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I am pleased to present our fourth annual report in accordance with the Public Service Management Act, 1997.

2002 was a landmark year for the Office as we secured a new Corporate Headquarters which for the first time in our history has given us a facility that is custom designed for recruitment and selection activity. This new facility, with its interactive careers store and modern testing, interviewing and training rooms, portrays an image of the public service that is dynamic, forward looking and ideally suited to the competitive market in which we operate. I look forward to working with our client organisations across the Civil Service, Local Authorities, Health Service sectors and, increasingly, the wider public service, to use these facilities to best effect. I am confident that we now have the infrastructure in place to ensure that, working closely with public service organisations, we will attract people of the highest quality to enable the effective delivery of excellent public services into the future.

Almost three years ago we publicly committed ourselves to a strategy whereby the needs of client organisations would be the primary driver of our organisational and business development. In 2002 we continued to build on this commitment. Our Customer Relations Management service has consolidated its position within our structure and is now firmly established as the primary contact point for client organisation in pursuit of recruitment, assessment and related human resource solutions. Our publicjobs.ie portal, launched in 2002, has given the public service a new channel into the labour market. It is already making a big impact on the speed and effectiveness of our service and we are committed to harnessing the full potential of this valuable 24/7 platform for the benefit of client organisations, applicants and all other customer groups.

These and other transformations in the way we do our business, all outlined in this report, have been brought about through the collective efforts of the entire staff of the organisation. Our Partnership Committee, in particular, has played an effective role in devising and implementing solutions to the ongoing challenges presented by the modernisation programme and in communicating change throughout the organisation. On behalf of the management team I would like to acknowledge the dedication and commitment demonstrated by staff at all levels within the organisation in facing new challenges and implementing ongoing improvement initiatives to great effect.
A special day in our history occurred on 21st October, 2002 when the President of Ireland, Mary McAleese, visited Chapter House to join with staff and guests in celebrating 75 years of the Local Appointments Commission. The President launched a commemorative publication ‘Selection on Merit’ which charts the development of the Local Appointments Commission and the significant contribution it has made to the smooth running and ongoing development of public services provided at local level in Ireland. I would like to acknowledge the dedication and painstaking efforts of Commissioners, management and staff, past and present, who have ensured that we, in Ireland, have a public service recruitment system that is second to none.

I would also like to acknowledge the support and leadership provided by the Ceann Comhairle, Dr. Rory O’Hanlon, TD and his predecessor Mr. Seamus Pattison TD and their fellow Commissioners on the Civil Service and the Local Appointments side. I also wish to thank the Steering Group, chaired by Commissioner Frank Murray, for their work in overseeing the implementation of the Strategic Review Report on The Public Sector Recruitment. The collective contributions of the Commissioners and the Steering Group have been of immense importance particularly as we prepare to move into the new era of public service recruitment envisaged by the Public Service Management (Recruitment and Appointments) Bill.

Finally, I would like to thank all those who acted on interview boards throughout the year for their contributions to the success of our selection procedures. Our interview board members, who included public servants, academics, professionals and people from the private sector, have played a valuable part in ensuring both the fairness of our procedures and the quality of our selection decisions. They have ensured the continuation of the integrity of public service recruitment and have in this way made a valuable contribution to the future calibre and well-being of public administration in this country.
Organisation

Civil Service Commissioners:

The Civil Service Commissioners have statutory responsibility for recruitment to the Civil Service. The Commissioners are bound by law (the Civil Service Commissioners Act, 1956) to recruit by fair, open and merit-based means to various levels in the Civil Service.

Local Appointments Commissioners:

The Local Appointments Commissioners are responsible for the selection, by open competition, of persons appointed to specified Senior Management and Professional appointments in Local Authorities, Health Boards, Harbour Authorities, Fisheries Boards and Vocational Education Committees.

Mr. Seamus Pattison,
TD, Ceann Comhairle, Dail Eireann
(until May 2002)

Dr. Rory O’Hanlon,
TD, Ceann Comhairle, Dail Eireann
(from May 2002)

Mr. Frank Murray,
Civil Service Commissioner

Mr. Ciaran Connolly,
Assistant Secretary, Department of Finance

Mr. Seamus Pattison,
TD, Ceann Comhairle, Dail Eireann
(until May 2002)

Dr. Rory O’Hanlon,
TD, Ceann Comhairle, Dail Eireann
(from May 2002)

Mr. Michael Kelly,
Secretary General, Department of Health and Children

Mr. Niall Callan,
Secretary General, Department of Environment and Local Government
Office of the Commissioners

Both sets of Commissioners are serviced by a joint secretariat known as the Office of the Civil Service and Local Appointments Commissioners.

Mr. Bryan Andrews,
Chief Executive

Mr. Brendan O’Callaghan,
Director of Corporate Affairs

Ms. Patricia O’Grady,
Director of Customer Relations

Mr. Padraig Love,
Head of Recruitment and Selection

Mr. Niall Leavy,
Head of Assessment Services/Principal Psychologist
Highlights of 2002

The role of the organisation is to support the Civil Service and the Local Appointments Commissioners in carrying out their statutory roles in appointing personnel to specific positions in the Public Service. In order to illustrate the extent of such activity it is worth noting that during 2002 our work programme involved recruiting across a very broad spectrum, as follows:

- 2,551 clerical staff for Government Departments
- 1,095 middle management positions in Government Departments
- 390 Senior Management and Professional Staff for Local Authorities and Health Boards
- 432 trainees for An Garda Síochána
- 235 prison officers for the Prison Service
- 570 Senior Management and Professional Staff for Government Departments

We also provided selection services to the Nursing Careers Centre and other public service agencies.

