Statement of Strategy
2005-2007

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As Chief Executive Officer it gives me great pleasure to introduce the first Statement of Strategy for the Public Appointments Service. This Strategy has been developed through extensive involvement and consultation with our Board, client organisations, the recruitment industry, the Partnership Committee and staff throughout the organisation.

As the organisation is still in the formative stages of establishing its new identity I am acutely conscious of the enduring legacy and great tradition that has been established for us by the Office of the Civil Service and Local Appointments Commissioners. Based on the principles of probity, fairness and merit, the Commission has ensured over the years that this country has been well served by a highly skilled, professional and impartial public service. The opportunities presented under the provisions of the Public Service Management (Recruitment and Appointments) Act 2004, will, I believe not only ensure that those great principles remain enshrined in our system, but will allow the introduction of new flexibilities and efficiencies that will enable the public service to compete more effectively in the recruitment market for its share of the available talent.

The recruitment market has again tightened in a situation of near full employment and we need to ensure that the public service is both marketed and is perceived as an attractive and worthwhile career option for people at all levels. The future well-being of the public service will depend critically on our ability to deliver on this over the coming years. Attraction is a key component of the public sector recruitment challenge and we will continue to constantly review the effectiveness of the marketing channels that we use. The internet has developed as a very efficient and effective channel for recruitment and our interactive on-line facility, publicjobs.ie, is now a well established brand in the market and is readily recognised among the third level student population as the gateway to careers in the public service. We will continue, through our e-government programme to enhance our web presence and to provide new self service facilities for our client organisations. We will not lose sight of the need to ensure that we are at the same time availing of other methods of raising the profile of the public service, and ensuring that we are competing effectively, both at home and abroad, for quality candidates, both at entry levels and at the middle to senior management grades.
This Strategy sets out an exciting and very challenging agenda for the Public Appointments Service for the coming years. We will be driven by the need to provide quality customer service to all our clients and candidates. A primary enabler for such service will be the capacity of this organisation to remain sensitive to the needs of our customers and to be sufficiently flexible to respond to their requirements in an efficient manner. Our clients in the coming years will have to face the many challenges of delivering services in an increasingly decentralised civil service, and this organisation is setting out to add real value for them by providing good quality HR solutions. Through our advisory and consultancy services we will prepare and assist clients through the provision of services in regional recruitment, job analyses, assessment, competencies and best practice awareness training.

Our new research programme, guided by a new business panel drawn from both the public and private sector, will ensure that our clients have access to the latest thinking in the area of recruitment, selection and wider human resource issues. Our newly established benchmarking programme will give our clients access to the latest trends internationally in the area of recruitment and selection. Building on the success of our Recruitment and Selection Toolkit, we will continue to identify other areas and issues where this organisation can make a worthwhile contribution to the advancement of the HR agenda.

The carefully fostered relationships that we have developed with our colleagues in Northern Ireland will continue to be a focus for us in the years ahead. This relationship is one that has developed based on mutual respect between professional bodies striving to provide an optimum service for all its clients. It can only be to the benefit of all that such a relationship would continue to prosper and grow in the future. Similarly our increasing involvement with public service organisations in the international arena, particularly in the expanding European Union, will continue to be an enriched source of mutual development and learning in the area of building quality public services.

Significant among the challenges ahead is the reality that many other players are now free to move into the business of public service recruitment. While this will undoubtedly create a shift in the nature of our relationship with some existing clients, it will also afford us many opportunities to work for new clients and to develop new areas of business. Our capacity to enter into a shared services or partnership arrangement with our clients will be critical. Increasingly the 'one size fits all' approach of the old system will have to be eradicated and a new more tailored
approach accelerated. I welcome the new dynamic that we will have in the arena of public service recruitment and I believe that standards overall will, as a result, improve significantly over the coming years.

The successful implementation of this Statement of Strategy will depend critically on the continued involvement, effort and support from staff at all levels in the organisation. It is essential that the organisation continues to adopt a progressive approach to developing the potential of all staff and ensuring that people at all levels are given the opportunity to contribute in a meaningful way and to have a real voice in shaping our future. The continued investment in the area of staff training, learning, development and well-being will continue to be a priority for the office. I am committed to ensuring that the Public Appointments Service will not only be an excellent organisation to do business with, but that it will also be an excellent place in which to work and a good development environment for those who do so.

We are now entering a new era of recruitment and selection in the public service. This Statement of Strategy affords us an opportunity to take a quantum leap forward in the delivery of quality candidates and services to all our clients. By nurturing an environment of real inclusion and partnership - both with our staff and clients we can, together, create a new model for human resources in the public sector.

Bryan Andrews
Chief Executive
OUR MISSION

To be the leading recruitment, assessment and related human resource solutions provider for the public service.
BACKGROUND AND ORGANISATION STRUCTURE
The Public Appointments Service was established in October 2004 following the dissolution of the Office of the Civil Service and Local Appointments Commissioners by the Public Service Management (Recruitment and Appointments) Act 2004.

