

Corporate Strategy

2025—2028

RECRUIT WITH PURPOSE:

Delivering a future-ready public service workforce



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Foreword from Chairperson **Tom Moran**

It is with great pride that I present our Corporate Strategy 2025–2028. Recruit with Purpose: Delivering a future-ready public service workforce. This bold and forward-looking roadmap reflects our unwavering commitment to excellence in public service recruitment.

As Chairperson, I am honoured to support an organisation that plays a critical role in shaping the future of Ireland's Civil and Public Service by ensuring we attract individuals with the talent, integrity, and drive to serve the nation.

This strategy emerges at a pivotal time. publicjobs continues to evolve in response to societal, technological, and workforce changes, while remaining grounded in our core values of trust, inclusion, innovation, leadership, excellence, and customer focus.

The Board fully supports the strategic direction outlined here, which places people at the centre—both the candidates who seek meaningful public service careers and the clients who rely on us for strategic, high-impact recruitment services.

publicjobs has set a high standard, and through the implementation of this strategy, we will continue to lead with purpose, strengthen our governance, and foster a culture of adaptability, responsiveness, and ambition.

On behalf of the Board, I extend our appreciation to the leadership team, staff, clients, and candidates who will help realise this shared vision.



Foreword from CEO Margaret McCabe

As CEO of publicjobs, I am proud to introduce our Corporate Strategy 2025–2028 — a strategic vision that reflects who we are today and where we aspire to be. We stand at the forefront of public service recruitment, trusted for our expertise, known for our innovation, and valued for our role in building a workforce that delivers for Ireland.

In 2024, we celebrated our centenary, marking 100 years of centralised recruitment in the Civil Service, upholding the principles of independent and merit-based appointment. There have been significant achievements in recent years that we can reflect on with pride as an organisation, with strategic initiatives and projects delivered.

publicjobs was honoured with the Inclusion Excellence in DEI award in 2025. Our capability framework won the Workforce of the Future category at the Civil Service Excellence and Innovation Awards 2025. In addition, publicjobs sponsored the

Public Sector Organisation of the Year award at the National Diversity and Inclusion Awards 2025.

We have continued to deliver for our clients at scale through our recruitment activities. As the gateway to a public service career, we have focused on ensuring publicjobs presents a modern and professional service. Through refurbishing our offices, refreshing our brand identity and rolling out our new recruitment platform, we now present a consistent, contemporary, and accessible representation of a progressive and innovative Civil and Public Service.

Our strategy, Recruit with Purpose: Delivering a future-ready public service workforce, sets out a clear ambition: to be the first choice for clients, the destination of choice for jobseekers, and the gold standard for public sector recruitment. These priorities are underpinned by powerful enablers — our people and culture, our use of technology,



and our governance structures. We are investing in transformation and service excellence to meet the evolving needs of our clients and candidates and to support a future-ready public service.

Through strategic collaboration, operational excellence, and continuous engagement, we will enhance our impact, build trust, and champion inclusion in every recruitment journey. I am inspired every day by the dedication of our team and the importance of our mission. Together, we will deliver on this strategy and continue to make public service careers accessible, meaningful, and impactful for all.

Our evolving world

publicjobs is committed to resourcing Ireland's Civil and Public Service to be agile, resilient and future-ready. The world is undergoing unprecedented transformation, shaped by shifting geopolitics, climate change, societal shifts, the rapid evolution of technology, and artificial intelligence. These forces are redefining economies, labour markets, and global competitiveness.

Ireland, as a small open economy on the west coast of Europe, will continue to be significantly impacted by these shifts, and by the many challenges and opportunities they will present.

The recruitment market and world of work is continuing to evolve, driven by changing workforce expectations, demographic shifts, and the adoption of new technologies. Many employers and industries are experiencing significant recruitment and retention challenges due to world wide workforce shortages and employee opportunities. The Irish economy continues to demonstrate resilience, now at full employment, with more

people at work than at any other time in the history of the State.

However, uncertainties remain. Indications are that the overall job market in Ireland is mixed, and employers must do more to attract talent and engage new audience groups, while offering a strong and compelling employee value proposition to retain staff.

