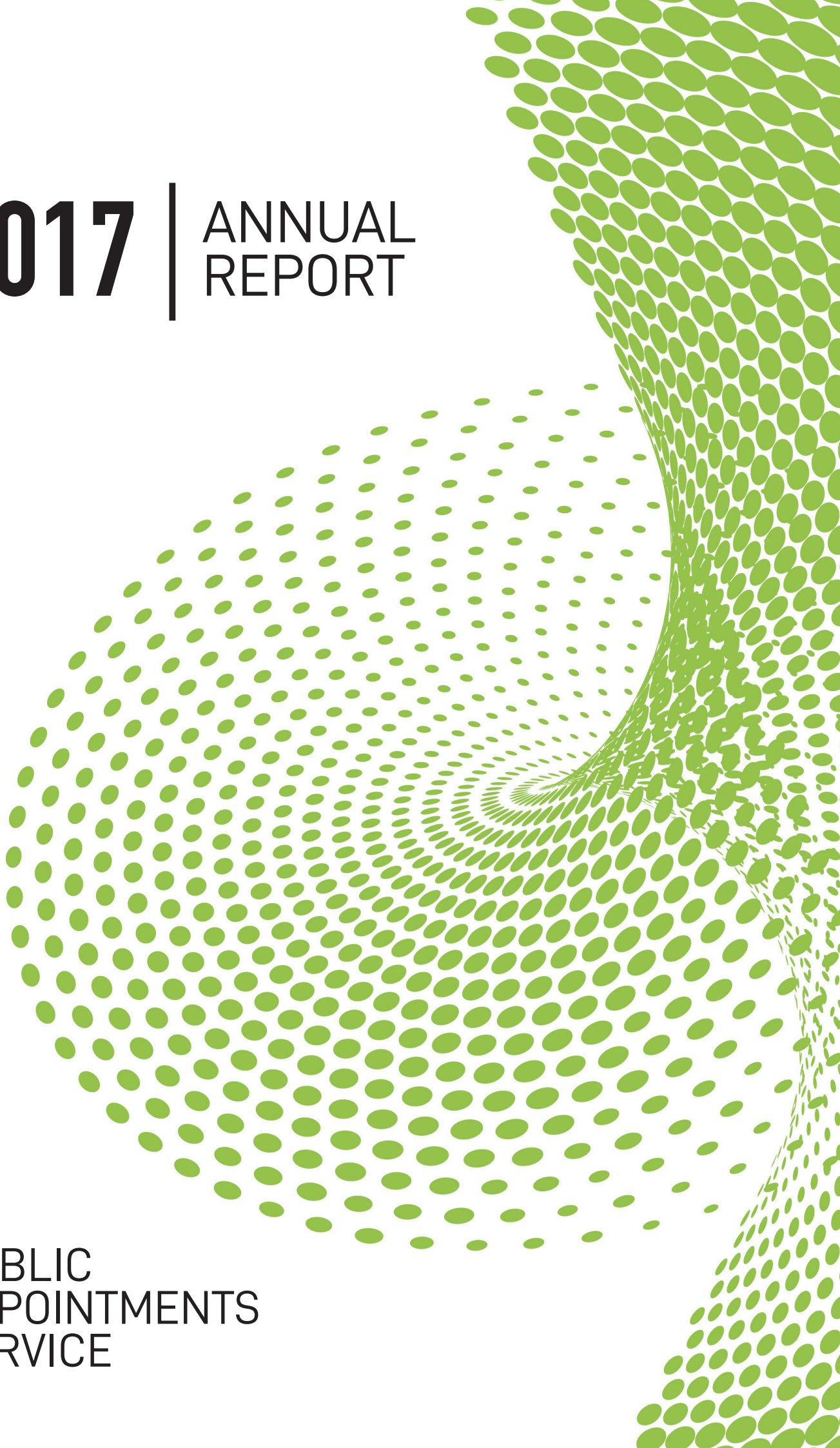
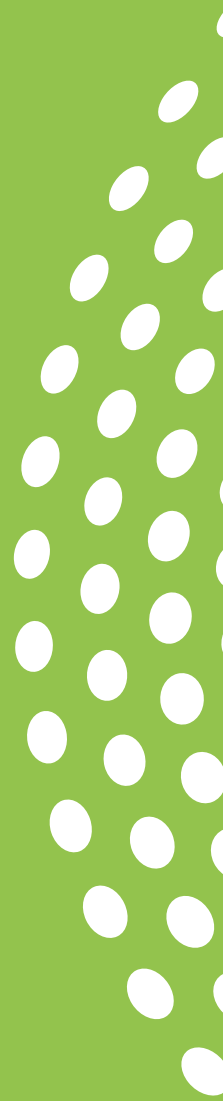


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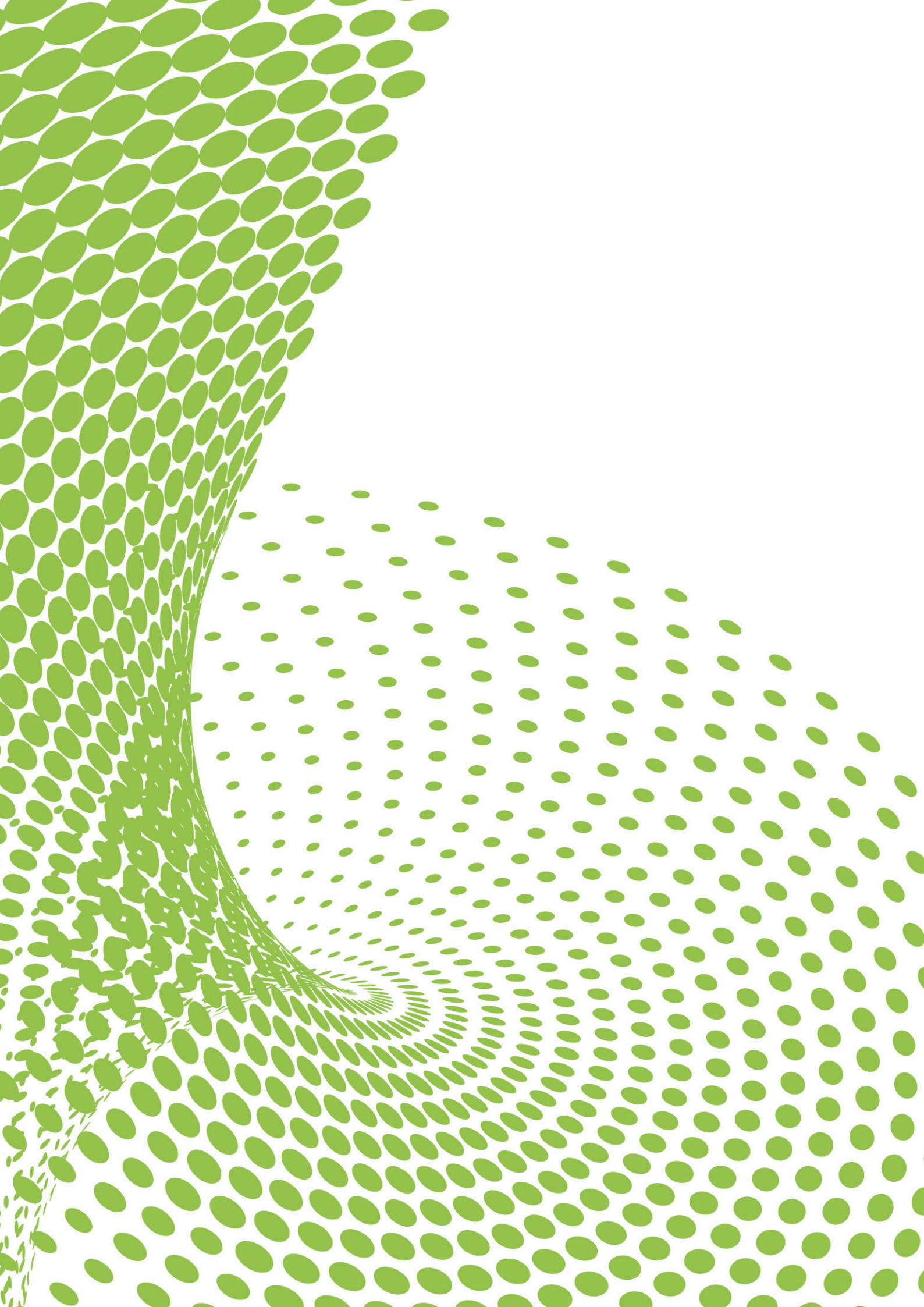
PUBLIC
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PUBLIC
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SERVICE



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Strategic Objectives and Key Trends

Provide responsive, quality, timely recruitment and resourcing services to our core public service clients

Enhance our business processes and systems to maximise operational excellence

Develop stronger public recognition of our organisation to attract more diverse and high quality applicant pools

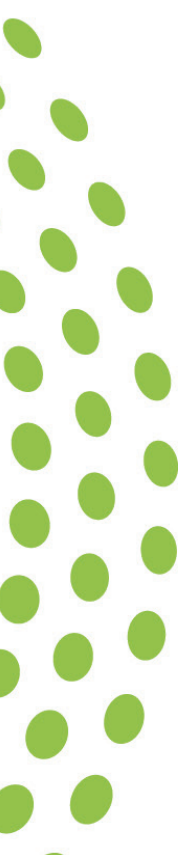
Consolidate our position as an influential and valued partner and centre of expertise

Build a progressive, values based, high performance culture and workplace

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APPENDIX I	Summary of Recruitment Activity in 2017
APPENDIX II	Overview of State Boards Activity in 2017
APPENDIX III	Overview of Energy Usage
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INTRODUCTION FROM THE CHIEF EXECUTIVE

The selection and recruitment challenges and opportunities that the Board and staff of the Public Appointments Service (PAS) dealt with throughout 2017 reflected a continued focus on retaining capacity and building capability to equip the Irish civil and wider public service to face current challenges and those of the future.