The Public Appointments Service is the centralised provider of recruitment, assessment and selection services for the civil service. We also provide recruitment and related human resource advisory services to local authorities, The Health Service Executive, An Garda Síochána and other public bodies.
The Board are:

- Mr. Frank Murray, Chairperson, former Civil Service Commissioner and former Secretary General to the Government.
- Mr. Bryan Andrews, Chief Executive, Public Appointments Service.
- Mr. John O’Connell, Assistant Secretary, Department of Finance.
- Ms. Niamh O’Donoghue, Assistant Secretary, Revenue Commissioners.
- Ms. Geraldine Tallon, Assistant Secretary, Department of the Environment, Heritage and Local Government.
- Mr. Bernard Carey, Director of Personnel Management and Development, Department of Health and Children.
- Ms. Catherine Clancy, Assistant Commissioner, Northern Region, An Garda Síochána.
- Ms. Rosaleen Glackin, Deputy General Secretary, Civil and Public Services Union, and a nominee of ICTU.
- Ms. Maura McGrath, Organisation Change and Human Resource Consultant.
Our staff
The staff of the Public Appointments Service are actively involved in supporting all aspects of our business. Their commitment and professionalism plays a key role in the success of our organisation. We are committed to a partnership approach which fully utilises the skills and capabilities of all our staff.

Management team
The current senior management team is as follows:
- Mr. Bryan Andrews, Chief Executive.
- Ms. Patricia O’Grady, Head of Business Development and Publicjobs.ie.
- Mr. Niall Leavy, Head of Professional Services.
- Mr. Padraig Love, Head of Operations.
- Mr. Martin Bourke, Head of Corporate Services.
- Ms. Mary Flynn, Head of Client Relations.

The Public Appointments Service is located in Chapter House, 26 - 30 Abbey Street Upper, Dublin 1.
OUR VISION

The Public Appointments Service will be the recruitment provider of choice
Publicjobs.ie will be the premier recruitment website and recruitment facility for public service recruiters
Champion for Equality and Diversity
Shaping Public Service HR practice
Building Strategic Alliances
We have a clear vision of where we want to bring the Public Appointments Service. The key elements of our vision include:

**The Public Appointments Service will be the recruitment provider of choice**
The Public Appointments Service will be the premier public service recruitment organisation and partner of choice for our clients’ recruitment, selection and assessment needs.

The Public Appointments Service will be the principal recruitment and selection shared services partner for the civil service, Health Service Executive and local authority bodies in Ireland. We see ourselves delivering our services locally to clients in a more geographically dispersed public service.

We will develop and maintain quality public service applicant pools from which our public sector clients can draw.

**Publicjobs.ie will be the premier recruitment website and recruitment facility for public service recruiters**
The internet, through Publicjobs.ie, with cutting edge recruitment facilities, including on-line testing and assessment facilities, will be the primary channel for managing and delivering our business. Our publicjobs.ie website will be the premier site for all public sector recruitment introducing new economies of scale, increasing efficiencies and improving value for money for ourselves and for our clients.

Publicjobs.ie will be Europe’s most recognisable brand and respected on-line facility for recruiting people of the highest calibre to public sector related jobs. Globally, publicjobs.ie will have relationships with strategic partners that will see it become a top 10 website for international public service jobs.

**Champion for Equality and Diversity**
The Public Appointments Service will be recognised as a leader in creating and exploiting opportunities to advance understanding and practice in the area of equality and diversity in public sector recruitment, selection and assessment.

The Public Appointments Service will be recognised as being proactive and influential in the promotion and development of equality and diversity across broader HR activities.

**Shaping Public Service HR practice**
The Public Appointments Service will be a key player in shaping and strengthening the capacity of the public service of the future. Through the provision of quality customer-focused services we gain unique information and insights that are invaluable as a research input into the determination of policies relating to strategic human resource management in the civil and wider public service.

**Building Strategic Alliances**
The Public Appointments Service will build a range of strategic alliances with other agencies and bodies, in the public and private sectors, which will allow it, and its client base, ease of access to national and international talent pools, facilities and services.
OUR VALUES

Quality Customer Service
Quality of Product
Partnership and Consultation
Public Service Values
Delivering Value for Money
Commitment to Equality and Diversity
The recruitment, selection, assessment and related human resource services that we provide are a key component on which the future development of the public service depends. This conviction informs our overall approach to business planning and service delivery which is based on six core values:

**Quality Customer Service**
We are determined that all our customers receive quality services, delivered in good time and in a climate of courtesy, mutual respect, trust and confidence. We operate our business transparently, by providing customers with the clearest information possible at all times. We have committed ourselves to comprehensive standards of service delivery for all our customer groups and strive to be responsive to all our customers’ needs at all times.

**Quality of Product**
We are committed to consistently delivering quality people for our public service clients to enable them to deliver excellent public services.