As the centralised provider of recruitment, assessment and selection services for the Civil and Public Service in Ireland, publicjobs must be ready, capable of meeting the needs and demands of this changing world, in order to continue to deliver on our mandate and mission.

Over the next three years, we must recommit ourselves to delivering excellence for our clients and candidates in all that we do. We will ensure that publicjobs is the first choice for clients, the starting point for jobseekers, and the centre of excellence for public service recruitment.



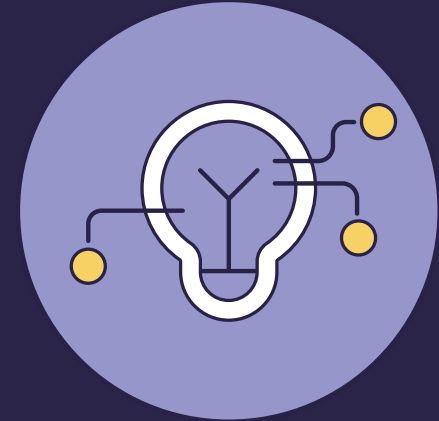
Our challenge

Hiring managers and jobseekers expect a seamless, efficient, and personalised recruitment experience.

publicjobs is focused on increasing our capacity to attract high-calibre candidates with key skills. Our research indicates that purposeful work and role variety are factors that can attract those currently working in the private sector to careers in the Civil and Public Service. We are committed to engaging diverse audience groups with future-focused skills through talent pathways and alternative entry routes.

Operational efficiency, along with the need to improve the customer experience and how we communicate with our audiences about roles, departments, and organisations remains a key focus for publicjobs. We recognise the importance of integrating new technologies and adopting modern, progressive recruitment methodologies to deliver a fast, high-quality recruitment service — while ensuring the best possible candidate matches.

As partners in the recruitment process, it is essential that our clients are positioned to play an active role in achieving successful outcomes.



Our opportunity

publicjobs continues to play a critical role in providing a centralised recruitment, assessment and selection service for the Civil and Public Service. Over the past 100 years, we have built a strong reputation for our independent, merit-based recruitment practices.

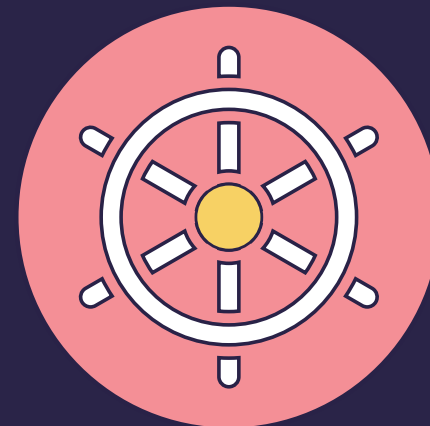
In the years ahead, we have an opportunity to demonstrate the continued value of the services we provide to clients and candidates, and to recommit ourselves to our core principles and values as an organisation, while continuing to futureproof our services to meet the demands of a modern world.

As a public service recruiter, we are guided by a vision of recruiting for the skills and capabilities needed for the future. Candidates with the skills to address tomorrow's challenges expect to be assessed through modern recruitment methodologies. One-size-fits-all approaches no longer provide the agility required to recruit an increasingly specialised public service workforce. Ireland's highly educated workforce presents a significant opportunity to leverage, ensuring we attract top-tier talent to meet the demands of the modern world.

We have an opportunity to evolve how we market careers and drive talent attraction in order to grow publicjobs' market share. We will proactively engage new and more diverse audience groups, clearly communicating the value and development opportunities of a public service career to seek highly motivated, purpose-driven candidates.

Client experience is at the forefront of our activities. We will continue to enhance how we partner with clients, to consolidate and grow our customer base. We will consistently drive recruitment excellence by identifying future needs, predicting trends, harnessing data to better understand the market and setting the standard for recruitment across the Irish public service, to support and enable the workforce of the future.

We are ambitious about building a leading workplace culture — one that is responsive to the needs of our people and supportive of their continuous development and upskilling in line with organisational priorities. Adapting our business model and structures will ensure publicjobs remains dynamic and agile in responding to evolving customer needs and changing market forces.



The introduction of our new recruitment platform, and the power of transformative technology, provides a significant opportunity to overcome challenges, manage risks, and optimise service delivery. It will allow us to enhance how we develop our organisation and deliver more personalised services to both clients and candidates.

