model based on this.





# The first choice for clients

## How we delivered in 2025:

- We ran two Garda Trainee competitions, which received 11,000+ applications.
- We recommended 1,866 candidates to An Garda Síochána (AGS), following the conclusion of the publicjobs managed part of the Garda Trainee recruitment process.
- We managed the recruitment process for several key senior executive positions in the civil and public service, including Garda Commissioner, CEO of the HSE, and Data Protection Commissioner.
- We ran a Recruit Prison Officer competition, which received 1,700+ applications, and we assigned 695 Recruit Prison Officer candidates to the Irish Prison Service (IPS).
- We recruited 120+ candidates for Medical Consultant roles in the HSE.
- We assigned 750+ candidates each to the Department of Social Protection and Revenue, and 400+ candidates to the Department of Justice, Home Affairs and Migration.
- We managed promotion competitions for the roles of Superintendent and Chief Superintendent in AGS.
- We recruited 50+ candidates for Public Service Apprenticeships.

## Civil Service Recruitment

### General Grades



In 2025, nine general grade recruitment competitions were delivered, with 78% of these delivered within the agreed client KPI timeline of 18 weeks. Competitions included Graduate Administrative Officer (AO) General and specialist streams (HR, Finance, Climate, Health), Temporary Clerical Officer (TCO) nationwide, Clerical Officer (CO) with fluency in Irish, and Principal Officer (PO) General.

In 2025, 4,116 candidates were assigned to general grade positions, compared to 5,626 in 2024. There was a significant reduction in the number of client requests received for large volume competitions in 2025, compared to 2024, which meant that fewer general grade competitions were run.

There has been a significant rise in application numbers for TCO, CO, and EO competitions in recent years, which resulted in us requiring less additional supplementary general grade competitions for the first time in a number of years. The panels from these past general grade competitions are due to expire in early 2026, with replacement competitions planned.

Given our demand led approach, the reduction in the number of client requests received had a knock on impact on the number of interviews scheduled, and subsequent assignments.

Board member availability and the extension of the application window for the CO with fluency in Irish competition to increase the applicant pool, were some of the issues impacting general grade timelines during 2025.

Despite the considerable progress made to have panels available across all our general grade high demand locations, there is still ongoing challenges with candidate attrition, and dealing with an increasing number of cases which require additional time and engagement at the clearance stage.

For the PO General competition in 2025, we piloted a more targeted and agile approach to assign successful candidates to available vacancies, with some key

changes to the process. We had observed a trend of increased demand for candidates with specific skills and experience, particularly at this senior level – and it was recognised that the existing approach did not accommodate skills matching efficiently. To respond to this need and to maximise the skillset of candidates, we developed a new approach that sought to match candidates to a role that aligns with their skills/experience – with a view to providing a better outcome for both the client and candidate.

**Professional and Technical**

In 2025, 72 professional and technical recruitment competitions were delivered, with 92% of these delivered within the agreed client KPI timeline of 18 weeks. Competitions included Senior ICT Specialists (Infrastructure & Operations), AP Communications Manager, Accountant (Grade I), Auditor in the Civil Service, Immigration Control Officer, and Human Centred Design Specialist.

The availability of candidates for assessment and interview, and the availability of client nominee or external expert Board members, were some of the issues impacting professional and technical timelines during 2025.

The variety of assessment methods and stages used across civil service recruitment competitions (general grade and professional & technical) requires a more nuanced approach to applying delivery timelines, and we are in the process of defining competition categories, and identifying more appropriate timelines which should apply to each.

In 2025, we also continued to have a representative on the Public Service Apprenticeship Working Group, with the first candidates being assigned from the inaugural Civil Service Digital Marketing Apprenticeship Programme, and we ran a further competition for the Civil Service ICT Apprenticeship Programme.

**Civil Service Recruitment restructure**

In 2025, there was a restructure of the civil service recruitment division, with a view to better meeting client needs. Strategic priorities in our 'Recruit with 'Purpose' strategy are to be 'the public service recruitment centre of excellence' and 'the first choice for clients'; and a key enabler in the strategy is reviewing our recruitment approaches, with customer focus in mind.

Our data was showing us that existing approaches in the unit were no longer viable, targets were not being met, and in order to meet client expectations we needed to be able to create a more agile structure that can respond quickly, both to the challenges and opportunities afforded by a rapidly changing recruitment environment.

With that objective, we identified the need to establish a new Planning unit, separate from the Recruitment & Assignment functions. The new Planning unit is responsible for looking at the civil service recruitment pipeline, liaising with clients regarding their specific competition needs, and better planning out competitions. The Recruitment & Assignment function is responsible for running and managing the recruitment competitions, and the various assessment and selection stages, including panel management and the clearance process. The changes were implemented in November.



## Public Service Recruitment

**Justice Recruitment**

In 2025, two Garda Trainee competitions were delivered receiving over 11,000 applications, and both within the agreed client KPI timeline of 18 weeks. The competitions were conducted by publicjobs on behalf of An Garda Síochána. The first competition launched in February, and attracted over 6,700 applications. Almost 1,600 names were forwarded to An Garda Síochana within a 4-month period, following the conclusion of the publicjobs managed part of the process. The second competition launched in September, and attracted over 4,300 applications. The publicjobs managed part of the process for the second competition was still ongoing at the end of 2025, with interviews having commenced in November.

In October, commenting on the strong application numbers to both Garda Trainee competitions (gov.ie), the Minister for Justice, Home Affairs and Migration, Jim O'Callaghan TD, said: "*Since my appointment, I have made clear that my first priority is to get more Gardaí on our streets engaged in high visibility policing, so communities are safe and feel safe. We are seeing growing numbers embarking on a career with An Garda Siochana which leads to more Gardaí patrolling our towns and cities throughout the country.*

*Key to further increasing the strength of An Garda Síochána is accelerating the pipeline of recruitment. I want to acknowledge the significant work undertaken by An Garda Síochána and publicjobs to speed up every step of the recruitment process this year.*"

publicjobs partnered with An Garda Síochána on the marketing and advertising of both Garda Trainee campaigns, with the publicjobs logo carried on campaign materials and those interested prompted to apply on our publicjobs.ie website. A dedicated website page was also set up to guide applicants through the stages of the recruitment and assessment process, and the benefits of the Garda Trainee role.

In 2025, publicjobs also managed promotion competitions for the roles of Superintendent and Chief Superintendent in An Garda Síochána, and this was the first time we had responsibility for running these competitions. publicjobs also held interviews for the roles of Control Room Operative, Incident Creation Representative, Garda Reserve, and for promotion to the ranks of Garda Sergeant and Garda Inspector during 2025.




We also ran a Recruit Prison Officer competition, which received over 1,700 applications, and we assigned 695 Recruit Prison Officer candidates to the Irish Prison Service (IPS).