Our desire is to be the best in the business and to continuously improve the quality of our systems and the calibre of people we deliver to our clients. Quality assurance is achieved through continuous evaluation, client feedback and research in new selection techniques.

**Partnership and Consultation**
We recognise that key to the effective delivery of a quality service is a partnership approach whereby we fully involve and consult with both our customers and staff. We have adopted a consultative approach to decision making whereby all staff are encouraged to participate and take ownership of the decision making process.

A similar approach is taken to service delivery whereby we include our customers in all aspects of the recruitment, selection and assessment process.

**Public Service Values**
We are strongly committed to public service values, and ensuring probity, integrity and transparency in all our services.

**Delivering Value for Money**
We continuously seek to obtain the optimum return on investment through making the best use of our share of public funds. Our commitment to furthering the eGovernment agenda will continue to add value to processes and create new efficiencies.

**Commitment to Equality and Diversity**
We recognise our responsibility to show leadership in terms of promoting equality of opportunity in all our work. We are committed to pushing the boundaries in all aspects of our service to ensure that the participation and optimum performance of all people, in particular people with disabilities, older candidates, members of the travelling community, ethnic minority candidates (and others covered by the Employment Equality Act, 2004), is encouraged in the selection process.
External Context
Our approach to developing and implementing our strategic plan is set in the context of and is cognisant of a number of key developments and trends in our operating environment. These include:

• Open and competitive public service recruitment environment;
• Sustained economic growth and tightening indigenous labour supply;
• Public service decentralisation programme;
• Increasing regional dimensions to recruitment in Ireland;
• Public service modernisation programme;
• Growing equality & diversity culture;
• Increasing expectations for quality customer service from the public service;
• Increasing electronic delivery of public services;
• The rate of change in information and communication technologies;
• Moves towards integrated public services;
• Increased transparency & accountability;
• Increased emphasis on enhancing and managing performance in the public service;
• European and international dimensions of our society, public services and the recruitment business.

Delivering Our Vision
The principal strategies to achieve our mission and our vision stem from the key goal to provide a range of quality services to meet our customers’ needs. We will differentiate ourselves in how we perform our activities, by providing high quality product offerings while maintaining a cost conscious focus.

Through our expertise in public service recruitment and continuous improvement and evolution of our core services we will deliver a unique mix of value to our customers, creating a value proposition which meets their existing and emerging needs.

We recognise the importance of a proactive, targeted approach to the delivery of services. Moving forward we will continue to build our understanding of our existing and new markets and continue to build our range of products and services.

Our primary focus is on serving the needs of our core and traditional customer base through a range of tailored activities to meet the entire spectrum of their needs. In tandem with this, we are increasingly developing our core services, consultancy and other partnership options with our broader base of clients e.g. in the non-commercial semi state sector and educational institutions.

The Public Appointments Service will deliver on its challenging and exciting vision by:

• establishing a performance driven organisation where all our processes and resources are scaleable to meet the uneven demands of the public service recruitment environment;
• configuring the organisation around flexible, multi-skilled teams who can fully meet the needs of the clients through operating in a semi autonomous, self-regulating manner;
• creating an innovative culture where trying new approaches is seen as a natural part of a dynamic and changing organisation;
• establishing a work system that will allow staff actively compete on the basis of cost and ultimately benefit from their endeavours.

In addition over this period we envisage engaging in a significant project to develop a position to meet the needs of a regional public service. As the government’s decentralisation programme rolls out, the configuration of our activities to meet this need will evolve.
GOALS AND STRATEGIC ACTIONS

Goal 1 - Customer Focus
Goal 2 - Business Development
Goal 3 - Delivering Value for Money
Goal 4 - Strategic Human Resource Development
Our high level goals span a system of integrated activities across four key areas which compliment and re-enforce each other. Our Strategy is translated into operational measurements (see Performance Indicators) through a holistic model, detailed below.

This model will allow us to utilise financial and non financial measures to define long term strategic objectives and also provide a mechanism for both achieving and obtaining feedback on our objectives.

### STRATEGIC FRAMEWORK

| GOAL 1 | Customer Focus  
Providing the best products and services that add value for our customers |
|--------|---------------------------------------------------------------|
| GOAL 2 | Business Development  
Achieving excellence and innovation in business processes which allows us to excel |
| GOAL 3 | Delivering Value for Money  
Ensuring resources entrusted to us deliver value for money through accountability and responsibility |
| GOAL 4 | Strategic Human Resource Development  
Achieving excellence through developing and supporting our people |

### Goal 1. Customer Focus

Providing the best products and services that add value for our customers.

**Objective**

Our principal focus is to ensure that all our civil service and public sector clients receive the best recruitment, selection and assessment services available from any service provider.

Our core competence, products and services are in the area of recruitment, selection and assessment services. The new recruitment environment provides an opportunity for us to trade on our recruitment expertise and develop a new dynamic relationship with our customers.

**We will deliver a superior customer service by:**

1.1 ensuring that all clients are afforded a personalised, tailored service that identifies their specific needs and delivers it to an agreed timescale.