This theme is also reflected throughout “Connect 19”, our 2017-2019 Statement of Strategy, which commits PAS, through its professionalism and excellence, to work in partnership with our clients to attract and engage great people to the Irish public service.

A particular focus throughout 2017 was to look to attract the greatest possible diversity of talented people to the equally diverse range of employment and career opportunities opening up across the public service. This, in turn, can help to ensure that public service bodies are increasingly reflective of the diverse communities that they serve. Key equality and diversity initiatives undertaken throughout 2017 included:

- Equality and Diversity proofing of PAS recruitment and selection documentation and all new assessment and selection procedures;
- ongoing work in partnership with a range of NGO's to promote public service employment opportunities across a wide range of nationalities resident in Ireland;
- holding a client event in December focused on diversity, and specifically on supporting candidates and clients in employing a person with a disability;
- providing accessible recruitment and selection services and reassuring all potential candidates that PAS has the facilities to enable them to take part in the recruitment and selection processes of their choice in a fair and impartial manner; and
- advertisement of PAS job opportunities on Facebook, Twitter and LinkedIn, targeting a range of nationalities and Travellers, LGBT, Disability and Irish language groups.

During 2017, PAS processed 75,610 job applications, conducted 15,403 interviews and made 9,433 appointments across the public service. This level of recruitment represents a threefold increase on the number of appointments made as recently as 2014 and has only been possible due to the quantity and quality of the work consistently undertaken by PAS staff throughout the year.

The number registered to be alerted to vacancies on State Boards reached almost 6,500 in 2017. During the year over 2,700 applied for 245 vacancies on 71 State Boards and 203 people were appointed.

More comprehensive Workforce Plans from client Departments and Offices would considerably assist PAS in deciding on the optimum competition scale and the numbers of candidates required to meet demand and to deliver a responsive, timely service to clients. The commitment in the People Strategy for the Civil Service 2017-2020 to develop aggregated civil service plans will considerably increase our capacity to determine required levels of sectoral recruitment activity, and the PAS Board and staff greatly welcome the Department of Public Expenditure and Reform's efforts to progress this initiative.

During 2017, our commitment to enhance PAS processes and systems to improve operational excellence has seen the ongoing development of our online testing capacity to enhance management of the large volume of PAS job applications. Candidate and assessor feedback on the use of asynchronous video-based assessment has been positive, and this approach will be further developed in 2018. PAS also completed a remote proctoring pilot project in 2017 and testing under competition conditions will now proceed. The initial phase of Project Nova, which will replace our STAR IT Recruitment Platform in the light of changing recruitment requirements and technology advances, is underway. The rollout of our own e-learning interview modules was a highlight for 2017, and can provide assurance as to the quality of selection boards for all types of competitions run by PAS.

Implementation of the PAS Quality Improvement Programme also continued during 2017. The action points draw from customer

feedback, recommendations from internal competition reviews, and the Commission for Public Service Appointments (CPSA) Code of Practice review process. These action points have improved our internal business processes and resulted in a range of improvements in PAS services to candidates, clients and selection board members.

The significant changes to the data protection framework that will be brought about by the introduction of the General Data Protection Regulation in 2018 will have a profound impact on the way that PAS conducts business. In preparation for this, PAS reviewed its Information Governance and Records Management policies in order to develop an infrastructure that will leave us best placed to deal with the challenges of this new legislative environment.

PAS is able to deliver its significant and growing selection and recruitment workload because of the commitment of its staff. The Board and the Management Team in PAS are very appreciative of the enthusiasm and flexibility that staff members demonstrate in their day-to-day interactions with clients, candidates, selection board members and the general public. Our staff are central to everything we achieve and retention of the National Standards Authority of Ireland's Excellence Through People accreditation in 2017 reflects this reality.

We are also very appreciative of the contribution of the Members of the Board of PAS and of the PAS Audit Committee in ensuring that PAS continued to meet the highest governance standards in fulfilling its statutory public service selection and recruitment obligations and providing quality services to its clients and customers throughout 2017.

FIONA TIERNEY

Chief Executive

ABOUT THE PUBLIC APPOINTMENTS SERVICE

INTRODUCTION

The Public Appointments Service (PAS) is the recruitment and resourcing service provider for client organisations in the civil and public service. PAS is responsible for the sourcing, assessment and delivery of quality candidates to public service clients. PAS runs a wide range of 'openly advertised' recruitment competitions and 'interdepartmental' promotion competitions within the Civil Service. The activities of PAS are primarily focused on the sourcing of candidates for roles in the Civil Service; the most senior roles in Local Authorities; Hospital Consultant roles in the public health service; trainee Garda for An Garda Síochána; and a range of management, executive and specialist roles across the civil and public service. PAS also has a key role in the identification of suitable members for State Boards.

Recruitment to the civil service and a range of other public bodies operates under the provisions of the Public Service Management (Recruitment and Appointments) Acts, 2004 to 2013. PAS operates under licence from the CPSA and is independent in its operations. In carrying out its recruitment and selection processes, PAS must comply with the Codes of Practice published by the CPSA, which ensure that fair and open processes are in place. Where the Codes do not apply, PAS adheres to the same core principles in carrying out its functions.

In 2017, PAS processed 75,610 applications, conducted 15,403 interviews and made 9,433 appointments to a range of complex roles across a diverse range of client organisations.

ABOUT THE PUBLIC APPOINTMENTS SERVICE

MISSION AND VALUES

Our vision is through our professionalism and excellence, to work in partnership with our clients, to attract and engage great people to

the Irish public service.

We are committed to the values of:

<p>Independence and Merit</p> <p>Providing recruitment services that are independent, merit based, objective and confidential.</p>	<p>Fairness and Integrity</p> <p>Maintaining and strengthening public confidence in the fairness, impartiality and transparency of our recruitment processes, by upholding the highest ethical standards.</p>	<p>Dignity and Respect</p> <p>Supporting environments that promote diversity and that enable people to perform to their potential.</p>	<p>Operational Excellence</p> <p>Utilising professional, innovative and excellent systems and processes, to deliver consistent, high quality and timely recruitment and assessment services.</p>	<p>Commitment to Public Service</p> <p>Taking pride in serving the public and working to achieve best results for the State and the people of Ireland, aiming at all times to use and care for public resources responsibly.</p>
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ABOUT THE PUBLIC APPOINTMENTS SERVICE

STRATEGIC OBJECTIVES

The strategic objectives of PAS are shown in the diagram below. These are published in the Statement of Strategy 2017 – 2019.



ABOUT THE PUBLIC APPOINTMENTS SERVICE

KEY TRENDS IN 2017

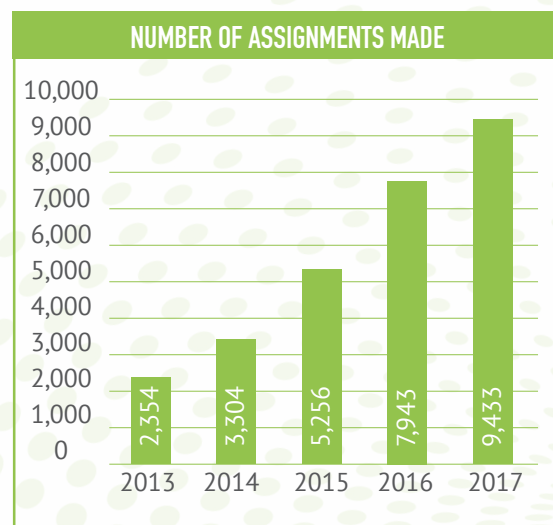
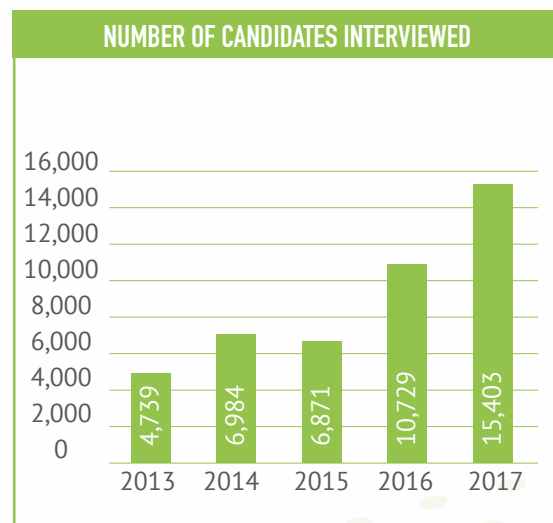
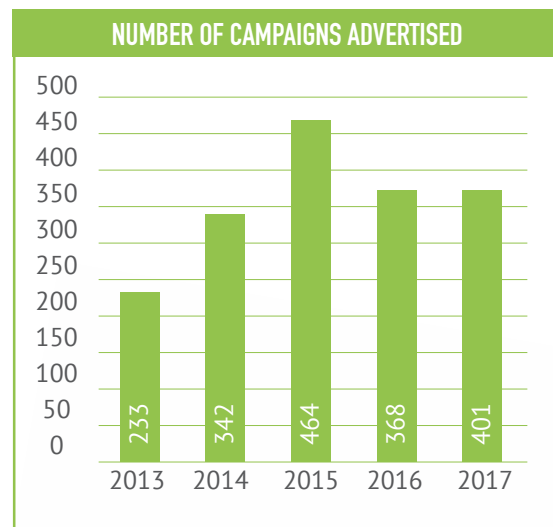
In 2017, the trend of increasing workload continued. In comparison to 2016, PAS saw an 9% increase in the number of competitions advertised, a 44% increase in the number of candidates interviewed, and a 19% increase in the number of assignments made.