**Local Government**

In 2025, 121 Local Government recruitment competitions were delivered, with all of these delivered within the agreed client KPI timeline of 18 weeks. The average delivery timeline for local government competitions was 10.6 weeks. Competitions included Directors of Services for Meath (x2), Clare, Leitrim and Fingal County Councils, and Senior Planners for Fingal (x3), Dun Laoghaire – Rathdown (x3), South Dublin (x2), Meath (x2), Offaly (x2), Wexford (x2), Louth, Wicklow, Mayo, Galway, and Kerry County Councils.

Representatives (senior managers) from publicjobs were invited to participate in an expert review group set up to review engineering qualifications in the Local Government sector. The work of the review group culminated in July, with revised qualifications for a range of engineering roles. We have also been invited to participate in a similar review group set up to review planning qualifications.

2025 also saw the Local Government unit in publicjobs establish Client Relations Management (CRM) and Clearance functions, to enable an enhanced candidate and client experience, including the roll out of weekly and monthly reports on the units' recruitment activities and outstanding vacancies. This has resulted in the number of queries being received from Local Authorities reducing significantly.

### Medical Consultants

In 2025, 141 Medical Consultant recruitment competitions were delivered, with 57% of these delivered within the agreed client KPI timeline of 18 weeks. The average delivery timeline for medical consultant competitions was 17 weeks. Competitions were for roles including Consultant General Adult Psychiatrist, Consultant Radiologist, Consultant Cardiologist, Consultant Haematologist, Consultant Obstetrician & Gynaecologist, Consultant Neurologist, Consultant In Paediatric Emergency Medicine, and Consultant in Palliative Medicine.

The availability of Board members, including the availability of client nominee or external expert Board members, aswell as the extension to the advertising period application window for certain competitions, were some of the issues impacting medical consultant recruitment timelines during 2025.

In 2025, the Medical Consultant recruitment unit moved to the Senior & Executive recruitment division. The unit also identified a number of hard to fill competitions and delayed clearance processes, and began working with the HSE to address some of these areas on a competition by competition basis, through broader advertising, use of executive search and by clarifying timelines of the final appointment phase.

Medical Consultants recruitment also saw a decrease in the number of positions coming in during parts of 2025, due to a new approval system introduced by the HSE for funding at sanction, recruitment and contract stage.

## TLAC, Senior & Executive Recruitment and State Boards

### Top Level Appointments Committee (TLAC)

In 2025, 26 TLAC recruitment competitions were delivered, with 69% of these delivered within the agreed client KPI timeline of 12 weeks. The average delivery timeline for TLAC competitions was 10.7 weeks. Competitions included Secretary General of the Department of Agriculture, Food and the Marine; Director General of the Office of the Attorney General; Clerk of Dáil Éireann and Secretary General of the Houses of the Oireachtas; Deputy Secretary Housing Activation Officer in the Department of Housing, Local Government and Heritage; and Chief Executive of the Public Appointments Service (publicjobs).

The availability of client nominee or external expert Board members, was one of the main issues impacting TLAC recruitment timelines during 2025.

TLAC has now completed a full year cycle under the new process, which involved several changes, including the hiring Secretary General now being a full member of the interview Board for Assistant Secretary level posts. The new process seems to be working well, but there are some pinch points around interview Board member availability at certain times of the year e.g. St Patrick's Day week and during the summer months.

**Senior & Executive Recruitment (SER)**

In 2025, 32 SER recruitment competitions were delivered, with 81% of these delivered within the agreed client KPI timeline of 14 weeks. The average delivery timeline for SER competitions was 11.2 weeks. Competitions included Garda Commissioner, Chief Executive Officer of the HSE, Chief Planning Commissioner in An Bord Pleanála, Commissioner for Data Protection, and Chairman of the Labour Court.

The availability of Board members, including the availability of client nominee or external expert Board members, were some of the issues impacting SER recruitment timelines during 2025. These issues are particularly relevant for certain competitions. The SER team have recently restructured and taken on competitions which are not for Boards of state agencies or typically follow the State Boards process, e.g. IHREC, Judicial Conduct Committee etc.

**State Boards**

In 2025, 58 State Boards recruitment competitions were delivered, with 43% of these delivered within the agreed client KPI timeline of 10 weeks. The average delivery timeline for State Boards competitions was 10.8 weeks. Competitions included appointments to the Boards of the Road Safety Authority, RTÉ, the Irish Fiscal Advisory Council, the Central Bank of Ireland, Tusla, Enterprise Ireland, Uisce Éireann, the Industrial Development Agency, the National Concert Hall, and St James Hospital.

The availability of client nominee or external expert Board members, the extension to the advertising period application window for certain competitions, delays in candidates' availability for assessment, delays caused by external assessment providers, and some internal resourcing issues due to client demand - were some of the issues impacting State Boards recruitment timelines during 2025.

Although only 43% of State Boards competitions met the KPI timeline of 10 weeks, 50% of those outside the KPI were delivered within 12 weeks, with the remainder delivered within 11 weeks. Given the relatively tight turnaround timeline and certain difficulties in filling Chairperson roles, some processes have been extended at advertising stage, while commercial state entities include additional assessment stages.



In 2025, our Assessment Services unit (ASU) and Board Member unit (BMU) provided dedicated support to the carrying out of more than 36,000 assessments and 12,500 interviews. ASU supported the full range of recruitment competitions run by publicjobs, with a range of new tests and exercises created. BMU also identified and trained suitable Board members to sit on assessment boards for the variety of competitions we ran.

The Capability Framework for civil service grades up to PO level, was further rolled out and embedded throughout 2025. This included significant training of board members, information sharing with clients, and using the framework for new competitions, including our inclusive routes competitions.




In conjunction with the Institute of Public Administration (IPA), ASU delivered a webinar on the Capability Framework through the One Learning platform to approximately 1,600 people. In addition to winning the Civil Service Excellence & Innovation Award for the Capability Framework project, preparatory work was also started on the analysis of the Secretary General and Assistant Secretary grades, with a view to potentially adding those grades to the framework in the future.

ASU also closely monitored developments in AI, in terms of ensuring the security of our assessment systems, and seeking to understand where AI may potentially add value to our processes and practices in a safe and secure way. publicjobs' AI Working Group, comprising staff representatives at various levels from units across the organisation, progressed a number of projects in relation to the governance around AI and identified other possible AI projects. ASU also worked with suppliers to increase the functionality of remote proctoring, which we use for assessments.

In the area of equality, diversity & inclusion (ED&I), the trend of increasing numbers of candidates requiring reasonable accommodations for the assessment process continued. ASU supported colleagues in our ED&I unit in the assessment process for our inclusive routes competitions. They also presented to a European network on assessment and disabilities, providing examples of the accommodations given by publicjobs and supporting data.