1.2 increasing our capability to source and maintain a quality candidate pool by:
   - developing the capacity to search our publicjobs.ie database thereby transforming it to an interactive asset and a vehicle for delivery to our clients;
   - forging links nationally and internationally with other recruitment organisations;
   - establishing a virtual presence internationally.

1.3 increasing our knowledge of, and service to, candidates through:
   - providing induction programmes for successful candidates commencing their careers in civil service general grades;
   - increasing our contact with people on our candidate database through a sustained communication programme that will keep them abreast of developments in the public service while they await appointment;
   - initiating a programme of follow-up surveys to monitor the quality of the candidates that we have
chosen. The output from this programme will help to
guide improvements in our selection procedures and
will add to the body of knowledge on the general profile
of public servants.

1.4 continuously developing our customer relations
management systems to ensure that all clients have a
high level of autonomy over their desired services and the
Public Appointments Service will be seen as the partner in
a shared services relationship.

1.5 marketing the civil service/public service to the
extent that the concept of a career in the public service
is one that will be clearly placed on the agenda of all
potential job seekers. The publication of a Marketing
Action Plan will ensure that a structured approach will be
taken when embracing multiple channels of
communication to highlight the benefits of
employment with client organisations.

1.6 monitoring, advising on and leading in the area of
equality and diversity. All minority groupings will be
included in an expanded programme of diversity proofing
of all our processes. Particular emphasis will be placed on
ensuring that all clients are in a position to meet
established Government quotas.

1.7 meeting and where possible surpassing our commitments
under the Official Languages Act 2003. Following
a national consultation process we will publish a Scheme
setting out the level of service that we will provide
through Irish. All key published documents will be
made available in both the Irish and English languages
simultaneously.

1.8 developing external relations with a view to building
relationships which help increase our understanding
of our customer groups. Specifically this will include:

Cross Border Relations
The further nurturing of the well established relations with
our counterparts in Northern Ireland will continue to be a
priority for this organisation. This will primarily be done
through the existing series of reciprocal visits.

International Relations
We will maintain and, where possible, expand our involvement
with similar organisations internationally. The organisation
has facilitated visits from various international delegations in
recent years and, where feasible we will continue this activity.
Members of the management team have also spoken at
international seminars for countries in the process of applying
for membership of the EU. This arrangement, if required will
continue throughout the life of this strategy.

Community Relations (Corporate Social Responsibility)
In 2004 the organisation established a pilot external relations
programme as a means of forging new relations with the
wider community. This particular project involved working
with the traveller community in their efforts to obtain work
experience and secure full-time employment. This pilot will
continue and will be evaluated to determine its sustainability
into the future.

1.9 Enhancing Fairness and Probity.
As the centralised provider of recruitment, selection
and assessment services to the public service we will
ensure the key values of integrity and probity are
maintained in the delivery of our services by:

• the development of a formalised, transparent appeals
  mechanism in relation to selection decisions (as advised
  by the Codes of Practice of the Commission for Public
  Service Appointments);

• the development of a comprehensive, accessible
  customer feedback system to enable us to monitor
  the quality of our services.

1.10 Contributing to the Public Service Modernisation
Programme.
We will continue to seek ways to contribute to, and
accelerate, the Public Service Modernisation Programme.
Through involvement in interdepartmental groups and in
partnership with our clients we will further enhance the
level of services to all customers of the public service.
Performance Indicators
We will measure our achievement of this objective through the following measures:
• Comprehensive Candidate Relationship Management Programme in place by mid 2006.
• Equality Monitoring of all selection tests.
• Community relations project established 2005.
• Scheme setting out levels of service to be provided in Irish in place by end 2005.
• Official publications will be available simultaneously in both Irish and English.
• Systematic customer feedback system in place.
• Appeals mechanism established 2005.
• Standards of Service delivery achieved and reviewed (see Goal 3).
• Positive engagement with the Civil Service Performance Verification Group (CSPVG) process.

(See also Appendix I Standards of Service Delivery for quantitative measures of performance)

Goal 2. Business Development
Achieving excellence and innovation in business processes which allows us to excel.

Objective
Essential to all business initiatives is the capacity of an organisation to put in place and maintain systems that ensure the service and the product provided to customers are first and foremost based on quality.

We aim to continuously improve the way we work and deliver services. We will continue to identify new processes and ways of working and incorporate innovation into our internal business process perspective.

We will ensure quality and innovative processes through:
2.1 adopting a systematic approach to quality assurance throughout the organisation through a number of integrated initiatives that will include:
• publishing a quality assurance action plan that encapsulates all facets of our recruitment activity;
• recognising the critical role performed by Interview Board Members in the selection process by developing, assisting and quality assuring Board Members’ activities;
• completing periodic audits of the recruitment process;
• initiating a strategic project that will steer the organisation towards the ISO 9001:2000 accreditation for its recruitment and selection processes.