There is a continuing need for PAS to run regular large volume competitions (both open and interdepartmental) to meet the demands for administrative staff at all levels from Temporary Clerical Officer to Principal Officer Higher. Opening up all interdepartmental competitions to all grades below that being recruited for has significantly increased the numbers applying for those competitions. 2017 also saw increasing demands for a range of professional and technical competitions tailored to individual civil service departments and offices.

In the Justice sector, PAS saw a significant increase in demands for civilian staff for An Garda Síochána, Garda Reserves and Prison Officers in 2017. There is also an ongoing demand for a significant volume of Garda Trainees to meet Government commitments to increased intakes into the Garda Training College.

Demands from the HSE in relation to the filling of Hospital Consultant posts remained at a high level and there was a significant number of posts filled across the Local Authority sector in 2017.

As the range of competitions and numbers of applicants continues to rise, PAS has developed new and innovative assessment measures. PAS provided suitable accommodations to approximately 1,000 candidates with a disability at the testing stage of the selection process.



PROVIDE RESPONSIVE, QUALITY, TIMELY RECRUITMENT AND RESOURCING SERVICES TO OUR CORE PUBLIC SERVICE CLIENTS

The main strategic priority of PAS is to provide responsive, quality, timely recruitment and resourcing services to our core public service clients. To that end, PAS continued to develop its relationship with those clients in 2017 in order to identify their resourcing needs so that we can model our activity to best meet those needs. PAS continued to develop and improve its processes and systems to ensure that it is delivering the high quality services our clients expect.

With the improving economy, and the need to restore capacity in the civil and public service and equip it to face the changes of the future, PAS has seen a significant increase in demand from clients to build capacity in key skill areas. Given the demographic trends, national and international environmental and socio-economic factors, the expectation is that there will continue to be a significant demand for a diverse range of quality people in the public service.

RECRUITMENT ACTIVITY

Summary of Recruitment Activity 1st January-31st December 2017

SECTION	CAMPAIGNS ADVERTISED	APPLIED	ASSIGNED
Senior Executive Recruitment	25	974	24
Top Level Appointments Committee	33	1,398	37
Professional & Technical	91	5,111	745
Local Government	62	6,219	153
Medical Posts (including Hospital Consultants)	102	266	93
State Boards	71	2,728	203*
Large Volume Competitions	15	51,204	6,196
**Justice Sector	2	7,710	2,185
TOTAL	401	75,610	9,433*

*State Board appointments by the Minister are not included in Assignment total

**Justice Sector refers to Garda Trainee, Prison Officer and Garda Reserve competitions

As can be seen above, recruitment activity levels were high in 2017 across the entire spectrum of areas for which PAS recruits, with an 9% increase in the number of competitions advertised, a 44% increase in the number of candidates interviewed, and a 19% increase in the number of assignments made over 2016. The key areas are discussed in more detail below.

SENIOR EXECUTIVE RECRUITMENT

In line with Government policy, there has been an increased focus on open recruitment to all positions in the civil and public service, including those at the most senior levels. During 2017, PAS was successful in attracting high-quality candidates to apply for senior executive roles. In 2017 PAS completed 37 competitions for the Top Level Appointments Committee (TLAC), from which appointments were made to senior management roles in the Civil Service.

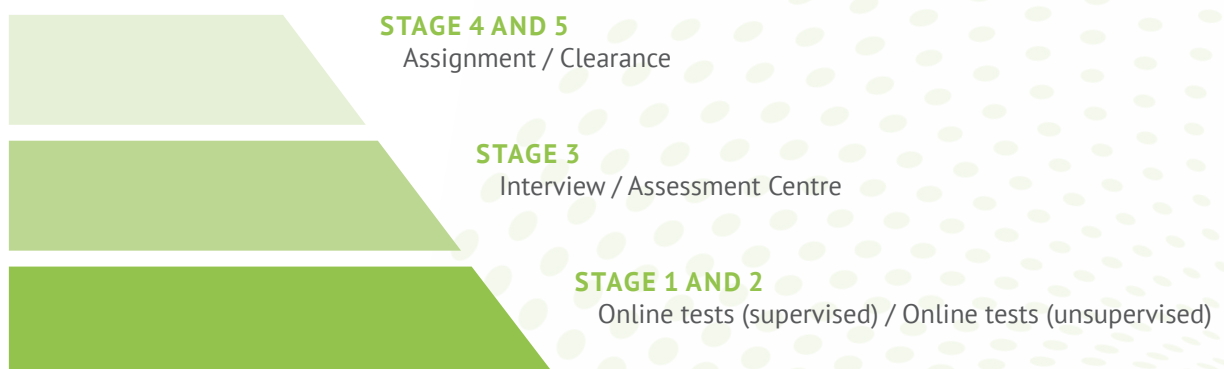
PAS also carries out the recruitment processes for specialist senior executive positions in the civil service and wider public service. These

generally involved extensive competitions with a three-stage assessment process (including shortlisting, preliminary and main interviews), to ensure that the successful candidates possess all of the required skills and experience for the role. Competitions in this category in 2017 included Members of the Garda Síochána Ombudsman Commission, Deputy Chairman of the Labour Court, Chief Executive of the National Treatment Purchase Fund, Director in the Irish Human Rights and Equality Commission, and National Lottery Regulator, with 24 such posts filled.

CIVIL SERVICE GENERAL SERVICE RECRUITMENT

Work continued in 2017 on large volume recruitment for general service grades in the Civil Service. Demand continued to be high for most grades. Nine such competitions were advertised in 2017 for grades up to and including Principal Officer Higher, with work also progressing on previously advertised competitions. Our approach to selection for large volume recruitment includes the use of online assessments at the initial stages of these competitions, including measures of verbal, numerical and inductive reasoning, and situational judgement exercises. We have continued to improve the sophistication of the measures used when people come through to

later stages in a competition (including the use of assessment centres). Extensive occupational psychology research has demonstrated that the use of assessment centres greatly increases the likelihood of identifying good job performers for roles. Assessment Centres were used in 2017 for a number of competitions (including Executive Officer, Administrative Officer, Higher Executive Officer, Assistant Principal Officer and Principal Officer). The general approach to assessment for large volume recruitment is set out in the diagram below.



OTHER HIGH-VOLUME COMPETITIONS

GARDA TRAINEE

In line with Government's commitment to achieve a Garda strength of 15,000 members by 2021, PAS, who conducts the initial stages of selection of Garda Trainees on behalf of the Garda Commissioner, continued to process candidates through the various assessment stages. In order to realise the annual intake target of 800 per annum to the Garda College, processing of candidates from the competition advertised in September 2016 continued into 2017 with the final interview stage completed by April. This resulted in over 900 qualified candidates being sent forward for further consideration by An Garda Síochána. To ensure a continuous pipeline of recruits, a new competition was advertised in May and the selection process of those candidates continued throughout the year.

GARDA RESERVE

Recruitment to the Garda Reserve recommenced in 2017, for the first time since 2008. In advance of the new recruitment competition, a job analysis exercise was carried out to identify key competencies to be a member of the Garda Reserve. Following on from the job analysis, an assessment questionnaire was designed based on the key competencies required for the role.

PROFESSIONAL AND TECHNICAL RECRUITMENT

PAS recruits for a diverse range of professional and technical posts in the Civil Service and the wider public sector. PAS advertised 91 such campaigns during 2017, including campaigns for appointment to a range of specialist posts in the education sector, Communications Sector and a significant number of Accountants, Auditors, Engineers and legal professionals for a number of Government Departments and Offices.

LOCAL AUTHORITY RECRUITMENT

PAS recruits for a diverse range of senior professional posts in the Local Authorities. PAS advertised 62 such competitions during 2017, and a total of 153 candidates were recommended for appointment to these positions, including roles for qualified and experienced Planners, Engineers, Architects, Quantity Surveyors, Valuers, Fire Officers, Librarians, Park Superintendents, Accountants and Legal professionals.

HOSPITAL CONSULTANT RECRUITMENT

PAS, in conjunction with the HSE, plays a central role in the recruitment of medical consultants to the public health service. In 2017, 89 hospital consultants were recommended for appointment following successful recruitment and selection processes run by PAS.

STATE BOARDS

PAS has responsibility under the Guidelines for Appointments to State Boards, for functions relating to the specification and advertising of roles on the Boards of State Bodies and for the assessment of applications from potential candidates. PAS works closely with Government Departments through the State Board Liaison Officers to ensure the specifications for each competition are appropriate and relevant to the current needs of the State Board. PAS activities included publicity, awareness raising, executive search, application processing and evaluation to fulfil its mandate to supply names of suitable individuals for consideration for appointment by relevant Ministers. See Appendix II for further details on the State Boards process in 2017.

CLIENT ENGAGEMENT

PAS has continued to work with, and involve, clients throughout 2017. Clients continue to approach PAS for assistance with their recruitment needs and would like more involvement from PAS in areas outside of the traditional remit of PAS (including areas not covered by the Public Service Management (Recruitment and Appointments) legislation), should PAS resources allow.