In total we handled approximately 34,000 applications and filled over 5,000 positions.

1 The Civil Service Commissioners Act, 1956 in the case of appointments to the Civil Service and the Local Authorities (Officers and Employees) Acts, 1926 - 1983 in the case of specific appointments within the Local Authority and Health Service sectors.
**New Corporate Headquarters**

Early in 2002 we moved to our new Corporate Headquarters, located at ‘Chapter House’ 26-30 Upper Abbey Street, Dublin 1. This presents us and the public sector in general, for the first time ever, with a state-of-the-art facility that has been custom-designed for public sector recruitment and selection activity in a high profile and prominent ‘High Street’ location. The ease of access to this City Centre location is designed to benefit Candidates, Board Members and Staff. Our new premises were opened officially by An Taoiseach Bertie Ahern T.D. on 27th March 2002. Former colleagues, client representatives and members of the local business community were present to witness the unveiling of a commemorative plaque to mark the occasion.

The range of excellent facilities available now at Chapter House include:

- interview rooms
- testing facilities
- training facilities
- meeting rooms
- waiting areas
- restaurant facilities for candidates & staff
- Careers Store promoting Public Sector careers at street level.

All interview rooms are purpose-built to meet the needs of both Candidates and Board Members. Provision has also been made for the use of videoconferencing in the interviewing process. Tested during 2002 it is proposed to extend the use of videoconferencing as a customer service and cost saving initiative during 2003. Such a facility should prove particularly beneficial for Candidates from overseas locations.

Together the facilities at Chapter House present a modern, progressive image of the public service which is ideally suited to attracting the quality people required to enable the Public Service to meet its current and emerging recruitment needs. We see these facilities as a resource for both client organisations and ourselves.
Celebrating 75 Years of the LAC

“Quotation from ‘Selection on Merit - 75 Years of the LAC’”

“It is undoubtedly true that the best representatives of local authorities object very much to the continual canvassing that goes on with regard to appointments by local authorities and they would be very glad to be divested of all patronage.”

- Minister Seamus Burke, introducing the Bill to establish the Local Appointments Commission 1926

Another landmark event we celebrated in 2002 was the publication of ‘Selection on Merit’, a special book celebrating 75 years of the Local Appointments Commission

Launching ‘Selection on Merit’ President McAleese said that the book illustrates how Irish Local Government moved from chaotic beginnings to build the democratic system that pertains today. It vividly describes why the Local Appointments Commission was set up and how it overcame strong resistance from many quarters to become one of the most respected institutions in the modern Irish State.

President McAleese noted that ‘the arrival of the Commission ensured that appointments were advertised openly and that eligible applicants could compete for positions without fear or favour in an objective and fair assessment process. It heralded a new era of equality of opportunity, an era in which the best talents would be harnessed and put at the service of the nation. Many generations later we have been the beneficiaries of the many gifts and talents, which that new meritocracy produced.’

President McAleese also reflected on the need to constantly renew and extend the ideal of selection on merit in the Commission’s work. She commended in particular the proactive role played by the Office of the Commissioners in advancing equality and diversity across the public service through equality monitoring, the elimination of discrimination in the selection process, and comprehensive training in objective assessment and equality provided to assessors and interviewers. She stressed that these critically important mechanisms, represent an uncompromising statement of where our best interests lie and where the future lies.
Quotation from President’s Speech

‘In Ireland, we have a tradition that is protected from corruption and influence. This reputation, and its endurance, is a credit to the Commissioners both past and present and to the commitment of the staff of the Office through the years.’

The Ceann Comhairle of the Dáil, Dr. Rory O’Hanlon T.D., who is the current Chairperson of the Local Appointments Commissioners, said the LAC continues to make a valuable contribution to the smooth running of Ireland and to the development of the Irish economy.

He emphasised that in a democracy such as ours, it is vital that a public service career can be open to any citizen who aspires to it. Dr. Rory O’Hanlon said that we have managed to sustain this ideal by ensuring that our recruitment and selection methods have presented a fair and impartial approach to filling public jobs.

Copies of the book ‘Selection on Merit - celebrating 75 years of the Local Appointments Commission’ have been sent to libraries and academic institutions around the state. Copies are also available on www.publicjobs.ie.

Launch of www.publicjobs.ie

The Office is at the forefront of the drive towards providing services to the public on-line. With the support of the Information Society we have redeveloped and re-oriented our business strategy & processes and have begun the move towards delivering a lot of our core services on-line. All developmental work is undertaken in close consultation with the REACH Project Office and we remain on target to ensure that recruitment services are available through the proposed e-Public Services Broker model from the start.

2002 saw the delivery of the first of a three stage development of our electronic recruitment services with the launch of a new cutting-edge and interactive website at www.publicjobs.ie. The website will have the capacity to bring together the full range of public sector employers with candidates of the highest calibre, and provide tailored services to all.
Civil Service Assignments by Grade

- 66% Clerical Grades
- 1% Staff Officer
- 20% Executive Officer
- 4% Higher Executive Officer
- 0% Higher Tax Officer
- 3% Administrative Officer
- 1% Third Secretary
- 0% Inspector of taxes
- 4% Assistant Principal Officer
- 1% Principal Officer

Senior Management Competitions Started or Completed

- 6 Accountancy
- 23 Legal
- 17 Senior Management
- 21 Architectural & Engineering
- 15 Science
- 5 Medical
- 14 Education
- 25 Misc
Senior Management and Professional Appointments

- 2% Accountancy
- 15% Legal
- 3% Senior Management
- 5% Architectural & Engineering
- 20% Science
- 3% Medical
- 0% Education
- 52% Misc
The key features of the new site include:

- On-line application facilities
- Job Search Facilities
- Facility to store CV & Career details
- Capture interest in different types of jobs and generate electronic notification of when it is advertised
- Store & view previous applications
- 24/7 service
- Practice tests & feedback facilities
- Highly secure

The site currently presents a highly efficient, 24 hour platform with industry scale capacity for advertising and promoting the wide variety of jobs available across the Civil Service, Local Authority, Health Services and the wider public service. The site has been strongly branded, and supporting references to it appear in all our corporate documentation and advertising.

