



Corporate Strategic Business Plan 2024

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Our Vision

Recognised as the
centre of excellence
in recruitment,
trusted by those
we serve.



Our Mission

Recruiting a diversity
of people for the public
service with the talent,
character & commitment
to deliver for Ireland.



Key Challenges, Risks and Opportunities in our Operating Environment

2024 Strategic Context

Delivering Recruitment Excellence: While the current recruitment market is classified as competitive, its future shape is uncertain. Depending on broader social, economic and geo-political issues, a variety of employment market scenarios are possible. It is expected that the high demand for resources experienced in 2023 across our client base will continue into 2024. With continued pressure on the labour market, the availability of talent and our capacity to attract and retain candidates is likely to remain challenging. Meeting the expectations of our clients requires an agile response and recruitment solutions that can flex to deliver the resource needs of a public service that is increasingly responding to unprecedented events, which have been a feature in recent years. We will continue to benchmark ourselves, improve our processes, adopt new technology and innovate to achieve our service delivery objectives and to prepare for our transition to the new recruitment platform and embed a hybrid recruitment service delivery model. To achieve these service delivery objectives, we will leverage our new recruitment platform to take the opportunity to review all aspects of our current recruitment models in order to optimise our strategic approach to recruitment.

Driving Excellence: It is essential to maintain close and effective working relationships with other Government Departments, Public Sector Bodies, Local Authorities and other clients and stakeholders. PAS aims to develop our research capabilities and leverage our networks to ensure our processes are meeting the needs of the workforce of the future. PAS aims to ensure a system-wide commitment to removing barriers and adopting an agile approach to attracting and retaining talented and diverse candidates to public service roles.

Equality, Diversity and Inclusion: ED&I has a driving role in attracting, engaging and retaining talent; recognising that inclusive workplaces fuel innovation, high performance and deliver better outcomes. PAS understands the contribution we can make towards achieving a Civil and Public Service reflective of those we serve. PAS is committed to implementing systems, policies and processes to ensure a candidate pool that is reflective of our diverse population.

Reform: PAS actively supports the ongoing delivery of Civil Service Renewal and Public Service Reform agendas. Attracting and retaining a diverse and engaged workforce is a key factor in delivering on the reform agenda.

Design thinking: PAS will embed the Ten Design Principles for the Government of Ireland into recruitment service delivery, our organisational behaviours, and project delivery to ensure our services and products are effective, accessible, and simpler.

Key Challenges, Risks and Opportunities in our Operating Environment

2024 Strategic Context

Market Engagement: A comprehensive engagement strategy is fundamental in developing strong public recognition of our organisation. We aim to ensure a clear and compelling brand that promotes our client organisations as a recruiter of choice for the Civil and Public Service and to attract more diverse and high-quality applicant pools.

Digital and Socio-technical Transformation: There is a need to keep pace with the rapid rate of advances in technology and an increasingly tech-savvy population by exploiting opportunities to use innovative technology solutions and communication avenues. Given the constantly evolving nature of the cyber threat landscape, adoption of new and innovative technologies must be underpinned by a 'secure first' approach, with adherence to best practice in terms of cyber security central to everything we do on our digital transformation journey. PAS must also be cognisant that global supply chain issues are a real challenge in the IT industry at present. This needs to be considered as we look to accelerate adoption of technologies that will transform how we work.

Organisational Governance and Controls: Effective corporate governance and compliance structures, processes and systems support the ongoing work of the organisation, ensuring compliance and best practice.

Organisational Capacity: The people, performance and culture of our organisation will continue to evolve. Building our leadership capability and our collective capacity to be agile, resilient, engaged, inclusive and open to change, will equip us to meet the challenges of the future.

Better Use of Data and Metrics: PAS aim to improve organisation performance, measured in terms of customer experience and service delivery, through the development and use of data analytics for business intelligence.

NUA 2026 Strategic Impacts and Changes

Our Statement of Strategy identifies the following strategic priorities that will direct our activities towards 2026.

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Our Key Measures

- Recruitment service delivery index
- Client experience index
- Candidate experience Index
- Financial Performance Index
- Audit Index
- Quality Index
- Digital Transformation Index
- Information Governance Index
- Environmental Social & Corporate Governance Index
- People Index

Developing our people, systems & culture
 Evolve how we work
 Future-proof Public Appointments Service capability

Driving recruitment excellence
 Delivering for our clients and candidates
 Ensure Client & Candidate experience is at the centre of everything we do

Driving Excellence
 Transform insights into action
 Remove barriers to deliver recruitment excellence

Our Values

- Trust
- Leadership
- Inclusion
- Customer Focus
- Innovation
- Excellence

Government of Ireland Principles will design...