Improvements in the area of client engagement included:

- › ongoing provision of regular updates on the status of vacancies to all Civil Service clients and some of the larger Local Authorities;
- › the capacity to provide clients with much more accurate estimated timeframes for assignment from general service panels;
- › improved engagement and information sharing with clients through issuing four newsletters and holding two client events;
- › better information management and development of client specific reports to assist in work force planning discussions with clients.

CLIENT SURVEY

PAS carries out a client survey on an annual basis; the 2017 survey was the first one issued since the introduction of the new Customer Relationship Management (CRM) structure. Clients were asked to rate how satisfied they were with a number of aspects of client engagement and the ratings are set out in the charts.

Client satisfaction with the availability and accessibility of PAS staff to discuss their queries and requirements



Client satisfaction with the timeliness of responses to their queries



Client satisfaction with PAS understanding of their specific requirements



Client satisfaction with the level and accuracy of information provided by PAS in relation to their requests



Client satisfaction with the quality of the advice and expertise provided by PAS



The vast majority of respondents were either satisfied or very satisfied with each aspect of PAS's engagement with them. Clients appear to be very satisfied with the new CRM approach of assigning Account Managers and having a dedicated CRM team.

Clients were also asked about their level of satisfaction with key aspects of the service provided by PAS, including the overall quality of the generalist staff assigned to their organisation, the timelines for filling vacancies from generalist panels and satisfaction with PAS's processes for running specific technical and professional posts on their behalf.

It is clear that clients are satisfied or very satisfied with the quality of staff assigned to them from generalist panels. However, 52% were 'not very satisfied' or 'not at all satisfied' with the timescales involved. As a result, additional resources were put in place for clearance and assignments of candidates from these panels. In addition, there has been extensive engagement with clients in relation to their obligations in relation to accurate workforce planning. Clients are kept informed of the likely timescales for assignment at each level and are notified when we are running into supply issues with particular grades

While the majority of Clients were satisfied with how PAS run their Professional and Technical Competitions, some had issues in relation to the preparation and advertising of these posts. The key issues were related to a lack of clarity around the timeframe for each stage of the competition and a concern about not being given sufficient time to sign off on documentation for these positions. These areas have been targeted for improvement.

Client Satisfaction with the quality of staff assigned from generalist panels



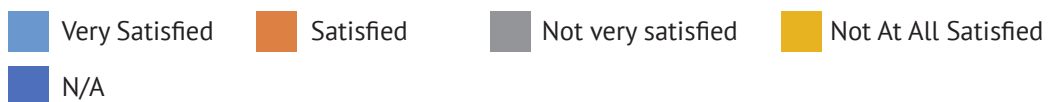
Client Satisfaction with the timescales for filling vacancies from generalist panels



Client satisfaction with PAS service in relation to the preparation and advertising of specific professional and technical posts



Client satisfaction with PAS service in relation to the running of specific professional and technical posts



ENHANCE OUR BUSINESS PROCESSES AND SYSTEMS TO MAXIMISE OPERATIONAL EXCELLENCE

PAS aims to provide a lean and efficient model for recruitment and resourcing, and aims to enhance its business processes and systems on an ongoing basis to maximise operational excellence.

In order to achieve this objective, PAS has invested in technology and focused on quality, continuous improvement and performance measurement.

USE OF TECHNOLOGY

PAS uses technology to enhance organisation efficiency in a number of areas. Ongoing advances have been made in online testing which now enable PAS to effectively manage the large volume of applicants. More recent uses of technology include video based assessment, remote proctoring and the roll out of PAS designed e-learning training for our selection board members.

PAS has also introduced a programme of ongoing development of our recruitment platform (STAR) to allow for a more responsive recruitment process.

VIDEO BASED ASSESSMENT

While live video based interviews have been carried out for some time, PAS introduced asynchronous video based interviews for the first time on the Assistant Principal Officer Higher competition. Asynchronous video based interviews allow candidates to record video based responses to a number of pre-set questions which relate to the key requirements of the role. The technology used is designed to be user friendly, is widely used internationally and can be used on a range of devices such as mobile phones or tablets. Assessors and candidates have been positive about the experience to date. This approach was also used for the Principal Officer Higher in 2017 and it is planned to continue to use this approach for specific competitions in 2018.

REMOTE PROCTORING PILOT

PAS completed a Remote Proctoring pilot project in 2017, involving four suppliers of this service. This involves candidates sitting a test under live supervision using their own computer. Overall the pilot proved to be very worthwhile and there was a positive reaction to many aspects of the service. The review of the pilot recommended testing the service under more competition typical conditions and identified potential competitions and situations where remote proctoring would potentially be of assistance in helping to streamline the assessment services on low to medium sized competitions, where PAS has ownership of the assessment material. This will be progressed further in 2018.

INTERVIEWER SKILLS E-LEARNING PROGRAMME

PAS rolled out an e-Learning programme to over 200 regular PAS selection board members in 2017. The reaction to, engagement with, and feedback on the e-Learning package has been very good. Follow-up workshops for experienced interviewers have also commenced. As part of the first phase of the roll-out of the new programme, PAS was aiming, and is on schedule, to ensure that all regular selection board members have completed the e-Learning package and attended one of the follow-up workshops by mid 2018. The next phase will include initiating the development of additional e-Learning modules (including an updated Recruitment and Selection Toolkit, Disability Awareness, and Unconscious Bias).

PROJECT NOVA

A comprehensive independent review of PAS business processes and IT recruitment platform (STAR) concluded in 2017. In light of changing recruitment practices, increasing operational volumes and advancements in technology, the review recommended that the current online system, launched in 2009, should ultimately be replaced. The review provided PAS with a roadmap and implementation plan for the eventual replacement of the system and includes a recommendation for an extensive

business process standardisation exercise. This initial phase, of what is a multi-year project (Project Nova), is now underway.

The independent review also identified that in the short to medium term, the current system must be maintained to ensure PAS continues to meet recruitment and operational demands. It recommended a number of enhancements to the current system (STAR) that should result in immediate and tangible benefits to the business. On foot of that recommendation, the Project Board approved the development of a candidate e-booking system; this allows candidates book dates and times through the online portal for attendance at the PAS computer based testing facility. This system went live in December 2017, and was successfully piloted for the Assistant Principal competition.

QUALITY IMPROVEMENT PROGRAMME

PAS implemented a quality improvement programme which consists of the implementation of a Quality Action Plan. The actions included in the plan are based on areas identified for improvement from a range of sources, including feedback from customer groups; recommendations from internal quality reviews of competitions; and feedback from reviews conducted by internal reviewers under the CPSA Code of Practice review processes. The actions range from business improvement initiatives to improvements to the services provided to candidates, clients and selection board members.

COMMISSION FOR PUBLIC SERVICE APPOINTMENTS (CPSA)

PAS established a Compliance and Quality Assurance Unit in 2016 to co-ordinate the review process under the CPSA Codes and to ensure that there is a system in place to act on feedback from these reviews in order to continually improve the business processes and customer service in PAS. The review process entails reviewing all relevant information, ensuring that critical information is made available, and developing an understanding of the process involved in the specific competition

under review. Consultations are held with selection board members in the majority of cases. The Reviewer may, from time to time, make recommendations on foot of their review findings. The recommendations are generally made to the Quality Group. An overview of the level and types of appeals is set out below.

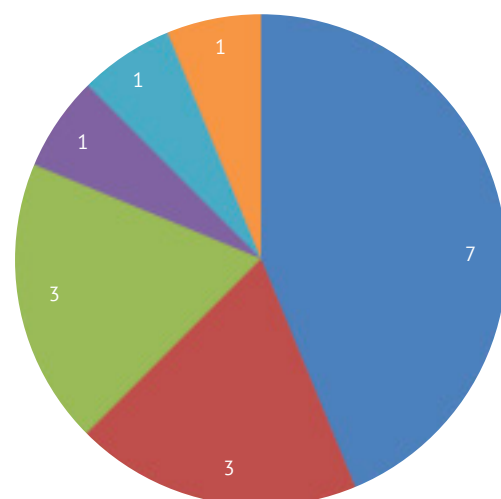
Requests for Review/Appeals Processed in 2017

SECTION 7	268
SECTION 8	69
SECTION 9	1
Outside of Codes	3

Breakdown of appeals by stage

<i>Interview</i>	(102)
<i>Shortlisting</i>	(68)
<i>Online Assessment</i>	(39)
<i>E-Tray Exercise</i>	(35)
<i>Supervised Tests</i>	(30)
<i>Eligibility</i>	(25)
<i>Presentation Exercise</i>	(20)
<i>Assessment Centre</i>	(16)
<i>Clearance</i>	(5)
<i>Preliminary Interview</i>	(1)

Appeals where the decision was overturned on review by stage



- Supervised Testing
- Shortlisting
- Assessment Centre
- Eligibility
- Presentation Exercise
- E-tray Exercise

PERFORMANCE MEASUREMENT

PAS has a programme in place to evaluate the achievement of the Key Performance Indicators (as set out in the Quality Customer Service Action Plan and Statement of Strategy). Reports on the achievement of these standards are evaluated by the Management Team and by the Board of PAS on a regular basis.

In 2017, 48% of professional and technical recruitment competitions were completed in less than the 16-week target agreed with clients; 80% of senior executive competitions were completed in less than 12-week target.

The following KPIs were successfully achieved in 2017:

- › Panels in place for all general service grades
- › 95% of all roles requested by clients filled
- › 95% of all tests delivered online
- › 10% increase in active users of publicjobs.ie.

PAS also aimed to provide a quality service to candidates and carried out candidate surveys in 2017 in order to get feedback from candidates on all areas of PAS services. A summary of this feedback is set out below.