As a centre of public service recruitment excellence, our research and advisory function gives us the opportunity to inform policy, share insights and serve as a trusted advisor. We ensure our work supports and aligns with the broader Civil and Public Service strategies, particularly in the areas of renewal and reform, new talent pathways and entry routes, Irish language capability, and equality, diversity and inclusion.

Our mandate

publicjobs derives its mandate under the Public Service Management (Recruitment and Appointments) Acts 2004 to 2013. It was established to act as the centralised recruitment, assessment and selection body for the Civil and Public Service, ensuring the standards of probity, merit, equity and fairness, as outlined in the Code of Practice set by the Commission for Public Service Appointments (CPSA) are upheld.

The majority of publicjobs recruitment campaigns are carried out under the Code of Practice. For those campaigns that do not fall under the Code, we apply our own guidelines, which are grounded in the same principals and spirit. The organisation also plays a role in identifying suitable individuals for consideration for appointment to State Boards.

Our legislative mandate also requires us to stay informed of best practice in all areas of recruitment, assessment and selection. Based on this knowledge, we provide advice and expert services, including research and development to Civil and Public Service bodies. This strategy reflects those responsibilities and demonstrates

our continued commitment to fulfilling them. In delivering on our mandate, we are committed to strong governance that align with stakeholder expectations and complies with our obligations at both domestic and EU levels.

We operate within a broad framework of national and EU statutes, policies, codes of practice and strategies, relating to the labour market, skills development, equality, diversity and inclusion, and the Irish language. As an organisation, we are committed to fulfilling our obligations and demonstrating leadership in delivering on our mission:

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

This strategy is underpinned by our obligations under relevant equality, human rights, and Official Languages legislation, including our responsibility to meet the Public Sector Equality and Human Rights Duty.



It has also been developed in line with wider national and civil and public service strategies including, Better Public Services – the Public Service Transformation 2030 Strategy, as well as relevant digital and data strategies and guidance. This strategy supports the delivery of the Programme for Government and the implementation of related national strategies relevant to the work we do, particularly in relation to equality, diversity and inclusion — which are outlined in greater detail in the supporting **Strategy Implementation Framework**.