In 2025, we also continued to provide extensive training and briefings to our selection Board members, and training on Best Practice in Recruitment to our staff. ASU also delivered two modules on the IPA Professional Certificate in Resourcing and Recruitment programme.

publicjobs used 329 paid Board members in 2025, which reflects our ongoing commitment to increasing the range of people we use on our boards. We trained 67 Board members in 2025, and 53 internal staff for the role of publicjobs Representative; and this training is supported by a programme of shadowing and upskilling when required. There was also a strong focus on training Irish language speakers and diverse Board members, in line with our Official Languages Act and ED&I commitments. All of our Board member eLearning modules were also reviewed and updated in 2025, to ensure accessibility for our Board members.

In 2025, ASU also began publicjobs' preparations for Ireland's EU Presidency in the second half of 2026, with publicjobs set to host a meeting of the European Personnel Selection office (EPSO) network in our Chapter House office.

## Client Experience

In 2025, our client satisfaction with the service provided by publicjobs reached 84%, representing local government clients and clients of bespoke professional and technical roles. Moving into 2026, we plan to scale this evaluation framework across all remaining recruitment segments to broaden our performance insights.

In 2025, client satisfaction with the quality of new appointments reached 82%. This performance reflects feedback collected from our clients for assignments to civil service and local government roles.

Throughout 2025, our dedicated Client Relations Management (CRM) unit continued to manage relationships and provide high quality support and customer service to our clients.

They produced and issued eight quarterly 'Client Connect' newsletters (four each for the Civil Service and Local Government sectors), to keep clients informed of publicjobs' activities and priorities. The newsletters included updates on strategic projects, key recruitment activity, upcoming panels and sector wide competitions, ED&I updates, client resources / learning etc.




CRM also organised and facilitated four Public Service Recruiters Network events in 2025, held in Chapter House in March, Miesian Plaza in June, online in October, and in Chapter House in November. The November event was hosted by publicjobs in collaboration with Cpl's Future of Work Institute, and it explored how talent strategies are evolving in the public sector and beyond.

The Public Service Recruiters Network is a quarterly client event with civil and public service departments and agencies, to enable collaboration and the sharing of best practice recruitment by publicjobs with our client network, with contributions from the CPSA.




# Where job seekers begin their search

## How we delivered in 2025:

- We more than doubled our publicjobs brand awareness.
- We ran a multi-platform national Talent Attraction media campaign, to promote the services of publicjobs and careers in the civil and public service.
- We won 'Best Recruitment Marketing Campaign' at the Employment & Recruitment Federation (ERF) Awards, for our Talent Attraction campaign.
- We increased our social media following by 36,000+, reaching 200,000+ followers on LinkedIn, 90,000+ followers on Facebook, and 20,000+ followers on Instagram.
- We had 4 million+ visitors to our publicjobs.ie website.
- We attended 30+ external events nationwide, including the National Ploughing Championships, gradireland Career's Fairs, Higher Options, World Skills, Irish Citizenship Ceremonies and Intreo Recruitment Fairs.
- We supported more diverse talent pathways and entry routes to the civil and public service, managing the recruitment process for the Assisted Return to Career (ARC) programme and Traveller & Roma Work Placement Programme; and assigning 26 candidates from the Willing Able Mentoring (WAM) programme.
- We developed our equality monitoring capabilities, with a view to analysing candidate data to determine progress in creating a broader and more diverse talent pool for the civil and public service.

## More than doubled publicjobs brand awareness

Following our brand refresh and the running of our first Talent Attraction media campaign in 2024, we partnered with Red C to conduct nationally representative market research about our brand awareness in early 2025.

In our previous NUA26 strategy, we had set a target to double our top-of-mind brand awareness from 8% to 16% during the lifespan of the strategy (2023 to 2026). Based on the market research conducted in early 2025, this target was achieved, with our spontaneous brand awareness coming in at 18%. We now aim to build on this, and to increase our brand awareness further in the years ahead.

As the centralised provider of recruitment, assessment, and selection services for the civil and public service, our refreshed publicjobs customer facing brand name and identity, aims to deliver a clear, consistent, modern, and accessible visual identity for our organisation, with a view to increasing awareness about the services we provide and driving our recruitment activity for clients across the civil and public service.




The tag line accompanying our refreshed brand is... 'there's a public job for that'. This supports the theme of diversity, and that no matter who you are or where your interest lies, there is a career in the public sector for you. It also conveys that there are a multitude of jobs and careers to discover in the public sector that are interesting, attractive, and purposeful.

We believe our refreshed brand identity enables us to better market the diversity of careers and roles, and the employer value proposition in the civil and public service.

## Ran a further Talent Attraction media campaign

In September, we ran a second Talent Attraction media campaign, aimed at promoting careers in the civil and public service, as well as roles we manage on behalf of our civil and public service clients. The campaign ran in dual language (English and Irish) across various media platforms for a six week period. In comparison to the initial

campaign we ran in 2024, the second campaign had a stronger focus on the utilisation of outdoor (Out-of-home) formats to help build visual resonance of the brand with target audiences.

## Best Recruitment Marketing Campaign at the ERF Awards

In November, publicjobs won the Best Recruitment Marketing Campaign category, at the Employment & Recruitment Federation (ERF) Awards 2025, which were held in the Shelbourne Hotel in Dublin.




We won the award for our 'From Passion to Profession' Talent Attraction campaign, which ran across various media platforms during 2024 and 2025.

The campaign aims to promote careers in the civil and public service, as well as roles publicjobs manages on behalf of our civil and public service clients. It demonstrates how careers in the civil and public service can align with people's passions and interests, and how people can make a difference on issues and in areas they deeply care about by pursuing them. It also speaks to the wide variety of attractive, interesting and purposeful roles we have waiting to be discovered. To give an authentic representation of this modern, diverse civil and public service, the campaign's cast members are real serving civil or public servants.



The ERF Awards recognise excellence in the recruitment industry, and the judges said publicjobs was the runaway winner of the category, having a standout campaign, which was bold, creative, and grounded in purpose. They said it tackled long-held misconceptions about careers in our sector, with authenticity and optimism, showing real people making a real impact. They also said it demonstrated excellent use of multi channels, strong connection with people, and clear evidence of success.

In May, publicjobs also won Gold in the 'Social Media Strategy for Public Awareness' category, at the 'Sockies' Social Media Awards, which recognise talent and celebrate the best of social media.




## Significantly increased our social media following

In 2025, we significantly grew the following of publicjobs' social media accounts, with a view to expanding audience reach and engagement. We increased our social media following by 36,000+, reaching 200,000+ followers on LinkedIn, 90,000+ followers on Facebook, and 20,000+ followers on Instagram. This included adding an additional 21,000+ followers on LinkedIn, and an additional 10,000+ followers on Facebook.

We also developed new types of content for our social media channels, specifically more video content, which included weekly round ups of closing soon and upcoming competitions, and video explainers on how the civil service is structured and works, such as the grade structure.

