Minutes of meeting of the Board of the Public Appointments Service held in Chapter House, at 2.00pm on 13th November 2025

Present (Board): Mr. Tom Moran (Chairperson), Ms. Margaret McCabe, Ms. Mary Connaughton, Ms. Valerie Lawlor, Ms. Fiona Quinn, Ms. Sinead Burns, Ms. Anne Marie Hoey, Ms. Yvonne Furey, Mr. Colin Menton.

Ms. Catherine Dobbins (Secretary).

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 there is a continued focus on delivery times from request to assignment for General Grades and this was 51% for ytd. She noted that we are now in a good position with surpluses on many panels, and in September there was an improved KPI with 62% achieved within the target. She noted that the number of applications has increased at graduate level while they are lower at clerical level.

The CEO updated the Board on the delivery of other recruitment campaigns, which was at 84% at end September (target of 85%); with median delivery duration at 11.4 weeks. She noted that TLAC Specialist, Local Government, SER, P&T and Justice recruitment were all meeting the target timeline, and the main reasons for delays continue to be the availability of client nominees or external experts and extension of the advertising window.

The CEO informed the Board that Medical Consultants recruitment has now moved to senior executive recruitment and the team will be looking at how executive search may be used in this area, to fill those positions which are proving difficult to fill. She noted that local government recruitment is continuing to see high demand levels.

The CEO noted that the Performance Sub-Group of the Executive Team continue to meet to drive improvements in KPIs and remove barriers to improvements as outlined in the report.

The CEO updated the Board on the presentation of the EFQM award from Minister Chambers and the Board noted the significance of this achievement. She also noted that publicjobs has also been nominated for an ERF award for its talent attraction campaign. She updated the Board on the visit from the Oleeo team which highlighted potential AI tools which could be used to achieve business improvements in line with our Strategy.

The CEO updated the Board on the approach from Forensic Science Ireland to assist with recruitment and informed the Board that Minister Chambers will be visiting publicjobs on 10th December.

In response to a question in relation to demand, the CEO updated the Board on the restructuring of Civil Service recruitment and clearance units which is underway, and the introduction of a different approach to competition and work allocation will mean we are in a better position to further analyse and understand the factors impacting delivery timelines and take immediate action to achieve the required improvements; this will also ensure the best use is being made of Oleeo and increase organisational agility. She also informed the Board that publicjobs had not been filling a large number of internal vacancies due to the shortfall in A1.

The Board welcomed the increase in recruitment of Garda Trainees and welcomed that publicjobs targets and timelines are being met for both trainees and Garda promotions.

The Board noted that the targets are not being achieved for State Boards processes and noted that a significant proportion of the delay related to extending the advertising period due to the low level of applications for some roles. The Board discussed potential reasons for the low level of applications and noted that it was posing a risk to the system. It was agreed to discuss this at the first meeting in 2026 as a key strategic issue (including looking at attraction, timescales, remuneration, issues/challenges and recommendations).

<u>Financial Report</u>
The Board acknowledged the Financial Report
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<u>Risk Reports</u>
The Board acknowledged the Risk Report which had been provided with the Board papers.

Update on Identified Actions from Red C Market Awareness Research

Aine Gallagher had provided a paper in advance and gave an online presentation on the day. She discussed the background, the recent talent attraction campaign and plans for further campaigns. She outlined how the key recommendations from the research were being implemented and also outlined the key considerations.

The Board welcomed the research and the response to the recommendations. The Board discussed the need for strategic alignment in relation to hard to fill posts and also discussed the KPIs currently being used and being introduced to capture improvements in terms of awareness and talent attraction. Aine discussed how we intend to improve the candidate journey and the various actions being considered in this area.

Update from the Chair of the Audit Committee

Kevin Smyth attended online to provide an update to the Board. He passed on the Committee's appreciation to the CEO on her upcoming retirement and noted her ongoing commitment to the organisation's goals. He informed the Board that the Committee is continuing to meet four times each year and is making good process on delivering the Strategic Audit Plan and in terms of risk management. He thanked management and staff for their updates and noted that Nova is progressing well but there is no room for complacency. He stated that the discussions with the Heads of Divisions around their challenges and work areas had been illuminating.

He updated the Board on the results of the EQA and indicated that the recommendations are due to be implemented in 2025 in line with the standards. He noted that there had been a robust discussion with the external reviewers and that there was good mutual understanding with the outsourced Internal Auditors. He expressed some of the Committee's concerns with the new audit standards and indicted that the Committee wants to ensure that the standards don't decrease the level of assurance in place and agreed to review this at the mid-year Audit Committee meeting in 2026. He thanked the publicjobs staff working to support the Committee.

The Board thanked Mary Connaughton for acting as the Board representative on the Committee and was assured to know that any feedback and recommendations are actioned.

Nova Project Update

The Nova team (Stephen Buckley and Rosemarie O'Mahony) attended to provide an update to the Board on this key strategic project. Stephen Buckley provided an update on the new way-finding from the website and the tutorials and videos designed to support change. He also provided an update on the candidate communications in relation to the new system. He assured the Board that STAR decommissioning is on track with both technical and business projects underway. He provided an update on the visit from the Oleeo Success Team and informed the Board that the External Advisory Committee and given the project a green RAG status. It was noted that all new competitions are on Oleeo.

The Board discussed the potential for AI in Oleeo and noted plans to explore interview recording/transcribing to assist the process. The Board welcomed the current workshop with publicjobs representatives to explore how they will be using Oleeo.

Client Retention and the Capacity to Deliver for Clients Project Update

Eimear attended the meeting to provide an update on this project.

She provided an update on the significant staff restructure to support the new strategic direction, involving role changes for 78 staff, noting that this was now 90% complete. She informed the Board that staff engagement has been good. She outlined the process for categorising campaigns under this new structure.

Eimear also outlined the strategic approach being adopted to outreach and updated the Board on engagement with Revenue. She noted that formal engagement at a senior level will commence in January. She outlined how the focus will be on discussions around both quality and timelines and what both publicjobs and the clients can do to maximise outcomes. She outlined the need for better data centrally in relation to what other recruiters are doing in terms of achieving recruitment standards, reducing costs and achieving EDI KPIs. Eimear noted that there will continue to be a push to improve timelines by publicjobs while ensuring quality is also achieved and other recruitment standards are maintained. She noted that supports for recruiters around project management and adopting a partnership model with clients are being put in place.

Strategic Programme of Work

Stephen Buckley and Rosmarie O'Mahony made a presentation on this area. Stephen outlined how this programme was developed in line with the Strategic Implementation Framework and will feed into business planning and PMDS. Stephen outlined the strategic priorities and enablers and the key projects underneath each of these areas. He noted that these will be led by APs, with Executive Team sponsorship.

It was noted that the final version will be shared with the Board once agreed by the Executive Team and there will be bi-annual reporting on delivery.

Draft Workplan for 2026

Agreed. Dates will be agreed with the Board.

AOB

The Board formally recognised the work of the CEO and the huge contribution she has made to the organisation and noted that it had been a pleasure to work with her.

The CEO thanked the Board for their support and mutual respect and also thanked DPER for their support.