



Corporate Strategic Business Plan 2025

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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

2025 Strategic Context

Delivering Recruitment Excellence: The recruitment landscape in Ireland remains highly competitive, with continued challenges in attracting and retaining skilled talent across all sectors. The Irish labour market in 2025 is expected to experience sustained demand for skilled professionals. The broader economic and geopolitical context will significantly influence recruitment dynamics. Global events, have intensified uncertainty in the global economy, influencing global supply chains, energy markets, and talent mobility. 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, enhance our processes, adopt new technology and innovate to achieve our service delivery objectives and to prepare for our transition to the new recruitment platform. 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: publicjobs will strengthen our close and effective working relationships with other Government Departments, Public Sector Bodies, Local Authorities and other clients and stakeholders. publicjobs will continue to focus on data-driven insights and developing our research capabilities and leverage our networks to ensure our processes are agile, adaptable, and designed to meet the needs of the workforce of the future. publicjobs 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. publicjobs understands the contribution we can make towards achieving a Civil and Public Service reflective of those we serve. publicjobs is committed to implementing systems, policies and processes to ensure a candidate pool that is reflective of our diverse population.

Reform: publicjobs 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: publicjobs will continue to 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

2025 Strategic Context

Market Engagement: publicjobs will continue to deliver on the recently implemented publicjobs Brand Strategy which 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: In response to the rapid rate of advances in technology, publicjobs will continue its digital transformation efforts, implementing new technologies that support recruitment. The cybersecurity and data protection landscape remains a key consideration. publicjobs will continue to prioritise a secure-first approach to technology adoption, especially given the implementation of the NIS2 and EU AI Acts.

Organisational Capacity: The people, performance and culture of our organisation will continue to evolve. Building our skills and 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.

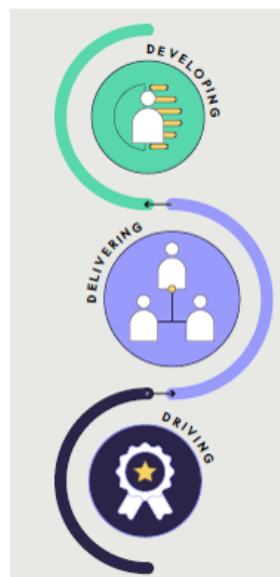
Better Use of Data and Metrics: publicjobs aim to improve organisation performance, measured in terms of customer experience and service delivery, through the development and use of data analytics for business intelligence.

Geopolitical Context: The world remains unpredictable and there are multiple challenges facing society including international conflict, global economic uncertainty, migration, and climate.

NUA 2026 Strategic Impacts and Changes

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

Our Vision: Recognised as the centre of excellence in recruitment, trusted by those we serve



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 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

Our Values



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

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

Delivering

Delivering Recruitment Excellence

Delivering recruitment excellence is the central pillar of our new strategy, in the context of implementing a new recruitment system and working with strategic partners to provide responsive and tailored recruitment solutions for our customers. In 2025, 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 2025 Business Plan makes a commitment to:

- In the context of the new capability framework and new recruitment system, implement the recommendation of the merit paper as a pilot for general service recruitment competitions.
- Embed the changes required to support a strategic approach to recruitment, piloting new approaches and continuously leveraging the opportunities provided by Oleo to review and enhance our recruitment models to drive efficient and prompt service delivery.
- Enhance client service delivery through the standardisation of CRM functions across publicjobs, rollout of SLAs, implement strategic planning with clients, and deliver a client satisfaction dashboard.
- Review the board member model to ensure a sufficient supply of appropriate expert board members with the specialist skills required to assess our candidates and to make the most effective use of our resources.
- Establish a cross functional team to look at Reasonable Accommodations and implement the Tilting the Lens publicjobs recommendations to transform the end-to-end candidate experience.
- Deliver a new and engaging communications strategy that aligns to the publicjobs brand strategy that focuses on delivering thriving client and candidate experiences.
- Continue to implement the three key pillars of the publicjobs brand strategy and use talent attraction drives to help position publicjobs as the centralised recruiter for careers in the civil and public service.
- Measure progress in achieving the NUA26 brand awareness target.
- Continue to reduce the use of paper in our processes in line with The Climate Action plan 2024.

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 2025 Business Plan makes a commitment to:

- Optimise how publicjobs is structured and resourced, developing our organisational and people's agility and skills to deliver in the current and future work environment.
- Implement our new recruitment solution Oleo and ensure the changes and relevant supports are in place to ensure consistent and sustainable adoption of the new system and business processes.
- Conduct a data audit across our structured and unstructured data sources.
- Create and implement a data solution to allow for completeness of reporting on all recruitment activity.
- Devise and implement open data strategy and begin the publication of relevant information through our website and other relevant forums.
- Further develop our ESG Framework.
- Develop and deliver a knowledge management strategy.
- Review of publicjobs.ie website to improve content and user experience.
- Embed strong policies, systems, and accountability structures which support our organisational culture.

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 2025 Business Plan makes a commitment to: -

- Collaborate with the stakeholders on the national plan for the Official Language Act establishing new approaches and associated metrics.
- Centralise and enhance our research capabilities, to develop foresight for the benefit of public jobs and our clients and understand and anticipate future skills and developments in recruitment and assessment.
- Lead in the development and actively support recruitment process improvement and recruitment related networks for minority, marginalised and underrepresented groups.
- Actively support and provide our professional advice to clients on recruitment related issues to facilitate better recruitment practices and outcomes across the public service.
- 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, so that the public service is prepared for and can effectively respond to new and emerging challenges.