We are currently working on specifying the requirements for the next phase of the development of the site and expect delivery later in 2003. This will establish www.publicjobs.ie as one of the most advanced recruitment sites in Europe, with a number of cutting edge facilities available including:

- Facilities for candidates to book their tests and interviews on-line;
- Facilities for candidates to receive all information about the application, including feedback, online;
- Allow candidates to track their application on-line;
- Provide Client organisations with facilities to post their vacancies and track progress;
- Provide interviewers with on-line access to interview schedules and information.
Recruitment is a key aspect of the development of HR and the development of the broader public service modernisation programme. The Office has undergone a significant change / transformation programme in recent years under the watchful eye of an active Government appointed Steering Group chaired by Commissioner Frank Murray.

The Steering Group continues to meet frequently and has evolved into a valuable forum for client organisations, and other key stakeholders in the recruitment process, to work with the Office as a positive force for progress, encouraging and supporting the change process. The Steering Group presented its second report to Government in 2002. The key findings the Survey included:

- New structures, and the move to a new Corporate HQ
- The development of Annual Service Level Agreements
- The Progress of New Legislation
- Monitoring progress towards the modernisation of recruitment

During 2002 the Office made significant progress with all strands of the Public Service Modernisation Programme. The Civil Service Quality Assurance Group, set up under the Programme for Prosperity and Fairness, endorsed the progress made by the Office in improving service delivery in recent years.


A key theme of the new strategy is a focus on ‘adding value’ in a changing economic environment. We need to continue to find new ways of adding value to the public service - this involves enhancing our existing services, delivering new efficiencies, offering new services to existing clients and finding new public service clients for our full range of services.

Our Statement of Strategy ‘Moving Forward’ is available at www.publicjobs.ie.
Overview

During 2002 the Office clearly demonstrated that anticipating and meeting the needs of client organisations has been firmly established as the primary driver of our development as an organisation. The growing sense of partnership that is now a characteristic feature of public service recruitment is directly related to the success of the Customer Relations Management (CRM) approach introduced in 2001. 2002 saw the office move beyond recruitment and assessment towards providing a wider range of advisory, training and consultancy solutions.

Client Relations Management

The Customer Relations Management (CRM) structure facilitated stronger relations with clients during 2002. Designed to provide Clients with a single point of contact and advice when transacting their business CRM is now the primary point of contact used by client organisations to access recruitment, selection and related services.

Service Delivery profile for 2002

The core business of the Office is the delivery of high quality staff to our clients. As a recruiter, we have an unrivalled breadth as well as depth of expertise.

As noted earlier we handled approximately 34,000 applications and filled over 5,000 positions covering a wide spectrum of job types across the key sectors we service. A detailed breakdown of the figures is provided in Appendix 2, but some of the key campaigns we have been responsible for are detailed below. In addition to the 2,551 clerical staff and 1,095 middle management we have recruited for Government Departments in 2002, we successfully recruited the following for Clients:

- 9 County Managers for Local Authorities
- 59 Solicitors & Barristers for CSSO & DPP
- 57 Accountants & Auditors for Local Authorities
- 97 Engineers for Local Authorities
- 74 Psychologists - with 43 for NEPS in the Education sector and 31 for the Health Sector
- 21 Nurse Officers for the Prison Service
• 48 Directors / Assistant Directors of Nursing in the Health Sector
• 1200 mature applicants for Nurse training were assessed for suitability for interview
• 71 Medical Consultants
• 2 Health Board Chief Executives
• Assisted TLAC with the selection process for 13 Assistant Secretary posts including the CEO of the Adoption Agency

In support of our own recruitment programmes and those of Clients themselves, our Interview Training services have developed significantly in 2002, with initiatives such as:

• Introduction of a new 1 day introductory course in interviewing skills;
• Provision of specific courses for individual departments;
• Focus on providing pre-competition briefings for assessors (e.g. Undergraduate Assessor Seminar);
• Development of a new Advanced Interview Skills course;
• Supporting the implementation of a best practice briefing on all interview processes.

Understanding Client Needs & Expectations

Regular meetings and working groups are now an integral part of our client relations approach. In recognition of the number of queries being received from Personnel Units in Departments regarding the status of competition panels and forthcoming competitions, a monthly e-zine ‘At Your Service’ was introduced in April, 2002. This publication gives government departments up-to-date information on all aspects of service delivery and competitions.

In an attempt to continue to be mindful of our Clients’ needs the Office undertook a Client Survey of Departments/Offices in June, 2002. Evident from this survey was the general welcome from Clients for the new CRM approach and the feeling that the quality and efficiency of service from the Commission had improved greatly. More importantly however was the expressed view that levels of consultation on specific competitions could be even further enhanced. This feedback will now be taken into consideration when planning future recruitment campaigns.
New Vacancy Request & Tracking System

To support the efforts of both CRM staff and the competition staff we developed new software to track the demand from Clients for specific services. The new system, available on all Recruitment Managers’ desktops, enables us to track supply and demand patterns for all categories of vacancies for individual clients. It will allow us to anticipate client needs and to respond effectively and efficiently to their demands. Ultimately it is expected that this system will be integrated into Service Level Agreements for all Clients and will allow the organisation track the efficiency of the service provided.