AREA	% SATISFIED
Quality of Information on publicjobs.ie	94%
Quality of Questioning at Interview	88%
Fairness of the Interview	79%
Language used in Correspondence	94%
Quality of Feedback Received	53%
Timeliness of Response to Request for Feedback	83%
Quality of PAS Documentation	92%
Helpfulness of Staff	94%
Level and Quality of Information Provided by Staff	88%
Service Provided by PAS	83%

PAS has made a concerted effort to improve the quality of feedback to candidates through awareness raising with recruitment teams and briefings and training for selection board members. However, candidates' expectations as to what should be included in feedback can at times be too high and the CPSA has reiterated that the purpose of the appointment process is to select the best candidate for the role and that the selection board is not required to provide career guidance to unsuccessful candidates. While the Recruiting Organisation's duty is to provide clear and meaningful feedback, the CPSA considers that a candidate

who is keen to learn from their participation in an appointment process should honestly and objectively reflect on the questions asked of them at Interview and then make an appraisal of the impression they have left on the selection board.

PAS commits, in its Strategy Statement, to developing stronger public recognition of PAS and publicjobs.ie. To this end, there has been a significant investment in a marketing and communications programme and in initiatives to enhance the diversity of the candidate pool.

MARKETING AND COMMUNICATIONS PROGRAMME

Career Development Roundtable and International Careers Fair

The International Organisations Career Development Roundtable (CDR) took place in Dublin from 4th to 7th December 2017. This event brought together International Organisations, in particular from the United Nations System, the European Union, International Financial Institutions, as well as the national public sector, academia and private institutions to help create a network to enable the sharing of best practices, policies, tools and ideas. This was the first time that this event has been held in Dublin and was co-hosted by PAS and the Department of Foreign Affairs & Trade with the support of the United Nations Population Fund (UNFPA).

With approximately 300 delegates from over 100 organisations in attendance at this conference, an International Careers Fair was held on 7th of December in the Printworks in Dublin Castle. This provided a unique opportunity allowing graduates to engage with international organisations (ranging from the United Nations, the European Personnel Selection Office to the European Central Bank) and learn more about the opportunities, requirements and access paths to this sector.

Awareness Raising at Second Level

In 2017, particular focus was placed on raising the brand awareness of PAS and publicjobs.ie with school leavers. PAS attended key second level events which included The School Summit and Higher Options in September, and Zeminar in October. The purpose of these events was to assist second level students in their early stage career planning by providing introductory information about different sectors, employers and the roles available. They attracted a large number of students from transition year to final year, as well as guidance counsellors.

Third Level (Careers Fairs/Talks)

The marketing team attended a wide range of careers fairs at colleges nationwide, some of which included: Dublin Business School, University College Dublin, Dublin Institute of Technology, University College Cork, University

of Limerick, National University of Ireland Galway, Dundalk Institute of Technology and gradireland.

To represent the diverse range of roles and opportunities across the Civil and Public Service, PAS collaborated with other government offices including the Irish Government Economic and Evaluation Service, Central Statistics Office and the Comptroller and Auditor General. PAS worked with these clients to promote a unified Civil and Public Service. Furthermore, PAS communicated with a number of guidance counsellors to further increase awareness of opportunities that exist for students and graduates.

Other Events

PAS attended other events including the Ploughing Championships (which saw the collaboration of PAS and StateBoards) to promote publicjobs.ie, gradpublicjobs.ie and stateboards.ie. This unique event allowed us to reach a large number of individuals nationwide.

Social Media Marketing

[Facebook, Twitter & LinkedIn]

Social media played a pivotal role in the PAS marketing strategy and helped us to target, attract and inform potential candidates of various roles in the Civil and Public Service. It facilitated PAS in the running of various job promotions for a diverse range of government departments. In addition, social media channels were used to promote PAS attendance at various events throughout the year. In 2017, PAS social media networks grew considerably through a combination of organic and sponsored posting, as well as dedicating time to engaging and updating the audience with quality content and graphics. From January to December 2017, PAS Facebook followers increased by 28%, Twitter followers by 5,160, and LinkedIn by 3,630 followers.

GradIreland Awards

Gradpublicjobs.ie was nominated under the following categories in the GradIreland Graduate Recruitment Awards in 2017: Best Graduate Recruitment Website and Public service/publicly funded bodies (these are the shortlisted companies 3rd level students are interested in working for – as voted for by the students).

Diversity Initiatives

PAS has a central role to play in attracting a diverse range of talented people to take up public service employment opportunities so that public service bodies are reflective of the growing diversity of the community and society generally. This, in turn, will also help to ensure that public service bodies are resourced to deliver enhanced levels of services to the wider and increasingly diverse communities that they serve. PAS organised for an independent review of its recruitment and selection documentation with a view to diversity proofing all material. The recommendations will be implemented in 2018.

PAS, in partnership with NGO's who work with a range of nationalities in Ireland, (including Polish, Lithuanian, Romanian, Latvian and Brazilian nationals) continued to promote public service job opportunities across these communities. PAS worked on a number of initiatives, for example, with TCD Innovation Group to research into specific communities and PAS is part of the Migrant Integration Strategy Group under the directorship of Minister Stanton and the Department of Justice. The advertisement of PAS job opportunities on Facebook, Twitter and LinkedIn targeted a range of nationalities and also Travellers, LGBT, Disability, and Irish Language groups.

Equality and diversity are central to the culture of the organisation. PAS ensure this through:

- › Equality-proofing all of the new assessment and selection techniques;
- › Conducting equality monitoring on large-volume tests;
- › The implementation of our internal Equality and Diversity Policy and Accessibility Action Plan which are monitored by the Equality Monitoring Group (who also monitor adherence to the requirements of the Disability Act);
- › Including Equality and Diversity issues as part of the Corporate Orientation Programme for all new staff; and providing Diversity Awareness training for staff;
- › The development of a booklet entitled 'Accessible features and services of the Public Appointments Service'. This information booklet

highlights the various aspects of the accessible recruitment service provided and the physical accessibility of the office in general. It focuses on reassuring all customers that PAS has the facilities and services necessary to allow them take part in the recruitment process of their choice in a fair and impartial manner. This booklet is available on publicjobs.ie.

- › Involvement in the WAM Programme – Willing Able Mentoring Programme. This is a work placement project held in conjunction with the Equality Unit, Department of Public Expenditure and Reform, AHEAD and PAS. This programme encourages graduates to undertake a six-month work placement. PAS conducted the interviews for this programme in 2017. PAS took on one successful graduate to work on the area of marketing and communications; other graduates were offered placements in other Government organisations;
- › PAS held a Seminar for clients on 11th December 2017 focused on diversity and specifically on supporting candidates and clients in employing a person with a disability; the feedback on the event was extremely positive.

CONSOLIDATE OUR POSITION AS AN INFLUENTIAL AND VALUED PARTNER AND CENTRE OF EXPERTISE

PAS is committed to providing evidence-informed expertise to the public service and positioning PAS as a valued expert contributor to key interdepartmental and sectoral HR resourcing related fora. In 2017 PAS focused on contributing to the wider strategic HR agenda and continuing to focus on the area of benchmarking in order to share and increase awareness of good practice and develop its role as a centre of expertise.

PAS recognised the developments in strategic HR in the civil service and the importance of involvement in working groups with the Department of Public Expenditure and Reform and others, including:

- › Civil Service Management Board
- › Assistant Secretary Network
- › Association of Chief Executives of State Agencies
- › Head of ICT Network
- › Quality Customer Service Network
- › HR Managers Forum
- › Civil Service HR Strategy Steering Group
- › Emerging Leaders (Talent Management) Working Group
- › National Data Infrastructure Champions Group
- › Business Process Automation Forum
- › IT Professionalisation Group

PAS contributes to these networks by sharing its experience of recruiting, its knowledge of the marketplace challenges and its awareness of current and emerging good practices in recruitment and selection.

International Women's Day

PAS hosted an event in Dublin Castle on

8th March 2017 to celebrate International Women's Day in the public sector. The event was attended by 100 civil and public servants across the service at Principal Officer, Assistant Secretary and Secretary General levels.

International Women's Day celebrates the social, economic, cultural and political achievement of women all over the world. In Ireland, there is a strong commitment to deliver on the Government's Civil Service Renewal Plan and key to building the workforce of the future is the promotion of gender parity through inclusion and diversity.

This PAS event promoted its commitment to improving gender balance at each level throughout the civil service and theme for this year's event was "BeBoldforChange".

The CEO welcomed everyone and introduced a panel of speakers including:

Keynote Speech: David Stanton TD, Minister for State for Justice, Department of Justice and Equality

Panel Discussion:

Mark Ryan, former Country Managing Director, Accenture
Niamh O'Donoghue, Secretary General, Department of Social Protection
Robert Watt, Secretary General, Department of Public Expenditure and Reform
Geraldine Byrne Nason, Ambassador of Ireland to France

Benchmarking

PAS aims to share and investigate best practice in recruitment and selection through targeted benchmarking initiatives.

On 3rd May, four officials from the UK Cabinet Office visited PAS with a view to continuing to share insights into a number of new development areas that are of mutual interest. The agenda included:

- › Overview of Civil Service Resourcing
- › Practices & Developments in Fast Stream Recruitment
- › Practices & Developments in Central Civil Service Testing

- › New Developments in PAS
- › Practices & Developments in Senior Executive Recruitment
- › Talent Management
- › Key Themes and areas for further development

Overall the session provided an excellent insight into areas of common interest and identified a number of areas for future discussion and follow-up.