In 2025, we measured that there were over 4 million visitors to our publicjobs.ie website, and over 10 million page views. Our website jobs board continues to act as a key advertising channel for vacancies, and we also produced more user friendly guidance content for the website during 2025. e.g. a dedicated Garda Trainee website page, a dedicated New Recruitment Platform website information page.




## Attendance at nationwide events

In 2025, we attended 30+ events nationwide, including the National Ploughing Championships, gradireland Career's Fairs, Higher Options, World Skills, Irish Citizenship Ceremonies and Intreo Recruitment Fairs.

Our attendance and presence at many of these large scale, high profile, high footfall events; such as the National Ploughing Championships in September, the gradireland Career's Fairs in Spring and Autumn, and Higher Options and World Skills also in September – provided us with the opportunity to engage with specific audience groups at scale.

For more client interest events, organised by or in partnership with fellow civil service departments/organisations, publicjobs is often invited to attend and provide support in our capacity as the centralised provider of recruitment, assessment, and

selection services for the civil and public service. These types of events can include Irish Citizenship ceremonies, and Department of Social Protection run Recruitment Fairs.

During 2025, we also attended various events to support our commitments and work relating to ED&I, including AHEAD's Building the Future Careers Fair, OWL programme graduation, IHREC's Annual Conference, Dublin Pride, and Africa Day.

At each event, we have a publicjobs stand, leaflets, merchandise, and several staff ambassadors in attendance – all to engage with attendees and promote our service offering.











## Diverse talent pathways and entry routes

In 2025, we supported more diverse talent pathways and entry routes to the civil and public service, managing the recruitment process for the Assisted Return to Career (ARC) programme and Traveller & Roma Work Placement Programme; and assigning 26 candidates from the Willing Able Mentoring (WAM) Programme.

As part of this, we continued our collaborations with departments across the civil service and a diverse range of civic society organisations, to offer paid and mentored work placements and routes to permanent civil service roles.

The WAM programme provides a 12 month paid and mentored placement opportunity for graduates with a disability. In Q1 2025, our partner organisation, AHEAD, completed workplace needs assessments for participants who secured placements in 13 government departments, with onboarding completed in April.

publicjobs managed the WAM 2026 recruitment campaign during Q4 2025, supported by an interview clinic for candidates. Of 140 applicants, a panel of 35 successful candidates was formed. AHEAD will carry out workplace assessments and support publicjobs with assignments, with placements expected to commence in Q2 2026.

The WAM route to permanency campaign took place throughout the year, for participants who successfully completed their 12 month work placement. Candidates underwent two-line manager assessments and a situational judgement test as part of the selection processes. 20 candidates successfully completed these stages and were invited to interview. All 20 were successful at interview, and are expected to be placed in permanent roles in 2026.

In November, publicjobs was delighted to accept a WAM Leaders award on behalf of the Civil Service. The award recognises our significant contribution to the WAM programme over the past twenty years.




publicjobs also participated in a working group to develop the AHEAD WIDE framework, which launched in Q4 2025 – and acts as a

one stop shop resource that offers guidance to employers on disability, inclusive recruitment, and retention.

The Oireachtas Work Learning (OWL) programme is an applied, work based, learning programme for young people with intellectual disabilities. Eight participants in the 2025 programme who successfully completed their work placements were interviewed for permanent roles, and assignments were subsequently made to permanent Clerical Officer and Service Officer roles.

In Q1 2025, the Houses of the Oireachtas invited employing departments, including publicjobs, to review and make improvements to future iterations of the OWL programme. This has resulted in positive changes to enrich the programme.

The second iteration of the 12 month paid and mentored, Civil Service Traveller & Roma Work Placement Programme, also commenced in 2025 - following collaboration with DPER, the Department of Justice, Home Affairs and Migration, the Department of Children, Disability and Equality - and newly appointed Programme Liaison Officers from community organisations, Pavee Point and Involve. Applications to the Programme opened in September, with placements available at Executive Officer and Clerical Officer level in seven locations across the country. The 2025 edition of the Programme saw a significant increase in applications, with good representation from both communities. All applicants were invited to interview, and publicjobs delivered preparation clinics to give candidates the best chance of success. 18 successful candidates (12 Clerical Officer and 6 Executive Officer) have entered the clearance process, and are expected to be assigned in 2026.

Building on the established inclusive routes to permanency for the WAM and OWL programmes – a route to permanency has also been added to the Traveller & Roma Work Placement programme.

In Q3 2025, our ED&I team began exploring a potential new inclusive route for people with past convictions (modelled on the UK Civil Service initiative). Preliminary discussions took place with the Department of Justice, Home Affairs and Migration and the Criminal Justice Network during 2025, with further work on this proposal expected in 2026.




## Creation of a broader and more diverse talent pool

In Q1 2025, following a review, publicjobs refreshed the equality monitoring questions that are posed to candidates at application stage (covering the nine grounds in the Employment Equality Acts)

The updated questions align with CSO data standards, and a dashboard was developed to analyse the data from them. At this stage, the results the data is providing are preliminary, and when the dashboard is fully operational, we will be able to report annually on the full range of data collected and use it to inform our strategy and KPIs.

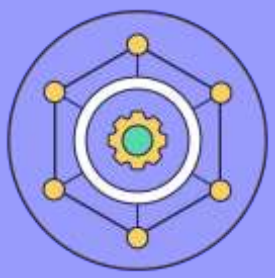
At this stage, the preliminary results are showing us that progress is being made in the creation of a broader and more diverse talent pool for the civil and public service.




## Candidate Experience

Overall candidate satisfaction with the service provided by publicjobs in 2025, reached 59% across all recruitment segments.

In 2025, candidate satisfaction with our communications during the recruitment process stood at 47%. This result establishes our baseline, as we aim for a 10% increase in satisfaction in 2026.



# Our enablers

## How we enabled in 2025:

- Our staff completed 5,400+ hours of training, on subjects including Recruitment Best Practice, Cyber Security, Data Protection and ED&I.
- We introduced a new staff induction programme and an enhanced ethical behaviour training programme, covering Data Protection, Cyber Security, Legal, Quality Assurance, Governance, and Marketing & Communications.
- 24 staff engaged in further education training, on subjects including Resourcing & Recruitment, AI, Governance, Data Analysis, Digital Marketing, and Change Management.
- We received Inclusio's 'Excellence in Diversity, Equity and Inclusion' award, which recognises leading organisations committed to DEI.
- Strategic resourcing decisions led to our staff headcount being 8% below sanction, with 38 new starters and 49 exits during the year.
- Our key internal management and decision making forums met regularly, with our Executive Team meeting on 20+ occasions, our Board meeting on 6 occasions, our Audit Committee meeting on 4 occasions, and our Risk Management Committee meeting on 11 occasions.
- We managed 238 CPSA reviews relating to our recruitment competitions.
- We utilised the Microsoft Power platform to introduce new tools to support staff performance and development, including a Job Specification app and 'Career Compass' tool.
- We upgraded all staff laptops to Windows 11, and updated the software on our publicjobs.ie website.