The Recruitment & Assessment Development Programme

The Recruitment and Assessment Development Programme designed to develop recruitment expertise among client organisations continued to operate effectively in 2002. The two-year programme, which commenced in 2001, involves the secondment of 8 people at middle-management levels to this office to receive training and skills in all aspects of recruitment operations and policy. On completion of the programme the participants will return to their parent organisation with a range of skills to support recruitment, selection and HR generally. The programme is part funded by the Change Management Fund set up to progress the Public Service Modernisation Programme.
Candidate Orientated Services
The year saw many developments in the quality of the service we provide to prospective recruits for public service positions. In particular candidates have been given greater choice in terms of how and when they access our services and a considerable focus has been on improving the quality of information provided at all stages of the recruitment and selection process.

**Increasing Choice Online at www.publicjobs.ie**

Since Publicjobs.ie was launched in January of 2002, 306 separate competitions have been advertised on-line and 41,036 people have registered their details with our secure database. Automatic notification by e-mail is issued as vacancies arise to those who have registered an interest.

Individuals can now access sample selection tests online at any time. Previously these were only available for registered applicants a week in advance of their testing session. Interview preparation material and profiles of existing job holders are also freely available on the site.

We have also explored other ways of simplifying our interactions with applicants and increasing their options. For many positions advertised in 2002 candidates had the option of applying by phone, on-line or through completing a basic application form.

**The Careers Store**

Visitors to our building enter through the new Careers Store which provides visitors with a one stop shop to careers in the Civil Service and Public Service. This Store is designed to meet the information needs of not only the casual passer-by but also the person with specific queries on career options in public sector organisations. Through the use of the latest interactive multimedia facilities people are invited to view and hear about life in the Public Sector. The testimonials of individual Civil Servants at all grades, in which they describe their own careers and how they have progressed to their current positions, can be viewed. If interested, the visitor can view those jobs which are currently advertised and, where appropriate, register an application for the position.
Understanding Candidate Needs

The Office holds ongoing feedback surveys from representative samples of candidates across all recruitment programmes. These surveys gauge reactions to experiences throughout the recruitment process from advertisement to assignment. Familiarisation documentation is continuously reviewed in response to the expressed preferences of candidates. During 2002 we registered over 70% satisfaction in all relevant areas. We responded to candidates' concerns about the suitability of testing venues and moved, in response, many of our tests to higher specification locations in 2002. We also invested significantly in upgrading the quality of test documentation - greater use of colour, and improving designs to improve the overall 'look and feel' of our tests.

Marketing

Marketing the Civil and wider Public Service as an employer of choice in a competitive recruitment environment is an ongoing challenge. The opening of the Careers Store was central to our Strategy for '02, however the Office, during the year, has taken a number of steps to further increase the profile of the Public Service among prospective candidates. Among the most significant developments during 2002 were:

Undergraduate Publicity Campaign

During the year the Commission engaged in a concentrated campaign to raise the profile of the Civil Service as a potential employer. This campaign involved visiting 16 colleges throughout Ireland to inform students of the career opportunities in the Public Service. The Commission also set up examination centres in the colleges where students could drop in without any prior appointment. Such was the success of this system that all tests run were fully subscribed and extra capacity had to be provided at a number of locations.

Careers/Jobs Fairs and Advertising

As part of the ongoing promotion of the Civil Service the Commission attended at a number of prominent jobs fairs and careers events during the year. The exposure that the Civil Service gets at such events is very significant and has also proven to be a useful mechanism to gauge the level of the public's understanding of careers opportunities in the Public Sector.
Equality Proofing

We continue to closely monitor each recruitment programme for equality purposes in line with the Employment Equality Act, 1997. In particular, Equality Monitoring Surveys completed voluntarily by candidates provide invaluable statistical information that allows us to gauge the effectiveness of our equal opportunities policies and informs our approach to future recruitment programmes.

Moving beyond legislative compliance, the Office ran preparatory information courses in association with the Department of Finance, Pavee Point and FÁS to assist Members of the Travelling Community who wished to consider a career in the Civil Service. We have also begun, in close partnership with the Department of Finance, to proactively assess and assist with the placement of many successful candidates with disabilities. This will greatly help the Civil Service in general to meet the Government commitment that at least 3% of positions should be filled by persons with a declared disability.
Developing Our Business
Our Business Development Programme is focused on ensuring that our recruitment, assessment and related services fully support client organisations in developing their own capability to deliver excellent public service in line with the wishes of Government. Under this programme we aim to develop a professional business ethos within the organisation, improve our existing recruitment and assessment services and provide a broader range of recruitment related training, advisory and consultancy services to clients. This Programme is underpinned by a strong project management base, a wealth of internal specialist and professional expertise and a growing focus on Customer Relations Management.

Business Development

Through our CRM structure, we invested considerable time and energy to promote the full range of services available that we are now capable of providing to Government Departments, Local Authorities, Health Services and the wider Public Service. During 2002 we complemented our traditional recruitment and selection services by providing the following services to clients:

- Assisting client organisations to identify their future HR requirements.
- Job profiling work has been undertaken to inform the selection of Agricultural Officers (Department of Agriculture and Food); Fire-Fighters (Dublin City council) and Clerical Officers (Mid-Western Health Board).
- HR managers in the Health Services and Local Authorities were briefed on areas such as competency-based selection, best practice in recruitment, marketing and retention, equality and diversity.
- A large number of people received training in interviewing and selection.