- ...to put people first
- ...to be inclusive
- ...for trust
- ...services together
- ...so knowledge can be reused & shared
- ...from the top down & bottom up
- ...to challenge assumptions & design with evidence
- ...to deliver value. In all its forms
- ...to make things simpler
- ...to build, test & iterate

DELIVERING

Delivering Recruitment Excellence

Delivering recruitment excellence is the central pillar of our new strategy, in recognition of the need to improve our service delivery timescales and work with strategic partners to provide responsive and tailored recruitment solutions for our customers. In 2024, it is our priority to provide our clients with an efficient and prompt service, recruiting high calibre candidates to support a diverse public service. In a competitive environment, we recognise the need to strengthen and evolve our recruitment model to respond to the changing needs of our clients and our candidates.

Our 2024 Business Plan makes a commitment to: -

- Implement a strategic approach to recruitment, piloting new approaches and leveraging the implementation of our new recruitment platform to review and enhance our recruitment models.
- Roll out a new capability framework across all competitions with a suite of supporting material for clients and candidates.
- Implement the recommendation of a review undertaken by PAS in 2023 on the application of merit-based recruitment, in-line with the new capability framework and a new recruitment platform for all general service recruitment competitions.
- The implementation project for the Brand Strategy will deliver a clear, modern brand identity that accurately reflects us as an organisation driving recruitment excellence, focused on attracting and engaging a diversity of candidate pools across all stages of the recruitment journey.
- Standardise how we engage with candidates and clients through our processes, documentation, and communications strategy.
- Continue to evolve our CRM structures to better understand and support all public service clients.
- Develop and implement a board member attraction and management strategy.
- Implement a culture and behaviour driven programme to embed key principles: Customer focus, ED&I, information governance, and data driven insights.
- Leverage the potential of automation and data analysis technologies to improve our processes and decision making.
- Significantly reduce the use of paper in our processes in line with The Climate Action plan 2023.

Developing

Developing our People, Systems & Culture

We recognise that people are our business and we value a workplace culture that embodies excellence, innovation, trust, and inclusion. Building our capacity to be customer-centric, results-driven, and open to change will equip us to meet the challenges of today and the future.

Our 2024 Business Plan makes a commitment to: -

- Undertake a capacity review, skills audit, and market research benchmarking, optimising how PAS is structured and resourced, and developing our organisational agility to be able to adopt new ways of working and respond to changes in the market.
- Implement a comprehensive induction, promotion, and CPD programme to support our staff.
- Develop a compelling Employee Value Proposition for PAS encompassing hybrid working policy, Culture, ED&I initiatives, Wellbeing, L&D supports.
- Develop and implement an ESG Framework.
- Support the use and proficiency of Irish language in the organisation.
- Develop and deliver digital transformation roadmap centred around replacing our recruitment platform.
- Maintain strong and embedded policies, systems, and controls including audited mechanisms, tailored training, and enhanced accountability structures.
- Develop and deliver a knowledge management strategy.
- Review of Publicjobs.ie to improve content and user experience.

DRIVING

Driving Excellence

Readying the public service for the workplace of the future will require us to work in partnership with our clients, stakeholders, and the Department of Public Expenditure, National Development Plan Delivery and Reform. We are committed to showing leadership, eliminating barriers, and adopting an agile approach to attract and retain diverse and talented candidates.

Our 2024 Business Plan makes a commitment to: -

- Centralise and enhance our research capabilities, to develop foresight for the benefit of PAS and our clients and understand and anticipate future skills and developments in recruitment and assessment.
- Lead in the development and actively support recruitment related networks for minority, marginalised and underrepresented groups.
- Support the public service to meet the commitments of the Official Languages Act, establishing new approaches, pipelines and key metrics.
- Actively support and provide our professional advice to clients on recruitment related issues to facilitate better recruitment practices and outcomes across the public service.
- Develop and deliver sub strategies under NUA26 including Irish Language Strategy, 23-26 People Strategy, 23-26 Equality, Diversity and Inclusion Strategy, 23-26 Digital Strategy, 23-26 Innovation Strategy, 23-26 Marketing Strategy.
- Further develop our strategic partnership with the Department of Public Expenditure, National Development Plan Delivery and Reform in order to strengthen the capacity and skills profile of the public service through our targeted recruitment and selection, ensuring the public service is prepared for and can effectively respond to new and emerging challenges.