**Minutes of meeting of the Board of the Public Appointments Service held in Chapter House, at 2.00pm on 21st April 2026**

**Present (Board):** Mr. Tom Moran (Chairperson), Mr. Paul Geraghty, Ms. Mary Connaughton, Ms. Valerie Lawlor, Ms. Sinead Burns, Ms. Yvonne Furey, Mr. Colin Menton.
Ms. Catherine Dobbins (Secretary).

**Apologies:** Ms. Fiona Quinn, Ms. Anne Marie Hoey.

---

**Minutes of previous meeting and matters arising**

The minutes were agreed.

**Declarations of Interest**

There were no declarations of interest.

**Reports for the Board**

The Board noted that they had received the CEO's Report, the Operational Report, the Super10 Report and the Report on Risk Management (in addition to the supporting documentation).

The CEO informed the Board that he wished to highlight a number of areas from the reports and to discuss some additional items: -

- The CEO informed the Board that there is an emerging risk in relation to Oleeo change management. He noted that the IT aspect of the project was delivered on time and on budget, but the organisation is now dealing with a different set of challenges with the focus shifting to ensuring the system is working well for the business. He informed the Board that the Nova project team update would expand on this further.

- The CEO updated the Board on the recent governance meeting with DPER and highlighted the positive engagement around areas such as the Performance Delivery Agreement, State Boards and Selection Board Member pay.

- The CEO informed the Board there is an annual review meeting scheduled with TLAC on 12th May; he noted that feedback would suggest that the new process is working well and the timescales are being achieved, but that the focus is on continuous improvement. He thanked the team for their work on successfully delivering the recent high profile campaigns to a tight deadline.

- The CEO notified the Board of a recent protected disclosure in relation to recruitment for a key client. He informed the Board that the claims are being examined and any findings or recommendations will be shared with the Board. He noted that we may require legal advice from the CSSO in relation to this matter.

- The CEO also notified the Board of a current issue which has just been uncovered in relation to the CO campaign. Candidates completed one version of an online job simulation but were marked in part against another version which was meant to be available to candidates. He noted that the team are working through how this happened and putting measures in place to ensure it will not happen again. He stated that the intention is to inform all candidates what happened and then provide them with their correct results. He assured the Board that this issue had not impacted on any other campaigns and that we will receive external advice on the communications being issued in relation to this matter to ensure it is clear for all candidates. The Board advised that we should consider providing a contact number for any candidates who wish to contact us to discuss this. The Board also advised that we should incorporate any learning from this into our playbook for responding to such events in the future.

It was agreed that a risk-based review would be conducted into the CO issue and any issues raised by the protected disclosure.

The Board expressed concern in relation to the increase in delivery times for campaigns. The CEO informed the Board that this is an area of focus, with deep dives being conducted on all KPIs. He outlined the work underway to develop more tailored KPIs for the various types of campaigns. It was noted that the main delivery target has been reduced from 18 to 14 weeks, with some targets even lower than this. The CEO noted that the State Boards timescale of 10 weeks was very challenging and this is being reviewed. The CEO agreed to continue to update the Board on developments in this area and the outcomes of the deep dives. The CEO informed the Board that addressing client concerns or client perceptions around delivery timescales was key to client retention.

The CEO informed the Board that almost 100,000 people are now registered on Oleeo. He also noted that the work for the AGS is progressing well and on schedule, and that research into candidate interest in Garda Trainee is underway. The Board welcomed the plans to expand the inclusive routes campaigns to include those with prior convictions.

The Board discussed the overall labour market and the increase in applications for civil service entry grades at a time when other private sector organisations are shedding staff. The strong demand for data analysis skills to support the introduction and use of AI was discussed. The Board discussed the approach to AI in the public service and welcomed the planned update on the capacity for using AI in Oleeo; the Board agreed that this will be an area of ongoing consideration.

<u>Financial Report</u>
The Board acknowledged the Financial Report and noted that the finances are on track at present.
.
<u>Risk Reports</u>
The Board acknowledged the Risk Report which had been provided with the Board papers.