Getting it Right

Reviewing selection decisions from quality, equality and client satisfaction perspectives is now an integral part of our approach to service delivery. This has resulted in a number of qualitative improvements of new tests, such as the streamlining of selection processes used for key positions including Graduate recruits, Assistant Principal, and IT positions.
The New CO Interview

89% of Candidates found it Relevant;
91% found it Effective
89% found it Fair

(CO Candidate Ratings on new interview format 2002)

Test Development

During 2002 a series of new tests were developed for both the Higher Executive Officer (HEO) and the Assistant Principal (AP) grades. This development work will enable the Commission to change the tests used more frequently thus ensuring the validity of the testing process and the fairness of our procedures.

Middle Management Selection Interview

93% felt Board Members’ questions clear / very clear
92% found the Interview relevant to HEO
92% found the interview challenging
96% found the interview an opportunity to demonstrate your skills / strengths

Broader Human Resources

Increasingly, we are providing broader Human Resource advisory services that complement our core business as a provider of recruitment and selection services. This involves a range of activities such as facilitating client organisations in determining their human resource requirements, job analysis studies, providing assessment services, training assessors in interviewing and selection techniques, advising clients on staff induction and retention strategies and promoting best practice in the areas of fairness, equality and diversity.

Research projects, in the form of job analysis or labour market research, which we undertake to inform our approach to recruitment and selection, are of considerable value to client organisations in furthering the HR agenda across the public service.
In its ongoing drive towards widening its service to Clients and the wider Public Sector community the Commission in 2002 undertook a number of important projects.

**Clerical Officer Validation Project**

During the year, the Office undertook one of the largest recruitment follow-up studies to be conducted in the Republic of Ireland. The primary purpose of the study was to evaluate the effectiveness of Clerical Officer selection procedures in recent years and the quality of service provided by them to our clients. This study demonstrates our clear commitment to follow-up with clients, to identify how effective our selection systems are, and establish how satisfied clients are with the people we deliver. It provides a valuable insight into the views and concerns of the Personnel Officers and Managers who receive new recruits from the Clerical Officer campaign.

**Key Findings from CO Validation Report**

- 90% were satisfied/very satisfied with the COs.
- 96% were reported friendly and approachable.
- 94% were cooperative when dealing with others.
- 88% either usually or always drew appropriate conclusions from numerical data.

Overall, the findings from the study were encouraging. The Personnel Officers in particular were positive in respect of the numbers of COs assigned to Departments and the speed in which they are recruited but the study has raised concerns on issues such as the incidence of sick leave, time keeping and the commitment of new recruits.
The final report on this project makes a number of practical recommendations relevant to the implementation of a range of sound HR practices (eg recruitment, selection, placement, training, job enrichment, good day-to-day management and continuous development) in order to successfully address these issues.

Review of the Assistant Principal Competency Framework

A major project in ’02 involved the revision of the Assistant Principle (AP) selection process to ensure it continues to reflect latest thinking in good practice in assessment and that efficiencies in our selection processes are maximised. The review had the following 4 primary objectives:

• Ensure the competency framework reflected the current and future demands being placed on APs
• To streamline & increase the user-friendliness of the process
• Reduce the labour intensity of scoring of the in-tray exercise
• Advance the development of e-friendly assessment material

The first step involved a number of workshops and interviews with Assistant Principal Officers and Principal Officers which focused on identifying the current and future challenges facing Assistant Principals across the Civil Service and to identify the key skills and competencies needed to perform effectively at this level.

In comparison with the previous competency framework the revised framework has more of an emphasis on areas like strategic thinking and on getting things done in a constantly changing environment & delivering results. It is worth noting that it compliments the central Performance Management and Development System Model and the ‘emerging’ model that is coming out of the Principal Officer job analysis.

It’s also worth noting that a key feature of the new tests we have developed is that they have been designed to ensure that they are e-friendly. We are trying to ensure that all the test material that we produce can be transferred & administered via computer at some stage in the near future.
Candidate Feedback

‘new test was fairer and more relevant than the traditional numerical test’

‘Very impressed with the quality of the new analytical test’

(AP Candidate Feedback on new tests 2002)

The first stage of the new selection process was conducted in early December 2002. The feedback from candidates on the new format of the tests was excellent.

Principal Officer Job Analysis

In 2002 we were commissioned to undertake a review of the Principal Officer selection systems within the Civil Service. The review was overseen by a Steering Group, and the primary objectives of the project were to:

- Identify the key qualities and attributes necessary for effective performance in the Principal Officer role.
- Recommend a range of suitable selection methods for use by the Civil Service Commission and Departments.
- Consult widely with Officers.

The review also examined issues of a strategic nature in relation to the development of future leaders of the Civil Service.

The key features of the approach included

- A thorough approach to ensure that the widest range of Principal Officers get the opportunity to contribute to the final outcome;
- The input of a specially convened Management Skills Expert Panel comprised of leading experts in the field of management assessment and development;
- Factoring in the perspectives of a range of different people who contribute meaningfully about the PO role eg customers.
The final report, which is expected to be published early in 2003, provides an overview of the comprehensive approach taken to analyse the Principal Officer role, the resulting competency framework and recommendations for future Principal Officer selection systems.

Value for Money

An Audit Committee was set up to advise the Accounting Officer on internal control and audit matters. Three internal audit reports were completed during 2002.

The Office remains on target to introduce the Management Information Framework in 2003 which will facilitate the costing of services, improve decision-making and enable us to move to a full accruals-based accounting procedure. A professional accountant has been engaged, in partnership with the Office of the Ombudsman and the State Laboratory, to oversee the implementation of the MIF in all three offices.