## People & Culture

**Resourcing**

The overall headcount as of year-end 2025 was 302, representing a decrease of 7 persons compared to year-end 2024 (309), and a decrease of 9 persons compared to year-end 2023 (311).

The overall FTE as of year-end 2025 was 293.4, representing a decrease of 6.1 FTE compared to year-end 2024 (299.5), and a decrease of 4.1 FTE compared to year-end 2023 (297.5). The DPER sanctioned FTE for 2025 was 322, and the overall FTE (293.4) was 28.6 FTE (8.9%) below sanction.

In 2025, there were 38 staff new starters, and 49 staff exits. Staff turnover was 15.3%, representing no change when compared to 2024, but decreasing by 4.5% when compared to 2023 (19.8%).

The most prominent staff exit reason was external promotion, which accounted for 41% of all exits in 2025 (increasing by 5% when compared to 2024). This was followed by end of contracts, which accounted for 18% (representing no change when compared to 2024).

The absenteeism rate for 2025 was 1.54%, decreasing by 0.30% when compared to 2024 (1.84%).

**Learning & Development**

In 2025, a comprehensive staff Learning & Development programme was delivered, supporting and aligned to organisational objectives. 5,417 hours of training was completed by staff.

91% of staff attended 5 or more L&D managed training courses in 2025 (includes mandatory trainings).

The following 5 training categories received the most engagement from staff (in order);

1. General Learning & Development
2. Cyber Security
3. Wellness
4. Data
5. ED&I

The Learning and Development programme during 2025, delivered:

- A new Induction Programme from January
- An enhanced 'Risky Business' ethical behaviour training programme, with the addition of Quality, Governance, and Marketing
- A Data Protection 101.25 series - 4 webinars on Data Breaches, Legal Basis, the Principles and DPIAs
- Health & Safety – Fire Warden training
- Executive Officer/Higher Executive Officer/Assistant Principal Officer - New to Grade courses
- An Inclusive Recruitment 101 session – Ready Steady Accommodate, relating to candidate reasonable accommodations
- An ISL Basic Sign Language Programme – 10 weeks
- Neurodiversity workshops for staff and managers
- A Mental Health Ireland workshop for staff and managers
- FOI & GDPR Training
- Employment Law Professional Certificate
- Team Coaching Programme for our Executive Team, completed over 18 months










- Senior Public Service Strategic Leadership Programme over 8 days
- Beacon Programme for High Potential Leaders over 5 days
- Emerging Leaders Programme (AO Development) over 8 days
- Team Coaching Programme

24 staff members also engaged in further education, in the form of professional degrees/diplomas/certificates in 2025.

**Health & Wellbeing**
We established a new Workplace Wellness Committee, with 10 Wellness Ambassadors appointed.

Our People & Culture team developed and launched a Wellness Hub on the staff intranet (E-Hub), structured around Mind, Body, and Life pillars, which acts as a centralised resource for all of the wellness supports available to staff, and provides extensive signposting of resources.

Our Wellness Programme during 2025 also included yoga and sound baths, healthy eating initiatives, and lunchtime walks. We also delivered mental health webinars and awareness sessions, and mindfulness activities.

**Inclusio**
In 2024, publicjobs partnered with Inclusio to utilise their gamified platform to assess our workplace culture, by enabling staff to contribute anonymously across a range of areas. The initiative provided a valuable diagnostic, which allowed us to get a deeper understanding of our staff demographics, and to identify key areas to focus on to further enhance our workplace culture. The Inclusio initiative ran for three weeks, achieving 80% staff engagement, and we were delighted to see high scores in areas such as belonging, trust and psychological safety.




In 2025, using the insights gathered, our ED&I and People & Culture teams developed a series of staff infographics highlighting key findings from the Inclusio initiative, in areas such as nationality, membership of the LGBTQI+ community, family status, reasonable accommodation, disability, as well as staff sentiment on our culture. The insights also informed the delivery of targeted training and development resources for staff throughout 2025, including neurodiversity awareness sessions and dedicated manager workshops to build confidence in supporting diverse teams, all of which were well attended and received by staff.

In February, publicjobs was proud to be presented with the Inclusio 'Excellence in Diversity, Equity and Inclusion (DEI)' award by Inclusio CEO, Sandra Healy, which

recognises leading organisations committed to DEI, and celebrates outstanding leadership in fostering an inclusive culture.




**Career Compass**

We developed a new 'Career Compass' self-assessment and career development tool, that allows staff to assess their performance against the Civil Service Capability Framework. The tool is used to identify areas to focus development and provides a tailored approach to training. The Career Compass is designed to help staff assess their readiness for promotion/progression, to support managers with development conversations, and to align career planning with PMDS.

**Job Specification App**

In collaboration with our ASU and Software Development teams, our People & Culture team developed a Job Specification app, creating bespoke Job Specs for over 170 of our staff. A searchable Job Spec repository was created, allowing staff to access their own Job Specs and explore roles across units and grades. The app enables improved role clarity, and supports mobility and development discussions.

**Hybrid Working**

A Hybrid Working and Communication Experiences survey was carried out, to gather staff feedback on hybrid work practices and internal communications. The survey findings informed follow up actions that were implemented across the year, and we will continue to monitor our hybrid working model of a minimum of two days in the office each week (including a team anchor day) during 2026.

**Values in Action Award**

In 2025, there were 31 nominations for our internal Values in Action Award staff recognition scheme, which recognises staff at Service Officer, Clerical Officer and Executive Officer level who demonstrate positive values-based behaviours in their roles. Our organisational values are Trust, Excellence, Leadership, Innovation, Inclusion and Customer Focus.

**HR Policies**

All appropriate People & Culture (HR) related policies were updated during 2025, and a new 'Policy Hub' was set up on the staff intranet (E-Hub), providing a central access point for staff to organisational policies, codes of practice, and circulars - to enable ease of access to key HR related information.

**Open Doors Mentoring Programme**

Members of our ED&I and People & Culture teams were delighted to partner with the Open Doors Initiative Mentoring Programme during 2025. Participation in the programme sees staff from both teams' mentor people who face barriers to the labour market.

## Governance

**Role of our Board and CEO**

The Public Service Management (Recruitment and Appointments) Act 2004 established the Public Appointments Service. 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.

**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 they are 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, Infrastructure, Public Service Reform and Digitalisation (DPER) 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.