2.2 placing Publicjobs.ie at the centre of all recruitment and selection activity by:
• investing in further phases of eGovernment development commencing with Phase III in 2005;
• extending the capacity of the system to track all agreed service standards;
• allowing all client organisations brand their own competitions;
• extending the self service principle for all candidates;
• extending the functionality of the site to produce efficiencies for staff;
• establishing links with other leading international sites;
• ensuring that Publicjobs.ie is fully compatible with and supportive of the ebroker being developed by REACH.

2.3 introducing computer based, web based and other electronic rapid testing for all major competitions and deploying emerging technology to assist in the selection process through:
• rolling out the developed computer based testing system;
• developing, in conjunction with the plan for regionalised recruitment, a network of suitable sites to host computer based tests;
• expanding the range and volume of test items to a level that will afford maximum flexibility;
• completing a study, both nationally and internationally, on the feasibility and practicalities of launching a programme of web based testing;
• extending our suite of high quality, well designed and validated recruitment and assessment products and tools;
• identifying a need for new techniques to supplement the evidence obtained at interviewing.

2.4 supporting the Government’s decentralisation programme through our continued provision of services through the Central Applications Facility. Through our involvement in this programme we will be afforded an opportunity to extend our major database of civil servants and to devise ways of assisting in the future transferring of civil servants.

2.5 developing Strategic Alliances/Partnerships that will allow us to better deliver our services in an efficient manner to all our customers. Through a process of strategic partnering with the wider public service and the private sector we will establish an approach to the resourcing of all our services that will give us the required capacity, flexibility and expertise to meet client expectations.

2.6 a continuing process of benchmarking against other organisations that are considered among the best in their particular area. This process is part of an overall development programme for the Public Appointments Service, the aim of which is to challenge our thinking on everything we do. This process will involve our continued involvement in Excellence Through People, 50 Best Companies, National Awards for Excellence in Human Resource Management and the O2 Ability Awards. Through a philosophy of learning from the best we can further improve our processes, knowledge and services.

2.7 establishing a major research programme that will be designed to increase our knowledge base of various recruitment, selection and human resource issues. The continuation of our series of biannual conferences will provide a platform for the dissemination of our principal findings.

2.8 strengthening our links with the wider recruitment industry both nationally and internationally. Recognising the importance of a strong, quality-driven industry, we will strive to add value through our membership of existing associations. We will participate in the sharing of knowledge and research with a view to generally improving the environment and manner in which recruitment selection and assessment is completed.

Performance Indicators
We will measure our achievement of this objective through the following measures:
• Comprehensive internal audit of competition process in 2005.
• Increased electronic interaction with clients and candidates through functionalities of Phase III of eGovernment programme.
• Automatic generation of management information reports available.
• Computer Based Testing in use in designated competitions from 2005.
• Development of collaborative partnership relationships with other designated recruitment agencies.
• Maintain and improve on external benchmarking projects.
• Programme of research in place by 2006.
• Dissemination and publication of research findings.
• International HR Conference 2006.

Goal 3. Value for Money
Ensuring resources entrusted to us deliver value for money through accountability and responsibility.

Objective
We recognise our responsibility to deliver value for money and add value to the public service through the range of services we provide.

We will ensure a high level of accountability and value for money by:

3.1 ensuring that our financial management systems provide the level of accuracy and detail that will support the management team in all its activities.

3.2 further developing our internal audit function and Audit Committee. Through the retention of independent, impartial advice the audit function will ensure that the Accounting Officer and the Board of the Public Appointments Service will be in a position to guarantee the highest standards in all our financial and operational dealings.

3.3 offering a service of quality assurance to other Public Service clients who are conducting recruitment and selection services under licence from the Commission for Public Service Appointments.

3.4 ensuring that our risk management processes are suitably robust to identify and mitigate significant risk to the organisation. Through the integration of risk management activities into the business planning process, we will ensure that, where feasible, all risks will be identified and appropriate responses put in place.

3.5 adhering strictly to all guidelines relating to public procurement. Our nominated Procurement Officer, acting in conjunction with our project office will proactively promote and monitor all procurement procedures in 2005-2007.
3.6 the continuous monitoring of all Service Standards which are now a major benchmark for this organisation in the forthcoming years. Our automated systems will be developed to track the organisation’s performance against these standards. The outcome will be published in our Annual Report commencing in 2005. In tracking these outcomes, emphasis will be placed on both qualitative and quantitative results.

Performance Indicators
We will measure our achievement of this objective through the following measures:
- Full Costing system in place 2006.
- Asset register in place 2005.
- Devolve involvement in financial management.
- Delivery of a programme of audit reviews in line with 3 year Audit plan (2004-2006).
- Standards of Service delivery monitored, achieved and reviewed from 2005.
- Risk Registers in place and reviewed regularly.
- 100% adherence to Public Procurement guidelines in awarding of contracts.

Goal 4. Strategic Human Resource Development
Achieving excellence through developing and supporting our people.