A member of the PAS Assessment Services team made a presentation at the Irish Academy of Management Conference in Belfast in August. The Topic of the Presentation was “The influence of Political Skill on Social Capital accumulation and the moderating impact of Neuroticism”. This presentation was based on research currently being undertaken with a sample of applicants for a senior management competition. Positive feedback was received from the audience.

BUILD A PROGRESSIVE, VALUES BASED, HIGH PERFORMANCE CULTURE AND WORKPLACE

PAS aims to provide challenging and interesting work to allow staff to deliver to their full potential; to strengthen the focus, capabilities and skills of staff; to embed a culture of continuous improvement; and maintain effective communication throughout the organisation.

PAS is committed to being a learning organisation which is values-based and recognises and makes best use of the contribution of all of its staff.

Staff Engagement

PAS is able to deliver on a very large workload because of the flexibility and commitment demonstrated by staff. PAS ensure that staff are engaged through ongoing leadership, staff development and communication. In 2017, 60 new staff started work in PAS and this presented significant challenges for the organisation. This volume of new staff was

essential in order to deliver on the significantly increased workload, but it was essential that all new staff could be assimilated into the PAS culture as quickly and as effectively as possible while maintaining the high levels of staff engagement for which PAS has been recognised.

Staff involvement and engagement was encouraged through events such as ‘Lunch and Learn’ sessions and other internal communications fora, and events organised by the PAS social club. It was also critical for PAS to respond to feedback from staff, and an action plan was put in place to address any issues identified in our staff survey and to implement suggestions received from staff as part of this process, including suggestions which relate to improved services to external customers. This action plan was implemented in full through the Partnership Committee and the Senior Management Team.

Training and Development

A range of training and development programmes were put in place for staff in 2017, including personal security training, IT security training, and project management training.

An internal mentoring programme provided support for all newly promoted managers and external mentoring was provided to new members of the Management Board. Senior managers in PAS attended master classes and seminars on relevant topics throughout 2017.

PAS staff availed of the refund-of-fees scheme to undertake graduate and post-graduate courses of benefit to them and the organisation. PAS made the best use of the skills being developed by ensuring staff were placed in areas where their skills could best be used.

Human Resource Management Benchmarking

PAS was successful in the annual NSAI assessment for Excellence Through People (ETP) accreditation. The focus of ETP is to get organisations to look at their people as a key source of competitive advantage. The model helps organisations achieve business improvement by:

- › Putting the right human resource systems in place to maximise employee contribution;
- › Aligning people practices with the goals of the organisation;
- › Maximising the investment in human resource management.

The process for business improvement covers six core sections. These sections are:

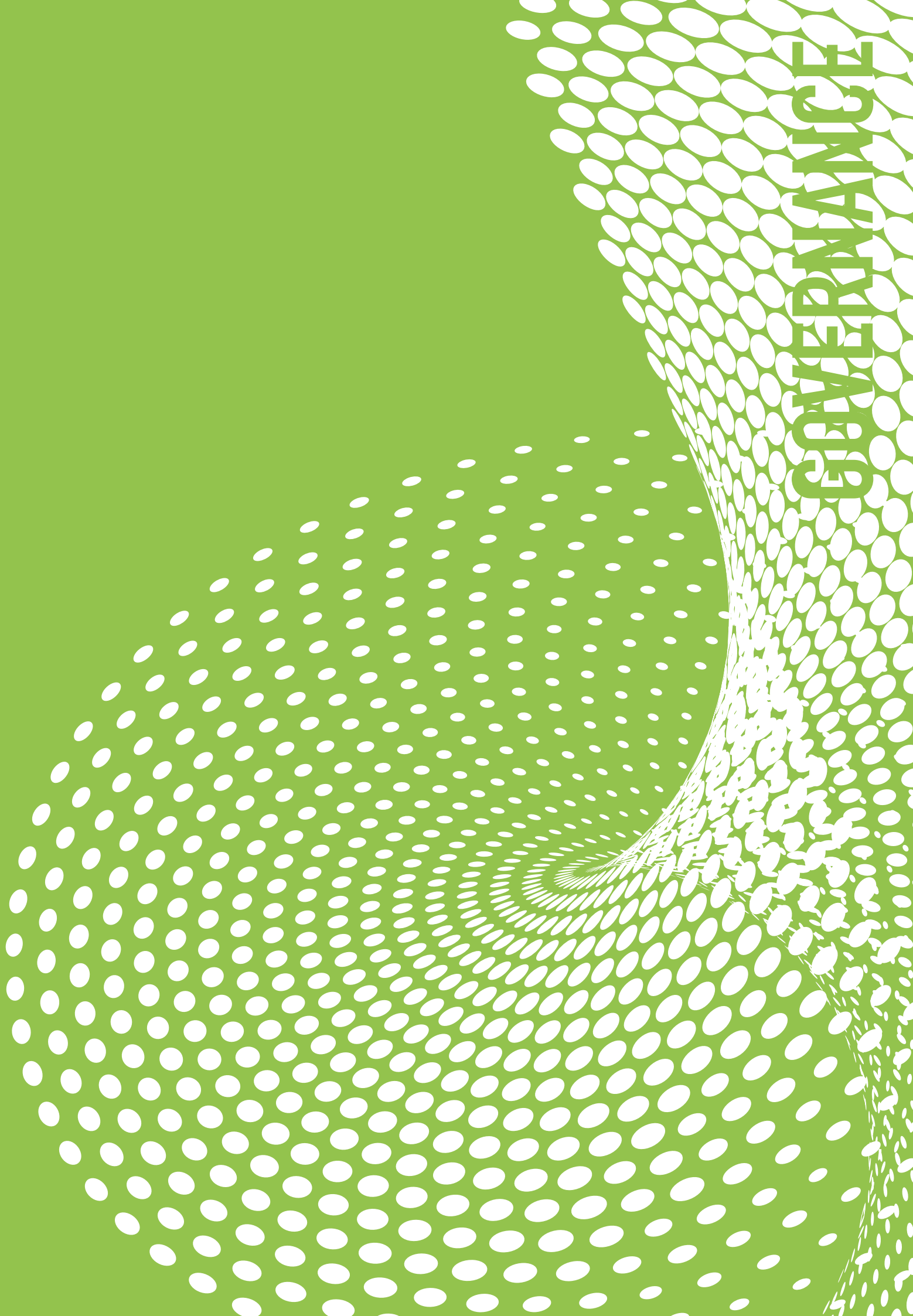
- › Business planning and continuous improvement;
- › Effective communication and people engagement;
- › Leadership and people management;
- › Planning of learning and development;
- › Evaluation of learning and development;
- › Human resource systems and employee wellbeing.

The assessor was on site for the assessment, reviewing written evidence of compliance with the standard, and interviewing a selection of staff in the office. The assessor examined three areas and followed up on recommendations made in the previous assessment in 2016.

Improvement to the Working Environment

In 2017, PAS made significant improvements to the working environment for staff including providing tea/coffee making facilities and quiet rooms for staff to work on specific tasks which require high levels of concentration. PAS also re-opened the restaurant for staff and selection board members and the feedback to date has been extremely positive.

GOVERNANCE



THE ROLE OF THE BOARD OF PAS AND THE ROLE OF THE CEO

The Public Service Management (Recruitment and Appointments) Act 2004 established the PAS. It provides for a Chief Executive of PAS, and the appointment of a Board. The structures put in place in the legislation provide for the Chief Executive to be the Accounting Officer of PAS and the designated Head of the Scheduled Office in accordance with the Public Service Management Act 1997. PAS is therefore a Civil Service body, and this impacts on the role and nature of the PAS Board, which is advisory in nature, due to the robust legal responsibilities placed on the Chief Executive.

Accounting Officer Role

PAS is one of a small number of State Bodies that has a Statutory Accounting Officer (the Chief Executive) within the meaning of Section 22 of the Exchequer and Audit Departments Act, 1866, with responsibility for Voted funds. Therefore, the preparation of the Appropriation Accounts and associated public financial procedures are the responsibility of the Accounting Officer.

The Accounting Officer is personally answerable to the Public Accounts Committee (PAC) of the legislature for the regularity and propriety of transactions in the accounts for which s/he is responsible, as well as for economy, efficiency and effectiveness and the stewardship of assets.

Role of Chief Executive as the Head of a Scheduled Office

The Chief Executive is designated the Head of the Scheduled Office (PAS) under the Public Service Management Act 1997. As such the Chief Executive, rather than the Board, has the responsibilities set out in that legislation.

Functions of the PAS Board

Reflecting the accountability relationship of the CEO to the Minister for Public Expenditure and Reform as set out above, the statutory functions of the PAS Board are more advisory in nature than the traditional functions of State Boards and, essentially, relate to giving advice or guidance to the Chief Executive. The specific functions are set out in section 36 of the Public Service Management (Recruitment and Appointment) Act, 2004.

THE BOARD OF PAS

Chairman

Ms Judith Eve, former Chairperson of the Northern Ireland Civil Service Commissioners (term expired October 2017)

Board Members

Ms Fiona Tierney, Chief Executive, Public Appointments Service

Mr Paul Lemass, Assistant Secretary, Department of the Housing, Planning, Community and Local Government

Dr Eddie Molloy, HR Consultant

Ms Anne-Marie Taylor, Management Consultant

Ms Eimear Kenny, Senior HR Executive (term expired October 2017)

Ms Oonagh McPhillips, Assistant Secretary, Department of Justice and Equality (resigned October 2017)

Mr Damien McCallion, National Director, HSE

Mr David Cagney, Chief Human Resources Officer for the Civil Service, Department of Public Expenditure and Reform

BOARD MEETINGS

Five board meetings were held in 2017 and the attendance at each board meeting is set out below.