Our 'publicjobs' brand name and identity, refers to Public Appointments Service established under the Public Service Management (Recruitment and Appointments) Act 2004-2013.

| The Board of publicjobs in 2025 | |
|---|---|
| Tom Moran (Chairperson) | Former Secretary General, Department of Agriculture, Food and the Marine |
| Margaret McCabe | Chief Executive, publicjobs |
| Fiona Quinn | Assistant Secretary, Department of Housing, Local Government and Heritage |
| Mary Connaughton | Former Executive Director, CIPD Ireland |
| Yvonne Cooke | Former Executive Director of Human Resources and People Development, An Garda Síochána (Term of Office completed in 2025) |
| Yvonne Furey | Assistant Secretary, Department of Justice, Home Affairs and Migration (Term of Office commenced in 2025) |
| Colin Menton | Assistant Secretary, Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation |
| Anne Marie Hoey | National Director HR, HSE |
| Valerie Lawlor | Partner, McCann Fitzgerald |
| Sinead Burns | Occupational Psychologist and Fellow of the CIPD |

Six Board meetings were held during 2025.

| Board Member | % of meetings Board Member attended |
|---|---|
| Tom Moran (Chairperson) | 100% |
| Margaret McCabe | 83% |
| Fiona Quinn | 83% |
| Mary Connaughton | 100% |
| Yvonne Cooke | 50% |
| Yvonne Furey | 100% |
| Colin Menton | 83% |
| Anne Marie Hoey | 83% |

| | |
|---|---|
| Valerie Lawlor | 100% |
| Sinead Burns | 83% |

**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 in 2025 | |
|---|---|
| **Name** | **Role** |
| Margaret McCabe | Chief Executive, publicjobs |
| Michelle Noone | Head of Recruitment Talent Strategy |
| Eimear O'Connor | Head of Recruitment Operations & Service Delivery (Chief Operations Officer) |
| 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 Services |
| Niall Leavy | Head of Market Engagement (retired in mid-2025) |
| Dr Aoife Lyons | Head of Assessment Services & Research |
| Rosemarie O'Mahony | Chief Technology Officer |
| Fiona Morgan | Head of People & Culture |
| Aileen Tuliani | Head of Finance |
| Áine Gray | Head of Capacity Development & Inclusion (retired in Q4 2025) |

**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 & 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 2025, was as follows:

- Mr Kevin Smyth (Chairperson)
- Ms Anne Marie Taylor (until May 2025)
- Mr Noel O'Connell
- Ms Louise Jevens
- Ms Valerie Bowens
- Ms Judith Lawless (from May 2025)

The Committee met on four occasions during 2025.

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 audits, from the Strategic Audit Plan, were presented to the Committee in 2025:

- Vendor Management
- CPSA Compliance
- GDPR Compliance
- Cyber Security (Protect Pillar)

The Committee received a report on Internal Controls at their meeting in March. The report outlined the controls in place and incorporated a section which responded to guidance in the C&AG report regarding the impact of hybrid working on the control environment. 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 the C&AG and was used by the Accounting Officer for assurance, to allow her to sign off on the Statement of Internal Controls.

The Annual Report from the Audit Committee was also submitted to the Accounting Officer.

**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 2025, and the Corporate Risk Register was reviewed throughout 2025.

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 (legacy recruitment platform). 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 2025 will strengthen the controls further.

In 2025, there were 11 Risk Management Committee meetings, 17 deep dives of individual unit Risk Registers, 3 Health & Safety Committee review dives, and 1 Business Continuity Plan review.

**Governance Frameworks & Policies**

All appropriate Governance related frameworks and policies were reviewed and updated where required during 2025, including publicjobs' Governance Framework and Audit & Assurance Arrangements. As set out above, an annual Review of Internal Controls was completed. An annual Performance Delivery Agreement between publicjobs and our parent government department DPER was also in place. We also completed and submitted an annual governance self-assessment questionnaire to DPER, confirming our compliance with relevant governance codes, circulars and legislation.

In November, we ran two training and awareness sessions for our Management and Leadership teams, about our governance frameworks and policies, and important governance points for senior managers to remember.

Quality Management

In 2025, we introduced a new Quality Assurance checks process across units, as part of our Quality Assurance and Improvement efforts. The new checks process aims to provide an added layer of assurance to senior management that good recruitment, assessment, and selection standards and practices are consistently being maintained across units.

We also introduced a new Knowledge Management Framework, and a more structured approach for how we as an organisation acquire, share, and utilise the knowledge and information we have. The goal of the framework is to improve knowledge sharing, enable staff development, improve decision making, and enable better service delivery.

We received 12 reports and 19 recommendations were made as part of the internal Corrective and Preventive Action (CAPA) process, to address, document, and resolve issues which arise relating to our services and processes, and to ensure compliance with our obligations as the centralised recruiter for the civil and public service in Ireland. The average time to close a CAPA in 2025 was 12 weeks, and the top report categories related to panel management, accounting for 25% of all issues reported. This was followed by candidate appeals (17%) and eligibility (17%).

143 quality-controlled documents were put through the internal approvals process for updating or adding to our bank of over 450 standardised and quality-controlled documents. The documents are maintained by the Quality team, incorporate publicjobs' regulatory and legal requirements (CPSA Code of Practice, legal disclaimers, data protection elements etc), and are accessible to units on the staff intranet (E-Hub), for use during recruitment competitions.

**CPSA Code of Practice Reviews**
In 2025, 238 appeals were received. Of these, 183 (77%) related to Section 7 reviews, and 14 (6%) related to Section 8 appeals. Overall, 89% (177) of appeals were upheld.

87% (160) of appeals relating to Section 7 reviews were upheld, and 100% (14) of appeals relating to Section 8 appeals were upheld. All three of the appeals which were outside of the Code of Practice were also upheld.

Of the 11% of appeals that were overturned (23), 9 related to general grade recruitment activities, including assessments, interviews and shortlisting. 4 related to clearance activities, including eligibility criteria and clearance processes. 4 related to professional and technical competitions, 3 related to local government competitions, and 3 related to justice recruitment competitions.

**Freedom of Information & Data Subject Access requests**
In 2025, 72 Freedom of Information (FOI) requests were received. Of this, 27 were granted in full, 27 were part granted, 6 were refused, 3 were pending decision at year end, and 1 was withdrawn. Eight of the requests were handled outside of FOI.

In 2025, 39 Data Subject Access requests were received. Of this, 24 were granted in full, 7 were part granted, 7 were refused, and 1 was pending decision at year end.

**Finance**

The annual Appropriation Account for 2025, including the annual Statement of Internal Financial Control, was submitted by the CEO as the Accounting Officer to the Office of the Comptroller and Auditor General (C&AG).

We completed the estimates process for exchequer funding, and our estimate was prepared by our Head of Finance (Professional Accountant) in conjunction with the Executive Team, having regard to our resource requirements.

Our Finance subgroup met throughout 2025, to manage budget and financial allocations within publicjobs, to ensure value for money, good financial management and the delivery of key organisational objectives and priorities.

Financial reports were provided to each cost centre manager/budget holder on a monthly basis, based on our internal requisition and purchase order process.