Objective
We will strive to ensure a balanced approach to the development, support, and work effectiveness of all members of staff. We will ensure that our HR processes are aligned to support staff and ensure their contribution to the organisation is maximised while providing opportunities for personal growth and development.

We will continue to build on our distinctive competencies to ensure our recruitment selection and assessment expertise is maintained and evolves.

We will continue to emphasise the importance to the organisation of an inclusive approach to all decision making and the development of a true partnership ethos.

We will achieve excellence in our approach to human resources by:
4.1 ensuring that a comprehensive learning and development strategy is in place to guide all such initiatives in the period 2005-2007. All learning and development interventions will be based on:
- the clear identification of specific needs which are linked to business objectives while balancing opportunities for personal development;
- a broad interpretation of ‘development’ where recognition will be taken of the staff member as a ‘complete person’ with needs for developments related to career progression and personal social fulfilment;
- the capacity of the organisation to put in place a system to estimate the return on investment of all initiatives undertaken.

4.2 ensuring that a comprehensive performance management system is in place to ensure that all staff are suitably equipped to complete all their duties to a high standard.
This system will be closely aligned with all other human resource and business activities to guarantee a complete view of the contribution of each member of staff.

4.3 striving to foster a culture of employee innovation and involvement. We will continue to foster a positive working environment where information is shared and where staff are encouraged to constructively challenge the way work is done. Innovative ideas will be encouraged and rewarded through the use of specifically designed exceptional performance awards and through the INPUT staff suggestion scheme.

4.4 ensuring that the proposed decentralisation of significant elements of the Public Appointments Service to Youghal Co. Cork will be executed in a sensitive, professional and efficient manner. During 2005 and 2006 particular emphasis will be placed on ensuring that:
• all staff are fully involved in all developments in the moving of the office;
• all necessary staff moves are completed following full discussion with staff;
• the extensive levels of corporate knowledge in existence will be captured;
• the organisation can take full advantage of the many positive outcomes presented as part of the decentralisation programme.

4.5 continuing to recognise the wider needs of staff by investing in both their health and their own capacity to interact socially. The continuation of our series of themed weeks addressing issues concerning health, finances, personal safety and life long learning will be supplemented by other areas of interest raised by staff.

4.6 ensuring equality and diversity issues are central to the culture and processes of the organisation.

We will ensure that:
• standards applying to equality and diversity are strictly adhered to as they relate to our clients and our staff;
• all practical measures are taken to facilitate people with disabilities when working in or visiting our premises;
• all centrally agreed targets for gender and disability related staff quotas are met and where possible surpassed;
• a proactive stance will be adopted to equality and diversity proofing all our internal human resource processes and procedures.

Performance Indicators
We will measure our achievement of this objective through the following measures:
• Learning and Development Strategy 2005-2007 implemented.
• Annual Learning and Development Plan in place.
• Allocation equivalent to 5% of payroll budget to provide value for money training interventions.
• All stages of PMDS cycle undertaken in a timely manner in line with business planning cycle.
• Maintain/improve on Excellence Through People benchmark.
• Continue to promote a partnership approach to involvement and decision making.
• Implement Decentralisation Implementation Plan as Government initiative develops.
• Staff Welfare Programme delivered annually.
• Gender and Disability targets achieved.
MONITORING PROGRESS
In this Statement of Strategy we have set out our approach to developing our services in line with the needs of a modern public service. We have moved into a new era of public sector recruitment that will see fundamental changes in the type of recruitment and selection services demanded by public service client organisations and the manner in which these services are provided.

We are strongly focussed on achieving our high level goals over the next three years. We will use the four strategic programmes and associated actions as a ‘balanced scorecard’ to monitor and review progress towards the achievement of our long-term goals.

The vehicles for ensuring that this strategy is fully delivered to a superior level will include:

**Board of the Public Appointments Service**
Through its execution of its duties as laid down in the Public Service Management (Recruitment and Appointments) Act 2004 the Board will have a crucial role in overseeing the roll out of this strategy and advising the organisation on future strategic direction.

**Management Advisory Committee (MAC)**
The MAC will regularly review progress against this strategy and will ensure that all necessary resources are in place to ensure delivery. Periodic reviews of the strategy will be completed with a minimum of one major review being completed to ensure that the strategy continues to be a real and living document.

**Audit Committee**
The advice and support afforded by this independent committee will be an invaluable resource to the Accounting Officer when ensuring that all change and resource commitments are carefully considered and executed in an appropriate manner.

**Business Planning Process**
The business planning process will serve as an ongoing monitoring device for progress against this strategy. All divisional business plans will be constantly monitored to ensure a tight alignment with the strategic objectives of the organisation. Emerging business needs and evolving public service modernisation issues will be immediately integrated into both the business plans and the wider strategy.

Annual divisional business plans will be reviewed after six months and at year-end. Progress reports will issue to the Senior Management team and the Partnership Committee.