Links with Other Bodies

The Office networks widely with other bodies in order to benchmark our approach to recruitment and selection against leaders in the field, in both private and public sectors, nationally and internationally. Links with the Institute of Public Administration, the Chartered Institute of Personnel and Development, National Centre of Partnership and Performance and with a broad range of academic institutions both North and South have been extremely fruitful and beneficial. We were represented at senior management level on ‘Beyond Competencies Group’ which benchmarks assessment and recruitment practices with the leading firms in the UK and Ireland. Our psychologists have presented findings and research papers on topics such as equality proofing and electronic testing at international conferences.

Collaboration with external Education Providers/Professional Associations

As part of the Commission’s strategy to contribute to the wider understanding of recruitment, selection and human resource (HR) related issues we have continued to forge links with a number of education providers. The Office is a regular contributor on courses provided by the Institute of Public Administration (IPA) and the Centre for Management and Organisational Development (CMOD). The Office also has been a significant contributor in 2002 in the Irish Management Institute’s (IMI) production of a video on
competency based interviewing. In the International arena, the Office continues to make regular contributions to the IPA supported ‘Programme on Strategic Management for European Union Accession Countries’.

The opportunity to speak at a number of National and International Conferences was also availed of by Staff during 2002.

**Cross-Border Co-Operation**

As part of our on-going collaboration with our colleagues in Northern Ireland, a meeting took place early in the year at Commissioner Level, and also involved Commissioners from the United Kingdom.

The meeting, hosted by the Secretary of State for Northern Ireland, The Rt. Hon. Dr. John Reid M.P., provided an opportunity for an exchange of views and information on topics such as merit-based selection, appointments at senior level, codes of practice and other matters of mutual interest. Both the Northern Ireland and the UK Commissioners have devolved models of recruitment and learning from their experiences is timely in the context of the legislative reforms envisaged under the Public Service Management (Recruitment and Appointment) Bill.

A number of meetings have subsequently taken place with officials from the Department of Finance and Personnel and the Northern Ireland Local Government Staff Commission in Northern Ireland. A Department of Finance and Personnel representative was included on the Steering Group overseeing the recent Principal Job Analysis project demonstrating that the cross border relations have the potential to move beyond the exchange of information and into areas of practical co-operation.
Achieving Our Potential

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Our business development strategy of becoming a customer orientated organisation is critically dependent on our ability to develop the capabilities of our people and encourage full participation by staff in business and organisation development.

During 2002 a number of key developments have taken place which greatly enhance our ability to meet current and existing business needs.

The move to our new Corporate Headquarters in a city centre location, which has been met with evident enthusiasm from staff, provided an opportunity to reassess the internal structure of our organisation. We realigned our structure to support the introduction of on-line services, to integrate selection test administration with the management of recruitment programmes and to provide for new functions such as website editorial, careers store and knowledge management.

A Strategy Group, including cross representation from all levels of management, partnership and key business and support functions, was set up to drive strategic and business progress across the organisation in line with every strand of the Public Service Modernisation Programme.

A Partnership Organisation

During 2002 the Partnership Committee continued to tackle a number of complex issues.

- Accommodating & Planning the move to the new Corporate Headquarters
- Modernisation Agenda
- Creating a Smoke free environment
- Excellence Through People Award
- Car parking facilities
- Training Plan
- Staff Attitude Survey
- Exceptional Performance Awards Scheme
The trend apparent in 2002 was for the Partnership Committee to become involved in a more diverse range of issues than previously. The direct consequence of this involvement has been the development of a very positive and productive environment and a sense of real involvement for people.

Another noticeable trend in 2002 was the increased level of enquiries from other Public Sector organisations for information regarding the Office's partnership processes and procedures. Through making presentations and welcoming interested parties to the office we have attempted to make a contribution to the wider partnership agenda in the Public Service.

Our continuing objective in the Office is to move Partnership beyond a mere concept and to embed it as the way we do things in the organization. The aim is to ensure that the sharing of information and consultation are natural precursors to the making of sound business decisions and ensuring that real progress is achieved.

**Excellence Through People**

As part of its desire to benchmark its many activities against best practice, the Office pursued accreditation under the Excellence Through People Awards scheme as administered by FÁS. This award is the national standard for best practice in Human Resource Management and is awarded to organisations which demonstrate strong commitment to staff training and development, communication and participative decision-making. Following an assessment the Office was presented with the award by An Tánaiste Mary Harney T.D. in December 2002.

In receiving the award the Office also received advice on areas where further advances could be made. These suggestions will form the basis for improvements planned for 2003.

**Development priorities**

**Performance Management & Development System (PMDS)**

2002 saw the completion of all stages of the PMDS training. Previously a particular difficulty with this scheme was the fact that it was not properly synchronised with the business planning process. Through intensive communication and facilitation, the organisation succeeded in bringing both the PMDS cycle and the business planning process into the same timeframe.
A training and development plan was agreed with the Partnership Steering Committee in the first quarter of the year on completion of the PMDS and business planning cycle. Development programmes for management and staff at all levels were in place during the year. These modular courses provide staff with a foundation in a range of skill areas which are key to enabling organisational and personal development.

A special emphasis was placed through training and information sessions on preparing middle managers for the devolution of the timekeeping and attendance system. This delegation has successfully taken place and will be extended to other HR functions currently administered centrally.

In a year in which new staff members included cleaners, a translator and an accountant in addition to clerical and administrative staff, induction policy has been revised to provide for a more personalised approach. One to one training is arranged for all staff within a month of joining the Office. Induction has been tailored to the needs of staff in all grades.

The Office achieved its target of investing the equivalent of 5% of payroll costs in training and development during 2002. All formal training was evaluated by HR unit, reflecting the need to ensure the delivery of an effective and targeted training programme. HR continued in ‘02 to rigorously evaluate all training courses following their completion.