We continued to maintain a Contracts Register, and our dedicated Procurement Officer provided internal guidance and support relating to public procurement. We also continued to comply with Green Public Procurement requirements, in line with OGP guidance.

Protected Disclosures

The policy operated by publicjobs under the terms of the Protected Disclosures Acts, is designed to facilitate and encourage all workers to raise genuine concerns about possible internal wrongdoing in the workplace, so that these concerns can be investigated following the principle of natural justice and addressed in a manner appropriate to the circumstances of the case. Section 22 of the Protected Disclosures Act 2014, substituted by Section 30 of the Protected Disclosures (Amendment) Act 2022, requires public bodies to prepare and publish a report in relation to the previous year in an anonymised form.

Pursuant to this requirement, publicjobs can confirm that three Reports were made to this Office in 2025. Details of the outcome of these reports are provided below.

| Date Report received | Status | Outcome |
|---|---|---|
| 10/03/2025 | Closed | Accepted and investigated. No evidence of wrongdoing found, no further actions taken. |

| | | |
|---|---|---|
| 27/06/2025 | Closed | Accepted and investigated. No evidence of wrongdoing found, however several recommendations made to improve the process. |
| 22/09/2025 | Closed | Accepted and investigated. No evidence of wrongdoing found, no further actions taken. |

**Environmental, Social & Governance (ESG)**
Our ESG Action Group continued to meet during 2025, to progress ESG initiatives and activities in line with our ESG framework and goals.

We selected the Alzheimer Society of Ireland as our Charity Partner, following consultation with staff. We also ran various charity fundraisers throughout the year, including a Denim Week, Easter Hamper raffle, Alzheimer's Memory Walks, Step Challenge, and Tea Day. We also ran Alzheimer's information and awareness sessions for staff.

We published information/data in our Annual Report relating to energy usage (Gas, Electricity) and sustainability (CO2 emissions) in publicjobs. We utilised the Deposit Return Scheme, with our staff returning bottles and cans, and money raised going to the Simon Community. We introduced clearer bin signage / labels, to improve recycling and reduce general waste. We also undertook an annual review of our Climate Action Roadmap, and continued to utilise the data in our monthly energy usage and sustainability reports.

As set out above, all appropriate governance related frameworks and policies were reviewed and updated where required during 2025, including publicjobs' Governance Framework and Audit & Assurance Arrangements. An annual Review of Internal Controls was also completed, and we developed a new Supplier Code of Conduct.

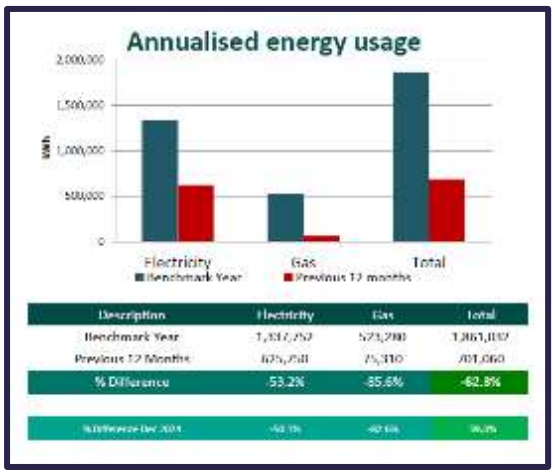
**Sustainability and Energy Usage**
publicjobs adheres to Circular 01/2020.

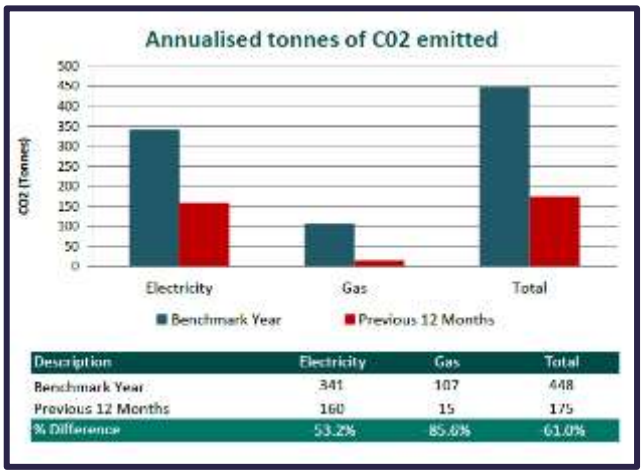
In line with our obligations to reduce our carbon footprint by 50% by 2030, publicjobs has taken important steps to reduce our energy usage across Chapter House. Since joining the Optimising Power @ Work campaign in 2012, energy consumption in Chapter House has reduced by 62%. As a comparator, average 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 2025, 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 2026.

Total energy consumption in Chapter House for 2025, was:

- **Electricity:** 63,719 kWh
- **Gas:** 8,094 kWh







Under the requirements of Circular 01/2020: Procedures for Offsetting the Emissions Associated with Official Air Travel, publicjobs estimates and offsets (through payment to the Climate Action Fund) the carbon usage arising from air travel undertaken for official business. For 2025, the estimated carbon usage was 1.887 tonnes.

**ED&I Advisory Board**

In May and November, we hosted in-person meetings of the publicjobs ED&I Advisory Board. Comprising over 25 senior leaders from across government, civic society, and

private industry, the Board facilitates strategic guidance on the implementation of our ED&I strategy 2024-2026; ensuring that our actions remain grounded in operational inclusion.




A range of engaging topics were explored through guest speakers, panels, and breakout sessions, such as fostering community and culture in the workplace, the value of staff-led networks, embedding design thinking principles, attracting candidates from under-represented communities, and enhancing diversity in our selection processes.

A survey issued to members in late 2025, to gather feedback on the Boards operation and potential topics for future meetings. Feedback has been positive, and we received suggestions of interesting topics for future meetings.

**Sponsorship**




In 2025, publicjobs once again sponsored the 'Public Sector Organisation of the Year' category at the National Diversity and Inclusion Awards, which are hosted annually by the Irish Centre for Diversity. Our CEO presented the award to the 2025 winners, Solas, at the awards ceremony held in the Clayton Hotel Burlington Road in February. We were also delighted to once again partner with Exchange House Ireland, to sponsor the National Traveller Educational Achievement Awards in 2025, which had 63 award recipients.

Irish language activities

In 2025, we continued to fulfil our obligations under the Official Languages Acts.

Several new staff were added to our Irish language support team, Foireann na Gaeilge.

Excluding work for the new recruitment platform project and ad hoc translations, Foireann na Gaeilge received over 1,600 documents for translation in 2025. This represented a 10%+ increase in translation demand compared to 2024, and a 40%+

increase compared to 2023. It also reflected publicjobs' commitment to offering Irish language versions of as many of our processes as can be facilitated.