**Update from the Audit Committee**

Mary Connaughton provided an update from the Audit Committee meeting in March. She discussed the Health and Safety Audit Report (which had been provided to the Board in advance) and noted that audit found strong health and safety practices and culture in publicjobs. She noted that there is some work to do in terms of training and administration. She noted that the audit on Selection Board Members will be discussed at the next meeting. She also noted that the Committee had discussed the Review of Internal Controls and highlighted the need for increased knowledge sharing.

The Board discussed the training for Selection Board Members and publicjobs Representatives and suggested that additional sessions on dealing with difficult boards may be required, taking into consideration the outcomes of the protected disclosure review.

**Review of Internal Controls**

The Board noted the report. The Board discussed the request for legal advice on the status of Selection Board Members.

The Board asked for a session on Clearance and the timescales and issues arising in relation to Clearance.

**Key Risk Area: Nova Project Update**

The Nova team (Stephen Buckley, Rosemarie O'Mahony and Sandra Cairns) attended to provide an update to the Board on this key strategic project.

The Board noted the Q1 Report which had been provided with the Board papers.

In response to questions from the Board, the team outlined that there are a variety of different experiences with Oleeo, with a lot of positives and staff seeing the value it can bring. It was noted that is has been tricky for some units and that working to the timeline for STAR decommissioning has meant the rollout has had to adhere to a tight schedule. It was agreed that there are some workarounds in place, but the project team are now taking the opportunity to look at how people are using it and to support the business to get the most out of Oleeo and address all such workarounds.

When asked about the issues in relation the clearance, the team noted that the functionality has been configured in conjunction with the business teams but that it is presenting issues for large volume clearance. The team noted that it involves a new way of engaging with clearance and moving away from the use of spreadsheets. The team noted that they have no significant concerns with the product and that the functionality is there, but further training and process/system changes may be required.

It was noted that clients and selection board members will also need to be onboarded as part of the ongoing rollout.

It was noted that the team have sought external advice on the change or management process and this advice will be provided shortly.

It was agreed that the next Board update should be more focused on the change management aspects of the project. It was also agreed that there should be a focus on benefits realisation and an update on where we are in relation to this. The Board would also welcome any feedback from candidates on the system, and noted that there are existing benchmarks in place.

The team then gave a presentation on the potential for AI in Oleeo. This included how AI is being used by candidates and recruiters, and the existing and developing AI functionality in Oleeo. The team indicated that they are hoping to move forward with some of this functionality.

**Annual Report from the Audit Committee**

Kevin Smyth, Chair of the Audit Committee, attended virtually to present the annual report. He noted that the annual report reflected the work of the Committee. He thanked Maria and Catherine for the support they give the Committee and thanked Committee members for their contributions. He noted that the Committee has a good mix of expertise. He welcomed the engagement with Executive Team members who attended the meetings and noted that the cop-operation with internal audit is very good. He thanked the Nova teams for their regular updates and agreed that similar to the Board, the Committee will now concentrate on change management and the bedding in of the system.

Kevin noted that his main concerns relate to the future, and the impact on publicjobs of any future downturn in the economy and agreed that it was important to plan for increasing numbers of applicants and any cutbacks in public service recruitment.

Kevin informed the Board that he is satisfied with the performance of the outsourced internal auditors.

**Client Engagement**

Eimear O'Connor gave a presentation on this topic. She provided information on the market share of publicjobs and how this is calculated and also provided information on the plans to ask the CPSA to collect additional information on recruitment in order to have a better overall picture of civil service recruitment. She outlined the approach to client feedback and a summary of the feedback received. She also outlined the approach to establishing Centre of Excellence in Reasonable Accommodations, and it was agreed that ongoing consultation with DPER would continue in relation to how this can best be implemented.

**Draft Annual Report**

The Board noted the draft document and agreed to provide any feedback before the end of May.

**Board Evaluation Action Plan and Board Effectiveness Questions**

The Board noted the updated action plan and agreed to provide any feedback on the questions over the next two weeks; an online survey will then issue to the Board.

**AOB**

The next meeting will take place on 24th June (pm).