Progress on achieving our strategic objectives will be reported on in our Annual Reports.

**Strategic Project Management**
A formal project management structure is in place to ensure proper governance of the implementation of key strategic programmes and projects. The Project Board, which consists of the membership of the Management Advisory Committee, in addition to other senior managers, meets monthly to monitor the progress on all aspects of key strategic programmes and projects in order to ensure their effective implementation in line with corporate strategy.

**Partnership Committee**
The well established Partnership Committee will play a major role in the delivery of major aspects of this Statement of Strategy. Consultation and direct action by this committee will be a major drive for successful delivery of all strategic activities by 2007.

**All Staff and Managers**
A challenging strategy of this magnitude can only be delivered with the full assistance and participation of every staff member in the organisation. Through a willingness to adopt new practices and procedures and to maintain an innovative approach to our business everyone can play a full role in the successful delivery of this strategy.
### Appendix I

#### Standards of Service Delivery from our Customer Action Plan

Our Standards of Service Delivery, which will be reported on in our Annual Reports provide quantitative measures of how efficiently we are delivering our services.

<table>
<thead>
<tr>
<th>Customer Group</th>
<th>Service</th>
<th>Standard</th>
<th>Method of Measurement</th>
<th>Frequency of Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Organisations</td>
<td>Assignment of Clerical Recruits</td>
<td>Assignees details to be conveyed to client within 3 days of receipt of request in 90% of cases</td>
<td>Client Centred System</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Assignment of Executive Officers</td>
<td>Assignees details to be conveyed to client within 3 days of receipt of request in 90% of cases</td>
<td>Client Centred System</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Assignment of Administrative Recruits</td>
<td>Assignees details to be conveyed to client within 3 days of receipt of request in 90% of cases</td>
<td>Client Centred System</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>All general service grades</td>
<td>Assignees details to be conveyed to client within 3 days of receipt of request in 90% of cases</td>
<td>Client Centred System</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Medical Consultants</td>
<td>Recommendation to issue 12-16 weeks from receipt of completed documentation</td>
<td>Client Centred System</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Senior Management</td>
<td>Recommendation to issue 8 weeks from receipt of completed documentation</td>
<td>Client Centred System</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Other customised appointments</td>
<td>Consultation with the client on the recruitment process and timeframe for project delivery 8-12 weeks from agreement to recommendation</td>
<td>Client Centred System</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>IT Specialist Panels Interdepartmental Posts</td>
<td>All panels to be maintained.</td>
<td>Panels in place</td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>Satisfaction rating with recruitment process times and quality to exceed 80%</td>
<td>Customer Survey, Customer Panels</td>
<td>Annually 2 Customer Panels a year</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ongoing monitoring of client satisfaction post assignment</td>
<td>Customer Survey</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Provision of other services</td>
<td>Contact with clients will be made within 3 days of initial enquiry. A customised response to request will be provided.</td>
<td>Customer Survey</td>
<td>Annually</td>
<td></td>
</tr>
<tr>
<td>Provision of training</td>
<td>Programme of training will be available each year.</td>
<td>Programme in place.</td>
<td>Annually</td>
<td></td>
</tr>
<tr>
<td>Customer Group</td>
<td>Service</td>
<td>Standard</td>
<td>Method of Measurement</td>
<td>Frequency of Measurement</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>---------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Applicants</td>
<td>General Satisfaction</td>
<td>Satisfaction rating with the quality of the recruitment process to exceed 80%</td>
<td>Customer Survey</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>Notice of tests and provisions of familiarisation material</td>
<td>Provide familiarisation information and test notice at least 10 days prior to test.</td>
<td>Manual recording</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Notice for Interviews</td>
<td>90% of candidates will have a minimum of 5 days notice for interviews.</td>
<td>Manual recording</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Issue of results for Tests</td>
<td>Results of Tests will issue 2 wks from the main test date for 80% of competitions.</td>
<td>Manual recording</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Issue of results for Interviews</td>
<td>Results of Interview will issue a maximum of 10 days after the final interviews.</td>
<td>Manual recording</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td>Provision of feedback</td>
<td>Tests - Provided with results Interview - on request and within 3 days of request</td>
<td>Manual recording</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Board Members</td>
<td>Provision of board papers</td>
<td>Papers will be available at least 3 days in advance</td>
<td>Focus groups</td>
<td>Twice yearly</td>
</tr>
<tr>
<td></td>
<td>Materials to board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Information/briefings</td>
<td>90% satisfaction with the facilities and provision of information</td>
<td>Focus groups</td>
<td>Twice yearly</td>
</tr>
<tr>
<td></td>
<td>Facilities for board members</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Payment of fees and</td>
<td>Fees will be paid fortnightly T&amp;S Claims will be processed weekly</td>
<td>MIF System</td>
<td></td>
</tr>
<tr>
<td>Internal Customers</td>
<td>Comprehensive learning and Development programme in Place</td>
<td>Implementation of Annual Learning and Development Plan</td>
<td>Retain Excellence Through People</td>
<td>Annually</td>
</tr>
<tr>
<td>Internal Customer</td>
<td>Charter</td>
<td>Employee satisfaction with internal customer service Routine queries replied to on the same day</td>
<td>Employee Survey</td>
<td>Annually</td>
</tr>
<tr>
<td></td>
<td>Implement a Human Resource Strategy which promotes a culture of mutual respect and courtesy and prompt, effective delivery of service</td>
<td></td>
<td>Customer Survey</td>
<td>Annually</td>
</tr>
<tr>
<td>Customer Group</td>
<td>Service</td>
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<td>---------------</td>
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<td>--------------------------------------------------------------------------</td>
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<td>-------------------------</td>
</tr>
</tbody>
</table>
| All Customers | Website | Provision of 99% uptime  
Service will be restored within 2 hours of an interruption being notified  
Publicjobs.ie fully WAI AA compliant by end 2004 and maintained thereafter.  
Panels refreshed weekly  
Information on all panels will be accessible on the website. | Record logged | Real time |
|               |         |                                                                         | WAI Standards         | Real time |
|               |         |                                                                         | Regular monitoring of site | Weekly |
|               |         |                                                                         | Panel information available | Real time |
| Email Queries |         | Clear, simple language will be used  
Acknowledge query same day  
Routine queries replied to on the same day | Customer Survey | Annually |
|               |         |                                                                         | Manual recording       | Quarterly |
| Written correspondence |         | All correspondence from this Office will be in clear, simple language  
Routine correspondence to be dealt with in 3 days  
Non-routine correspondence to be acknowledged within 3 days and followed up within 10 days. | Customer Survey | Annually |
|               |         |                                                                         | Manual recording       | Quarterly |
| Telephone Queries |         | Telephone calls to be answered promptly  
Our aim is within 10 seconds. | Customer Survey | Annually |
|               |         |                                                                         |                         | Annually |
| Personal Callers |         | General Satisfaction to exceed 80% with service received | Customer Survey | Annually |
| Accommodation |         | Clean, safe and comfortable  
Accessible by all our customers | Customer Survey | Annually |
| Irish Services |         | All key publications will be available in Irish  
All on-line applicant services will be bilingual on request during the application period  
Correspondence in Irish will receive a reply in Irish.  
Fulfill obligations under the Official Languages Act 2003.  
Prepare a detailed scheme in line with provisions of Para 11 of the Act | Bilingual publications | Real time |
|               |         |                                                                         | Manual recording       | Quarterly |
|               |         |                                                                         | Customer Survey        |                   |
|               |         |                                                                         | Compliance monitored by An Coisnisinneir Teanga | |
|               |         |                                                                         | Scheme in place        |                   |
| Equality/Diversity |         | Processes/procedures will be monitored to ensure that they do not result in unfair treatment of any group or individual candidate | Equality proofing of large competitions (over 100 candidates) | All large competitions |