Our mission

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

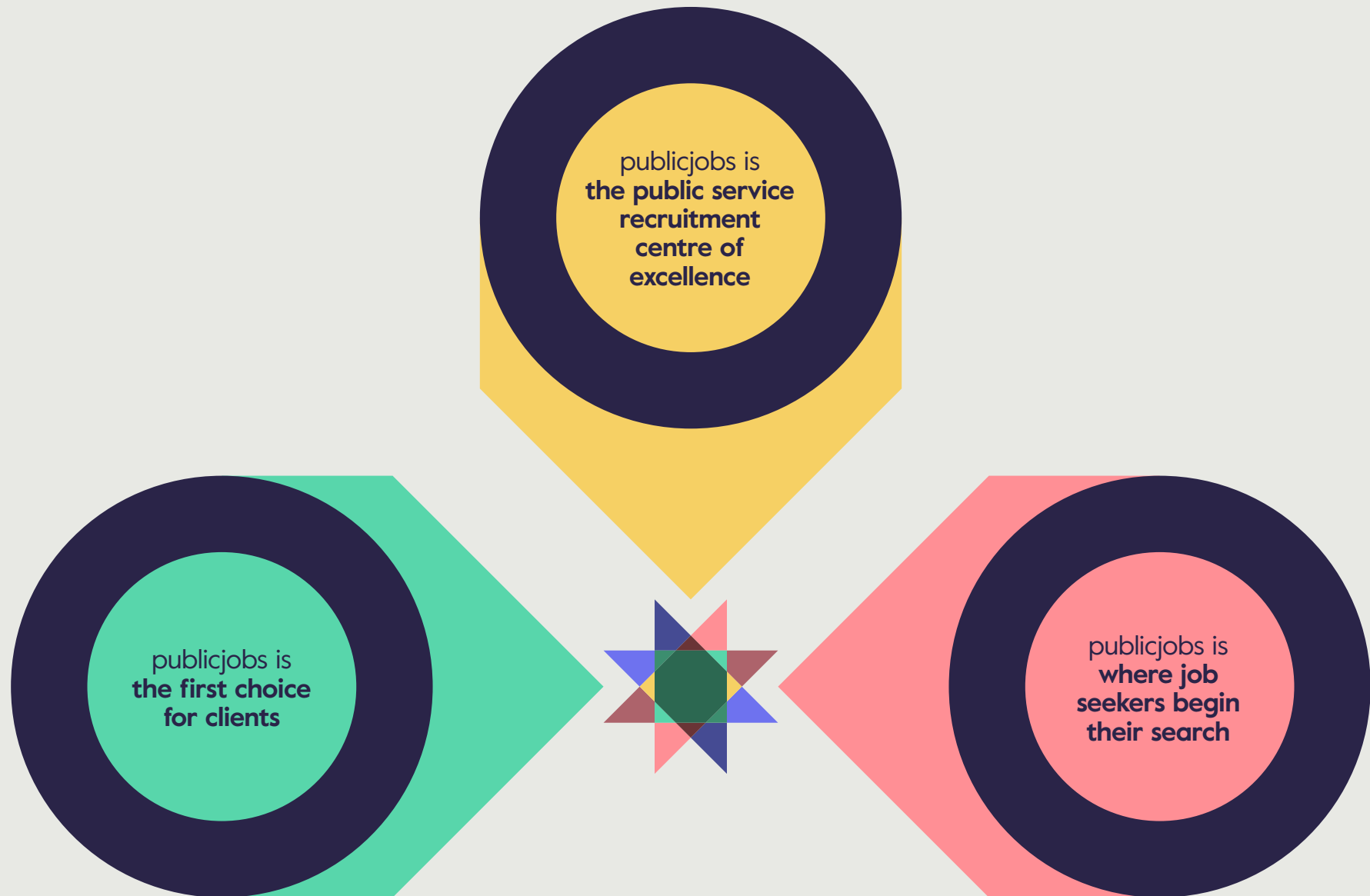
Our vision

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

Our values



Our strategic priorities



publicjobs is 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.

publicjobs will actively support the delivery of the Programme for Government. We will drive targeted recruitment campaigns to attract talent for all areas identified in the Programme for Government, including enhancing the talent pipeline for An Garda Síochána and the Prison Service and filling critical posts in the HSE. We will continue to support apprenticeship and internship models within the civil service; and support initiatives to increase the proportion of public and civil servants from ethnic minority and disadvantaged backgrounds. We will also support the programme of workforce planning to identify optimal staffing models within the public sector to meet the needs of a changing demographic.



publicjobs is the first choice for clients

By June 2028, we will:

- Consistently deliver a high-quality service, meeting challenging targets for time-to-hire, quality of placements, service excellence and client satisfaction.
- Build strategic partnerships to deliver tailored and personalised services for clients and hiring managers to meet their evolving needs.
- Be the market leader for clients to elevate their employer profile and attract high-calibre talent.
- Continuously challenge ourselves to evolve, responding proactively to emerging client needs through real-time feedback and direct engagement.
- Be recognised for our deep and extensive recruitment expertise ensuring we are trusted and valued across the Civil and Public Service.
- Ensure that our clients fully understand and embrace the important role they play in achieving successful recruitment outcomes.
- Deliver a future-ready workforce by anticipating, providing for, and meeting the Civil and Public Service's changing skills needs.



publicjobs is where job seekers begin their search

Our ambition is to be the destination of choice for jobseekers, 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.

By June 2028, we will:

- Be recognised as the destination of choice for jobseekers, drawn by the diverse range of careers available.
- Be trusted by candidates to provide an excellent, inclusive, and personalised recruitment experience.
- Ensure our recruitment processes consistently deliver the best quality candidates to purposeful public service careers.
- Be acknowledged as a leader in inclusive hiring strategies that deliver a diversity of people for the public service with the talent, character, and commitment to deliver for Ireland.
- Drive our Talent Attraction strategy using real-time feedback, direct client and candidate engagement, and labour market intelligence.
- Leverage our expertise, innovative recruitment solutions, and strategic partnerships to attract and engage a broad and diverse candidate base.