Knowledge Management

As part of our commitment to creating a Learning Organisation a new and very successful Knowledge Management initiative was established within the office to share knowledge, market trends and information so that staff members across the organisation have access to this resource and can add value in all their dealings with Client organisations.

Board Members Management System

A continuing challenge for the Office is to maintain a reliable and up to date list of persons available to serve as interview board members. To support the competition managers in their quest for such people the Office developed a Board Members Management System. This desktop system enables staff to quickly search for potential board members and to check their potential availability and suitability for particular levels of boards. Ultimately this system, when developed further, will be able to identify future training and development needs of certain board members.
Staff Awareness Campaigns

A Health and Welfare Awareness week was held in September 2002. The aim of this week was to raise the awareness of staff regarding their own health and general lifestyle. Many staff members availed of the opportunity to avail of free eye tests and health checks and attend a variety of presentations and information sessions on issues such as Employee Assistance, Dietary advice, Anti-Bullying and harassment and managing stress.

An Equality/ Diversity week was organised in recognition of the importance of equality as a core value for the Office and as a central part of the work of every staff member. Presentations and workshops were facilitated by our own staff, the Equality Authority, the Department of Finance and representatives from Age & Opportunity, Pavee Point, the Youth Council and KNOW Racism.

Equality

Equality has become a central issue for all public service providers and the Office has a key role to play in developing an inclusive and fair working environment within the civil and wider public service.

During 2002 the Office exceeded the 3% quota for employing people with a disability and ensured that assistance and support, in terms of physical workspace and technical aids were provided where necessary.

An equality survey was carried out on internal promotions to ensure equality of participation for all staff. All eligible staff who did not apply for internal promotion opportunities were interviewed to ascertain the reasons for this. The reasons given were taken into account at the planning stage for future promotional competitions. All suggestions for increasing participation were pursued.

The office was in a position to facilitate all applications for family-friendly working arrangements in 2002.
MAIRE NI CHRIOSTAIL
Oifigeach Fheidhmíochta
Aidhne, Oidhreacht, Gaeltacht & na hOlóiseán

» We provide training for everyone in this department.
» I know that after a few years I can go back and do whatever study I like because I have that opportunity in the Civil Service and it’s usually paid.
» The people I work with are fantastic.
Appendix 1
Achievements Under Key Strategic Programmes

Client Orientated Services

Action 1.1  Putting the needs of client organisations first

- CRM structure now seen as the primary point of contact for Client organisations for all aspects of service delivery
- Overall focus of ‘Moving Forwards’ Statement of Strategy 2003-2005 is adding value to Public Service clients by enhancing their HR capabilities in support of the Public Service Modernisation Programme
- Restoration of interview for clerical recruitment and revised approach to undergraduate recruitment were taken in response to client feedback

Action 1.2  Developing our understanding of client needs

- Service delivery survey of client organisations undertaken in May, 2002
- User group / client meetings standard part of approach to service delivery
- Steering Group on Implementation of Strategic Review Report gives senior representatives of client organisation a strong say in the ongoing change programme

Action 1.3  Developing Annual Service Level Agreements

- ASLA originally seen as key to HR planning but this is being facilitated by formal contact by CRM. The intended role and nature of service level agreements with clients is currently being reconsidered
**Action 1.4** Delivering recruits on time

- Client-centred database introduced during 2002. This database will enable us to track demand and supply patterns for recruits for individual client organisations.

- Database will provide capability to demonstrate performance against agreed standards of delivery set for all categories of recruits.

**Action 1.5** Improving communications and exchanging information with clients

- ‘At Your Service’ e-zine updating civil service clients on all aspects of service was published monthly from March, 2002.

- Publication of Principal Officer Job Profile Report (December, 2002)

- Client-Centred Database tracks key aspects of service delivery for individual clients across all categories of recruits.

- Web-enabled services to clients a priority under Phase II of E-Government Strategy.

- ‘Public Service Recruitment’ brochure highlighting the full range of services available through Local Appointments Commission (circulated to Local Authority and Health Service clients in August, 2002).
**Action 1.6** Promoting the Public Service as an employer of choice

- New Corporate HQ, providing professional ‘front of house’ image for public service, opened in February, 2002.
- Publicjobs.ie website providing 24 hour platform for promoting public service careers available since January, 2002
- Video profiles, testimonials and graphics developed for Careers Store opened in March, 2002
- High profile presence at major recruitment fairs throughout 2002

**Action 1.7** Researching the labour market

- Thorough environmental analysis undertaken to inform new Statement of Strategy 2003 to 2005 presented to Minister for Finance (December, 2002)
- CRM have developed market profiles for categories of recruits needed by individual client organisations
- Knowledge Management Unit established (March, 2002)

**Action 1.8** Reviewing Graduate Recruitment

- Links with third level institutions strengthened through contact with careers advisors, guest lectures by senior civil servants and career seminars by recent graduate recruits
- Undergraduate Administrative Officer selection tests on-campus in January; successful candidates assigned pending exam results and given one-day induction course by this office
Candidate Orientated Services

Action 2.1 Developing our understanding of the needs of candidates

- Feedback surveys from representative sample of applicants attending selection tests and interviews conducted during 2002.
- Applicant feedback broadened to include their motivation for applying, where they saw the advert and their perceptions of the public service as an employment of choice.

Action 2.2 Improving the quality of information given to candidates

- Simplification of application process and information booklets a priority (ongoing)
- Test familiarisation booklets and test materials continue to score high levels of satisfaction with applicants during 2002.
- Interview tips and advice, sample test questions and job-related information available on publicjobs.ie (ongoing)
- ‘Look and feel’ of new selection tests improved through use of colour, etc.
- Helpdesk facility continues to provide immediate response to applicants’ queries.