<i>Date</i>	<i>Attendees</i>
10th February	Ms. Judith Eve (Chairperson), Ms. Fiona Tierney, Ms. Anne-Marie Taylor, Mr. Damien McCallion, Ms. Eimear Kenny
21st April	Ms. Judith Eve (Chairperson), Ms. Fiona Tierney, Dr. Eddie Molloy, Ms. Anne-Marie Taylor, Mr. Damien McCallion, Mr. David Cagney Ms Oonagh McPhillips
16th June	Ms. Judith Eve (Chairperson), Ms. Fiona Tierney, Dr. Eddie Molloy, Ms. Anne-Marie Taylor, Mr. Damien McCallion, Ms. Oonagh McPhillips, Mr. David Cagney, Mr. Paul Lemass, Ms. Eimear Kenny
13th September	Ms. Judith Eve (Chairperson), Ms. Fiona Tierney, Dr. Eddie Molloy, Ms. Anne-Marie Taylor, Mr. Damien McCallion, Mr. David Cagney, Ms. Eimear Kenny
1st December	Ms. Anne-Marie Taylor (Acting Chairperson) Ms. Fiona Tierney, Dr. Eddie Molloy, Mr. Damien McCallion, Mr. David Cagney, Mr. Paul Lemass

Management Board

The purpose of the Management Board is to ensure delivery of the organisation's strategy and to ensure that effective management structures, including corporate governance structures, are in place and are working effectively. The Management Board is responsible for assuring the Board of PAS on the effective use of all PAS Resources and, within the allocated resources, ensuring that PAS has the capability to deliver on its legislative remit.

The management team of PAS leads and manages the implementation of the systems, processes and behaviours necessary to

promote good corporate governance across the organisation and which ensure that all staff work together as a high performing team. The Corporate Governance Framework for PAS is available on publicjobs.ie. Each individual member of the management team has a responsibility to show leadership, to contribute to the management of PAS as a whole and to actively support colleagues in meeting their objectives. Leadership and management in PAS set the tone for effective governance from the top while modelling good governance behaviours and demonstrating a commitment to achieving objectives through accountable processes.



Fiona Tierney
Chief Executive, Public Appointments Service

Implementation of Board policy and strategy, and the management and operation of the Public Appointments Service.



Áine Gray
Head of Assessment Services

Design and implementation of best-practice assessment processes to select candidates for our clients, and provision of assurance in this area.



Niall Leavy
Head of Strategic Projects

Responsible for supporting the Management Board on a number of key strategic research and development projects, that assist the organisation identify, and prepare for adopting, market leading approaches to recruitment and assessment, and help ensure continuous delivery of excellent service to clients across the public sector.



John Keegan
Head of Corporate Affairs

Providing all of the support corporate services to allow PAS deliver on its work programme including developing the use of e-enabled options and ensuring the enablers in relation to people, governance, technology, processes and facilities, are provided.



Margaret McCabe
Head of Recruitment and Selection

Providing excellent recruitment shared service solutions (including running all recruitment competitions in an effective and efficient manner) while providing the best quality candidates to clients for appointment and increasing client engagement and collaboration and providing superior customer service to our clients.



Mary Flynn
Lead Manager, Justice Group

Delivery of recruitment services in relation to Garda Trainee, Garda Reserve and Prison Officer and management of the Justice sector / agencies; provision of advisory services.



Michelle Noone
Head of Executive Search, Marketing and Communications, and State Boards

Using executive search methodologies to identify high-quality candidates for Senior Executive and Board level appointments.



Lisa Keyes
Head of Operations

Responsible for the recruitment operations within PAS. This includes our client relations function; candidate support, data analytics; clearance and assignment teams; front of house operations and internal business support.



The Recruitment and Selection Services Unit (RSSU) carries out the core business functions of PAS. RSSU consists of eight recruitment teams and two clearance and assignment teams, each headed up by a Recruitment Manager. Each team has a core responsibility, but the structure is flexible enough to focus resources where demand is greatest at any given time. A specialist team has responsibility for the State Boards process. RSSU is assisted by the Office's key support units: Clearance and Assignments, Assessment Services, Executive Search, Marketing and Communications, Information Technology, Finance, Customer Relations and Internal Operations, Human Resources, Compliance and Quality Assurance.

The Audit Committee

The members of the Audit Committee are:

Chairperson

Mr Tom Moran, Former Secretary General, Department of Agriculture, Food and the Marine

Members

Mr Paul Lemass, Assistant Secretary, Department of Housing, Planning, Community and Local Government

Mr Tom Young, Former Director BNY Mellon

Ms Geraldine Kelly, Former Director Carbon Solutions, ESB International

The Audit Committee carries out functions in relation to the following areas:

- › Internal Control
- › Governance and Risk Management
- › Internal Audit
- › External Audit
- › Financial Management
- › Reporting Functions

During 2017, the Committee continued to focus on developing its role in providing an enhanced level of support to the Accounting Officer in all aspects of the internal audit function. The following four audits reports were carried out from the Strategic Audit Plan 2016-2018 and were presented to the Internal Audit Committee:

- › Legislative Compliance
- › Risk Management
- › Procurement
- › Accounting and Reporting System

All audits were conducted by a firm of Auditors who were retained (following a procurement exercise) for such audit services by PAS. No significant risk or assurance issues were identified as a result of these audits, and the Audit Committee was satisfied that the implementation of the recommendations outlined in the reports will strengthen the existing controls in these areas.

Risk Management

PAS has developed a Risk Management Framework and Risk Management Policy appropriate to the office. An internal Risk Management Group oversees the implementation and monitoring of this process. The Group report to the Internal Audit Committee at each meeting and updates on current risks facing the organisation are given to the Audit Committee and the PAS Board at each meeting. A key risk is discussed in detail at each meeting of the Audit Committee and the PAS Board. The Corporate Risk Register was reviewed throughout 2017. It is discussed by the Management Board on a regular basis. The major risks facing PAS at present are in the areas of Information Governance, IT Security and running selection processes which are not in the full control of PAS. PAS has invested a lot of time and resources in mitigating these three key risks.

A cross-functional Information Governance Oversight Group was established in 2016 and was key in implementing further controls in this area in 2017. Information is recognised as an important and valuable asset that plays an integral part in the successful operation of PAS. PAS holds information in electronic and paper format relating to all operational activities. Personal data is treated by PAS under a duty of care principle. The role of the Information Governance Oversight Group is to:

- › Oversee the development of information governance related policies and procedures
- › Ensure information governance is enshrined in corporate strategies

- › Oversee monitoring of information governance related compliance
- › Oversee information governance training
- › Report to the PAS Management Board on a regular basis

The constantly evolving nature of cyber security threats poses many challenges for organisations like PAS. 2017 proved to be one of the most challenging years in recent memory. With the advent of the Wannacry ransomware outbreak, and the ease with which it rapidly spread to over 230,000 computers worldwide, organisations like PAS were forced to examine their cyber security strategy very closely.

Previously, cyber security was very much seen as an IT issue. Investment in technologies such as firewalls, anti-virus, anti-SPAM, etc., were traditionally seen as the most effective way of protecting an organisation from cyber-related attacks. But there has been a shift in attitude, as increasingly, the cyber criminals focus their attention on exploiting human interactions.

Staff awareness and education has been pushed to the forefront, as it is now recognised that people are very much the first line of defence in protecting the corporate network and the data held there. PAS place a major emphasis on three pillars (People, Processes and Technology) in attempting to protect the confidentiality, integrity and availability of our network.

Attempts to mitigate the risks to PAS in running processes where PAS does not have full control included the implementation of clear project plans allocating the responsibilities of all parties involved and the adherence to appropriate PAS specific Guidelines in running all such selection processes and adherence to the State Boards Guidelines for all State Boards processes run by PAS.

Data Protection

Data is essential to the administrative business of PAS. In collecting personal data from our candidates, selection board members, suppliers and staff members, PAS has a responsibility to use it both effectively and ethically. In striking the necessary balance between an individual's right to privacy and the legitimate business requirements of PAS, it is critical that all staff work to the highest attainable standards. The

PAS Code on the Protection of Personal Data was updated and communicated to all staff.

Freedom of Information (FOI)

PAS has one designated FOI Decision Maker and one Internal Reviewer (with an alternative for each role should the Decision Maker/ Internal Reviewer be absent or involved in the subject matter in any way). A breakdown of FOI requests for 2017 is set out below.

Breakdown of FOI Requests in 2017

REQUEST DECISION	TOTAL
Granted	56
Part-Granted	36
Refused	14
Withdrawn & dealt with outside of FOI	7
Withdrawn	1

GRAND TOTAL	114

PAS published an updated Publication Scheme in 2017 and this is available on www.publicjobs.ie

Compliance with the Official Languages Act 2003

The PAS developed its third Irish Language Scheme covering the period 2017 to 2020. This Scheme was based on the guidelines of the Minister for Arts, Heritage and the Gaeltacht and its content informed by PAS experience of delivering on commitments made in the previous Scheme; the submissions made by the public; ongoing feedback from customers; a review of the level of demand for services in the Irish language and suggestions put forward by staff of PAS. This scheme was submitted and approval received from the Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs. PAS continues to deliver on its commitments and to build on the progress achieved over the period of the last scheme.

The Management Board keeps the effective operation of the Scheme under review. Responsibility for the day-to-day monitoring of the Scheme rests with senior management of the organisation. As the role of PAS evolves over time, every effort is made to take advantage of any new opportunities to enhance the service provided through Irish to members of the public.