Foireann na Gaeilge coordinate the assessment of candidates' Irish language skills, when they are given the option to take an Irish language assessment as part of certain Local Government recruitment competitions. In 2025, 77 candidates were assessed, across 44 different competitions.

Foireann na Gaeilge also facilitated the translation of materials to ensure the functions of our new recruitment platform are available bilingually to candidates and clients.

The team completed training on the new version of the translation platform used by the organisation, and are now using a more collaborative version of the software on it, leading to greater flexibility and efficiency.

Foireann na Gaeilge also facilitated increased engagement with external Irish language related stakeholders throughout 2025, including Roinn na Gaeltachta, the Centre for Irish Language in Maynooth University, TEG (Teastas Eorpach na Gaeilge), Foras na Gaeilge, Gaelchultúr, and Gréasán Gaeilge na hEarnála Poiblí.

Foireann na Gaeilge did not receive any complaints from the Language Commissioner's Office (An Coimisinéir Teanga) in 2025.

### Gender Pay Gap Reporting

We published our gender pay gap reporting information for 2025 on our publicjobs.ie website. Our 2025 Gender Pay Gap Report showed a pay gap in favour of females. This outcome reflected the make-up of our workforce, which was 34% male and 66% female.

### Public Sector Duty

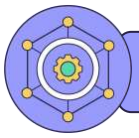
We recognise our statutory obligation to implement the Public Sector Equality and Human Rights Duty set out under Section 42 of the Irish Human Rights and Equality Commission Act 2014. Our assessment of the equality and human rights issues we believe to be of relevance to our purpose and function is outlined in our ED&I Strategy, and we are committed to implementing and reporting on all aspects of its delivery. Key themes identified included:

- The need for diverse access routes to employment in the public sector, and the need to explore positive action measures for certain groups of people to enable access to employment.

- Perceptions of barriers arising for some groups of people in assessment and testing used during recruitment.
- Challenges for accessibility and inclusion within recruitment systems and processes, as well as the importance of reaching out to diverse candidate pools.
- Importance of a positive organisational culture
- The need for inclusive leadership, champions and role models
- The need for training, and the need to share practice in applying ED&I across the civil and public service.

Relevant actions implemented in 2025. are contained in the following sections of this report:

- Assessment Services and Board Member Unit
- Attendance at Nationwide Events
- Diverse Talent Pathways and Entry Routes
- Creation of a Broader and More Diverse Talent Pool
- People and Culture
- Governance – ED&I Advisory Board



## Technology

**Digital Developments**

In 2025, we made significant progress on the decommissioning of publicjobs' legacy recruitment platform. The legacy platform's software underwent a range of updates to integrate it with our new recruitment platform, which helped to facilitate the transition of candidates and staff to the new platform. Work was also progressed on the creation of a new technical environment, to provide access to historical data when the legacy platform is fully decommissioned in 2026.

In 2025, the software that underpins our publicjobs.ie website was updated to the latest version, to maximise its security and support into 2026. There was a continued focus on accessibility and usability, and new features and sections of the website were designed and developed.

We continued to deploy applications on the Microsoft Power Platform, with a range of services developed, including a system that automates elements of the candidate Garda Vetting process, and the new internal Career Compass app. We implemented a new ticketing system for managing queries from candidates to our Candidate Support Unit (CSU). We also continued to assess opportunities for integrating more technology into our processes, which included evaluating options for potentially recording interviews.

A rolling program to modernise our network infrastructure continued throughout 2025. All staff laptops were upgraded to Windows 11, and some of our firewalls and network switches were upgraded to ensure our network and infrastructure is not running on end-of-life hardware or software platforms. A project to create a Microsoft Azure landing zone was successfully completed, providing a solid grounding for deploying workloads to the Azure Cloud in the future - ensuring scalability, governance, and alignment with best practices from the outset.

**Cyber Security**

We had no significant cyber security incident during 2025, however we are aware of the need to continue to adapt and evolve our practices to counteract new and emerging cyber threats.

The security of our data and networks continues to be a key strategic priority for publicjobs. Our approach to cyber security is multi-layered; investment in new technologies, staff training, rigorous assessment of the security protections we have in place, and a constant evolution of our processes and policies.

During 2025, we implemented a new digital assets management platform, which gives us greater visibility of our digital estate. We implemented a new Privileged Access Management solution in late 2024, and this was fully rolled out in 2025. It provides a mechanism to control, monitor, and secure administrator accounts, to prevent misuse and cyber-attacks, and enforces the principle of least privilege.

We focused heavily on staff awareness and training throughout 2025, with regular centralised cyber security training provided to all staff. We also conducted periodic simulated phishing email campaigns, to measure 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 carried out reviews of all our main cyber security related processes and policies during 2025.

**Artificial Intelligence (AI)**

In 2025, there was considerable discussion and research carried out at senior management level, regarding our potential use of AI in publicjobs. A preliminary set of arrangements aimed at governing our potential future use of AI were developed, and we hope to build on these during 2026, and to develop an organisational AI Policy.

Our AI Working Group continued to meet throughout the year, and several members of staff completed AI training, with some members of management completing a Diploma in Artificial Intelligence for Business in UCD's Professional Academy.

**Data Inventory Assessment (DIA)**

In 2025, publicjobs undertook a DIA, to develop a clearer understanding of our data landscape and improve overall data governance. The assessment sought to address key challenges, such as unclear data holdings, data duplication, integration difficulties, inconsistent data quality, and inefficiencies in accessing and using data.

The migration of our legacy recruitment platform data to our new Oleeo platform, along with the emergence of new data storage and reporting solutions, presented a timely opportunity for us to undertake a comprehensive baseline assessment aimed at enhancing our data quality. This was a strategic initiative that can yield significant short and long-term benefits for publicjobs as an organisation – as evidenced by similar efforts in other government departments and public bodies.

The assessment will support publicjobs in making informed decisions about our data governance, value, and utilisation; set the stage for improved data management practices; and maximise the value of our information assets. Furthermore, it will serve as the initial step toward developing a data catalogue and organisational data strategy - as recommended by OGCIO's Data Governance Unit.

By the end of Q4 2025, all of our business units had signed off and submitted their final DIA returns. All completed templates were then consolidated into a single, organisation-wide data inventory – the first step towards building a comprehensive data catalogue.

These insights can help inform a range of wider organisational initiatives, including ESG reporting, National Archives compliance, Open Data efforts, data cataloguing, and data migrations.

During October and November, the Project Lead, together with our support partner, Derilinx, conducted informal interviews with selected senior managers and key data stakeholders across the organisation. Participants represented a broad range of functions, including ASU, BIA, Compliance, Corporate Services, ED&I, Recruitment Operations and Talent Acquisition. These sessions provided valuable insights to help shape the final report, one of the key outputs from the project.

Work on the final report commenced in December, and it is due to be published in 2026. It will include a series of recommendations to help improve data governance and data management practices across publicjobs.

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