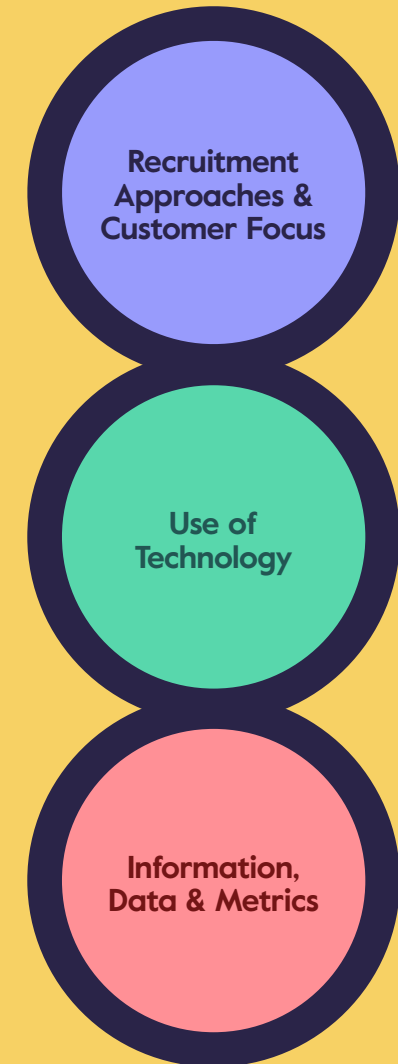
publicjobs is the public service recruitment centre of excellence

publicjobs has been recognised for innovation by the Employment and Recruitment Federation and the Civil Service Excellence and Innovation Awards, and for excellence in Diversity, Equality and Inclusion (DEI) by Inclusio. 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.

By June 2028, we will:

- Be recognised for using modern and progressive recruitment methodologies and structured recruitment processes.
- Optimise our use of technology so that touchpoints with clients and candidates are seamless and user-friendly, sharing learnings across the Civil and Public Service.
- Formalise our research and advisory services to inform policy, share insights, and serve as a trusted advisor to inform recruitment strategies.
- Maintain an extensive network that promotes best practice in recruitment across the Civil and Public Service.

Recruitment excellence enablers



Our enablers

Consistently high scores in the Civil Service Employee Engagement Survey, across areas such as employee engagement, leadership, wellbeing and competence, demonstrate our commitment to prioritising a positive and dynamic workplace culture. 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.

By June 2028, we will:

- Continue to excel as leaders in workplace culture, guided by the needs of our people, with our values and priorities informing all decision-making, enabled by inclusive leadership.
- Embed a recruiter mindset and customer service principles across our organisation.
- Maintain an agile internal resourcing model and have optimised our use of resources, supporting our capacity to respond to unforeseen challenges and demands.
- Harness technology, data and the assistive capabilities of AI to drive efficiencies and redesign processes, optimising service delivery.
- Deliver our services sustainably, minimising environmental impact through responsible resource use.
- Operate with robust governance and oversight structures that ensure trusted, value-driven and sustainable improvements.



Our measures of success

We are committed to being accountable for our service delivery and will develop effective measures to track performance on client and candidate satisfaction and will report on these publicly. We are committed to delivering our recruitment services in line with timelines agreed with clients. We will respond to recruitment challenges and deliver on our mission to recruit a diversity of people for the public service with the talent, character and commitment to deliver for the society of Ireland.

To build organisational capability and service excellence, this strategy will be delivered through a comprehensive strategic programme of work and strategies which will cover the areas of people, innovation, data, digital, marketing and an Environmental, Social & Governance Framework. We will proactively seek and act upon feedback from clients and candidates to make improvements across our service. We will measure our progress using a range of qualitative and quantitative measures and equality monitoring will be integrated into our operational reporting.

85%

of recruitment campaigns will be delivered within the timeframe agreed with clients

85%

of generalist positions will be filled within the target timeframe

85%

of clients will be satisfied with the quality of appointments

90%

of clients will be satisfied with the service provided by publicjobs

85%

of candidates will be satisfied with the service provided by publicjobs

10%

increase in candidate satisfaction with our communications during the recruitment process

Ensure **awareness** of publicjobs as the key gateway for opportunities in the Civil and Public Service, especially amongst those in the private sector