	Total number of Applicants Received	Number assigned / Recommended
CIVIL SERVICE		
Clerical including Temporary Recruitment	22,220	4,146
Administrative	25,268	1,583
Senior Management	2,573	404
Professional/Technical/Specialist posts	5,184	816
TOTAL	55,245	6,949

Local Authorities	6,219	153
Health Sector	266	93
TOTAL	6,485	246

Garda	7,790	1,462
Garda Reserve	0	498
Redruit Prison Officer	0	225
TOTAL	7,790	2,185

Processes conducted for public bodies outside of the remit of the Public Service Management (Recruitment and Appointments) Act 2004

Other Public Service Bodies	311	16
TOTAL		

Top Level Appointments Committee	Total number of Applicants Received	Number of competitions completed	Number of recommendations
TOTAL	1,398	37	37

Selection / Testing Services Provided

	Total number of Applicants Received	Number Tested
Mature Code Nursing	1,653	1,276
OVERALL TOTALS	Number of Applications	Number Assigned/ Recommended
	75,610	9,433

Total Number of Competitions Advertised 2017

401

State Boards			
Total Number of Applications Received	Number Interviewed	Number of Names Sent to Client for Submission to Minister	Number of Appointments Made
2,728	61	596	203

Summary of Recruitment Activity 1 January - 31 December 2017

APPENDIX 2

During 2017, over 2,700 applications were received for the 245 vacancies advertised on 71 State Boards. 203 people were appointed to 54 State Boards (98 Male; 105 Female).

Targeted information campaigns, national radio advertising and proactive promotion of individual campaigns on social media, as well as participation at networking and conference opportunities were undertaken during 2017 in response to a brand awareness survey commissioned in December 2016. This survey showed a very low level of awareness of stateboards.ie and the process for appointments

to State Boards among the general public. State Boards has continued to liaise closely with Departments and State Board Liaison Officers in order to encourage a more diverse and regional applicant pool.

The public engagement programme with external stakeholders undertaken by State Boards has been wide-ranging and has included meeting and presenting to groups such as:

The Institute of Directors

Chambers Ireland
The Corporate Governance Association of Ireland
Business in the Community
The Wheel – Voluntary & Community Bodies
ICTU
IBEC
Volunteering Ireland
Public Affairs Ireland

Association of Chief Executives of State Agencies

30% Club
Board Diversity Initiative
National Women's Council of Ireland
IFA and ICMSA
Boardmatch Ireland
IPA Governance Forum for Chairs of State Bodies
Migrant Representative Bodies (EPIC, Crosscare, etc)
National Ploughing Championships

State Boards has also participated at a number of events run by these bodies, provided information at some of their annual conferences, etc. In addition, advertisements and information have been placed in member publications and email newsletters, which have a wide circulation within their individual sectors.

The response from all of these groups has been supportive of encouraging participation from across society and positive towards the objective of delivering an appointments process which is demonstrably adhering to the stated principles of openness, objectivity and transparency.

APPENDIX 3

Overview of Energy Usage in 2017

The main energy usage relates to heating/ lighting and providing water in the office in Chapter House.

In 2017, 931.6 MWh of energy was consumed, consisting of:

715.6 MWh of electricity;
216 MWh of fossil fuels;
0 of renewable fuels.

Actions Undertaken in 2017

In 2017, PAS undertook a range of initiatives to improve the energy performance, including:

- › Raising staff awareness of energy savings through promotional material and reminders in relation to energy usage;
- › Close monitoring and control of energy usage including manual interventions with the heating system controls;
- › Timed controllers on larger office equipment;
- › Replacement of broken light fittings with low energy LED lighting.

Actions planned for 2018

In 2018, PAS intend to further improve the energy performance by undertaking the following initiatives:

- › Continue to raise staff awareness in relation to energy savings;
- › Continue to manually intervene in heating system controls when necessary;
- › Phased upgrade of Air Conditioning Units.

APPENDIX 4 FINANCIAL STATEMENT

Vote 17 Public Appointments Service Appropriation Account 2017 (Unaudited)

			2017	2016
		Estimate Provision	Outturn	Outturn
		€000	€000	€000
PROGRAMME EXPENDITURE		12,044	11,757	9,537
Civil and public service - redeployment/ recruitment/selection				
Original	11,380			
Supplementary	664			
GROSS EXPENDITURE		12,044	11,757	9,537
Deduct				
APPROPRIATIONS-IN-AID		224	303	275
NET EXPENDITURE				
Original	11,156			
Supplementary	664			
		11,820	11,454	9,262

Surplus for surrender

The surplus of the amount provided over the net amount applied is liable for surrender to the Exchequer.

	2017	2018
Surplus to be surrendered	€ 366,071	€ 136,188

			2017	2018
		Estimate Provision	Outturn	Outturn
		€000	€000	€000
I Salaries, wages and allowances				
Original	6,458			
Supplementary	196	6,654	6,557	5,613
II Travel and subsistence*				
Original	80			
Supplementary	56	24	31	30
III Training and development and incidental expenses				
Original	280			
Supplementary	21	301	213	245
IV Postal and telecommunications services				
Original	130			
Supplementary	22	108	93	79
V Office equipment and external IT services				
Original	1,860			
Supplementary	222	1,638	1,462	842
VI Office premises expenses				
Original	190			
Supplementary	61	251	231	155
VII Recruitment costs- research and corporate governance				
Original	35			
Supplementary	46	81	40	13
VIII Recruitment costs - advertising and testing				
Original	950			
Supplementary	37	987	1,167	992
IX Recruitment Costs - interview boards				
Original	1,397			
Supplementary	603	2,000	1,963	1,568
		12,044	11,757	9,537

STATEMENT ON INTERNAL FINANCIAL CONTROL

Extract from appropriation account 2017 (unaudited)

Responsibility for system of internal financial control

As Accounting Officer, I acknowledge my responsibility for ensuring that an effective system of internal financial control is maintained and operated by the Public Appointments Service.

This responsibility is exercised in the context of the resources available to me and my other obligations as Head of the Office. Any system of internal financial control can provide only reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected in a timely manner. Maintaining the system of internal financial controls is a continuous process and the system and its effectiveness are kept under ongoing review.

I have fulfilled my responsibilities in relation to the requirements of the Service Management Agreement between the Public Appointments Service and the National Shared Service Office for the provision of human resources and payroll shared services. I rely on a letter of assurance from the accounting officer of the Vote for Shared Services that the appropriate controls are exercised in the provision of shared services to the Public Appointments Service.

Financial control environment

I confirm that a control environment containing the following elements is in place:

- › financial responsibilities have been assigned at management level with corresponding accountability;
- › reporting arrangements have been established at all levels where responsibility for financial management has been assigned;
- › formal procedures have been established for reporting significant control failures and ensuring appropriate corrective action;

- › there is an Audit Committee to advise me in discharging my responsibilities for the internal financial control system.
- › procedures for all key business processes have been documented;
- › there are systems in place to safeguard the assets.

Administrative controls and management reporting

I confirm that a framework of administrative procedures and regular management reporting is in place including segregation of duties and a system of delegation and accountability and, in particular:

- › There is an appropriate budgeting system with an annual budget which is kept under review by senior management.
- › There are regular reviews by senior management of periodic and annual financial reports which indicate financial performance against forecasts.
- › A risk management system operates within the Public Appointments Service.
- › There are systems aimed at ensuring the security of the ICT systems.
- › There are appropriate capital investment control guidelines and formal project management disciplines.

The Public Appointments Service ensures that there is an appropriate focus on good practice in purchasing and that procedures are in place to ensure compliance with all relevant guidelines. One contract, with a value of €145,958 arose during 2017 relating to Oracle support and software licensing and has been reported under Circular 40/2002. This exception arose because there was only a single suitable supplier available for the proprietary software.

Internal Audit and Audit Committee

I confirm that the Public Appointments Service has an internal audit function with appropriately trained personnel, which operates in accordance with a written charter which I have approved. Its work is informed by analysis of the financial risks to which the Public Appointments Service is exposed and its annual internal audit plans, approved by me, are based on this analysis. These plans aim to cover the key controls on a rolling basis over a reasonable period. The internal audit function is reviewed periodically by me and by the Audit Committee. I have put procedures in place to ensure that the reports of the internal audit function are followed up.

Risk and Control Framework

The Office has implemented a risk management system which identifies and reports key risks and the management actions being taken to address and, to the extent possible, to mitigate those risks.

A risk register is in place which identifies the key risks facing the Office and these have been identified, evaluated and graded according to their significance. The register is reviewed and updated by the Management Board on a quarterly basis. The outcome of these assessments is used to plan and allocate resources to ensure risks are managed to an acceptable level.

The risk register details the controls and actions needed to mitigate risks and assigns responsibility for operation of controls to specific staff.

Ongoing Monitoring and Review

Formal procedures have been established for monitoring control processes and control deficiencies are communicated to those responsible for corrective action and to the Management Board, where relevant, in a timely way. I confirm that key risks and related controls have been identified and processes have been put in place to monitor the operation of those key controls and report any identified deficiencies.

Review of Effectiveness

I confirm that the Office has monitored its risk management and control procedures effectively throughout 2017. This monitoring and review of the effectiveness of the system of internal financial control is informed by the work of the audit committee, the Management Board and the board of the Public Appointments Service (PAS).

Internal Financial Control Issues

No weaknesses in internal financial control were identified in relation to 2017 that resulted in, or may result in, a material loss.

Fiona Tierney
Accounting Officer