Manual measurement methods will be phased out as we extend the capacity of our electronic systems to track all agreed Service Standards.
## CROSS DEPARTMENTAL ACTIVITIES & STRATEGIC PARTNERSHIPS

<table>
<thead>
<tr>
<th>Activity</th>
<th>Key Organisational Links</th>
<th>Our Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Sector Recruitment</td>
<td>Government Departments, Health Service Executive, Local Authorities and other public bodies</td>
<td>To provide customised recruitment selection, assessment and related advisory services, tailored to the needs of individual clients.</td>
</tr>
<tr>
<td>Public Service Modernisation Programme</td>
<td>Department of the Taoiseach C.S.P./G.</td>
<td>To implement the agreed Civil Service change agenda within our organisation. To contribute to policy formulation, particularly in the key area of HR policy.</td>
</tr>
<tr>
<td>Personnel Officer Network</td>
<td>Department of Finance Client Organisations</td>
<td>To support, in partnership with the Department of Finance, this important forum for addressing matters of mutual interest.</td>
</tr>
<tr>
<td>REACH initiative (integrated delivery of all public services)</td>
<td>REACH</td>
<td>To work closely with the REACH organisation to ensure that we participate fully in the progression of integrated and accessible public services.</td>
</tr>
<tr>
<td>Marketing and Retention Strategy</td>
<td>Client Organisations</td>
<td>To facilitate client departments in implementing this strategy as agreed through the Public Service Modernisation Programme.</td>
</tr>
<tr>
<td>Equality / Disability Policy</td>
<td>Department of Finance and all client organisations</td>
<td>To proactively support, in partnership with the Department of Finance, all Government departments in providing equal employment opportunities.</td>
</tr>
<tr>
<td>Cross Border Cooperation with Northern Ireland</td>
<td>Civil Service Commissioners (Northern Ireland) Local Government Staff Commission (Northern Ireland)</td>
<td>To exchange information and share best practice on areas of matters of common interest in the domain of Public Sector Recruitment.</td>
</tr>
</tbody>
</table>