Action 2.3 Giving candidates greater choice

- Publicjobs.ie website provides a secure, on-line facility for applying for public service jobs
- Candidates can now register in advance their interest in particular job opportunities
- Recruitment regulations simplified in line with ‘Better Regulation’ policy document
Action 2.4  Communicating regularly with candidates

- Candidates who have pre-registered for jobs on Publicjobs.ie are now notified by e-mail when vacancies arise
- Competition timeframes have been reduced through streamlining recruitment processes and better planning with reference to set standards of service delivery has improved our interaction with candidate pool

Action 2.5  Providing feedback to all candidates

- Interview notes provided on request to candidates (ongoing)
- Detailed feedback on selection tests provided on request to candidates until October, 2002. New software programme being developed to restore this facility.

Action 2.6  Equality proofing our selection processes

- Equality monitoring surveys conducted during selection tests (ongoing)

Action 2.7  Preserving Fairness and Probity

- Workshops on quality and consistency introduced for recruitment and selection staff
- Office has proactively participated in consultations regarding the proposed Public Service Management (Recruitment and Appointments) Bill sponsored by the Minister for Finance. Preserving the widespread public confidence in the probity of public service recruitment is a priority consideration.
Strategic HR: ‘Achieving our potential’

**Action 3.1** Ensuring that HR policy contributes effectively to business and organisation development.

- HRM is a key component of ‘Moving Forward’ our new Statement of Strategy 2003-2005
- Performance Management and Development System (PMDS) aligned with 2002 Business Planning cycle
- FÁS ‘Excellence through People’ accreditation awarded to the office in December, 2003
- A phased approach for the devolution of HR functions to line managers has been agreed to enable them to manage more effectively and to create space for HR Unit to play a more strategic developmental and advisory role

**Action 3.2** Ensuring that the organisation is properly resourced

- Organisation structure was realigned to reflect move to new Corporate Headquarters and emerging business requirements (April 2002).
- Robust planning systems in place at strategic, business and operational levels ensure proper context deciding priorities and deploying resources effectively.
- A strategy group representative of all levels of management, partnership and key business functions established to monitor progress against strategic and business plans (January, 2002)
**Action 3.3** Contributing to enhanced performance across the organisation.

- Training and Development Plan 2002, aligned to strategic objective and business activities, was signed off by Partnership (April, 2002)
- 5% of payroll was allocated to training in 2002
- Management and staff development programmes for all grades were completed during 2002
- PMDS implemented with centrally agreed deadline for Government Departments (October, 2002)

**Action 3.4** Fostering Employee Innovation.

- A highly participative Business Planning model ensures maximum involvement of staff at all levels
- A positive approach to change has been fostered through continuous engagement with staff, supported by MAC, Partnership structures and Corporate Development Unit
- Cross-functional working teams have become a standard approach to service delivery
- Participation in interdepartmental networks and a focus on process mapping encourage a culture of change and improvement
- Schemes for rewarding exceptional performance and suggestions in place
**Action 3.5** Creating a dynamic, challenging and person-centred working environment.

- New Corporate HQ provides modern, custom-designed accommodation for staff
- Themed awareness weeks held on Health and Safety, welfare and equality and diversity
- Staff Survey, eliciting staff attitudes and perceptions on key aspects of their employment experience, completed (November, 2002)

**Action 3.6** Deepening the partnership process

- Partnership committee revamped following independent review and move to new Corporate HQ (April, 2002)
- Partnership business plan agreed (June, 2002)
- Partnership committee played a central proactive role in organisation development and planning for the ongoing change programme (Ongoing)

**The Business Development Programme**

**Action 4.1** To have a strong portfolio of our own high quality Recruitment and Assessment Products and Tools

- All our own tests developed in 2002
- Computer-based test will be our product
**Action 4.2** To provide an excellent Equality and Diversity Development and Auditing Services

**Action 4.3** To provide high quality Advisory and Training Services

**Action 4.4** Fully integrating a ‘Professional Business Ethos’ into all our thinking and practice

- Professional Accountant recruited (as a shared resource with the State Laboratory and the Office of the Ombudsman) to oversee implementation of Management Information Framework by 2003
- Development programmes for staff at all grades emphasise business/customer orientation

**Action 4.5** Getting it Right

- Follow-up survey on Clerical Officer recruitment
**Action 4.6  To develop our technology base and provide on-line options for all our services**

- Phase I of E-government Strategy completed (Publicjobs.ie website with secure on-line registration and job application facility)

- Board Members Management Data-base provides desk top information for recruitment managers on 1,300 board members

- Client-centred database introduced to track service delivery to individual clients

- Preliminary research and cost benefit analysis to decide priorities for Phase II of e-Government Strategy (web-enabled services for Client organisations and other customers developed) completed

**Action 4.7  To Develop an International Focus**

- Participation in ‘Beyond Competencies’ working group

- Establishing links with public service recruiters in other jurisdictions

- Cross border cooperation

- Programme on Strategic Management for European Union Accession Countries

- Presentation at a number of companies
Appendix 2:  
Recruitment Delivery - Summary Statistics

For the purpose of this report, all similar recruitment activity is combined together under single headings. It is also worth noting that the tables combine all related recruitment activity undertaken during the year 2002 ie interviews. This may give rise to apparent inconsistencies - for instance, the number of candidates interviewed for a particular grade may exceed the number of applications received in the year in question as some of the interviewees applied in response to a recruitment drive in a previous year.

Gender data is supplied wherever it was available.

Summary of Recruitment Activity  
2002

<table>
<thead>
<tr>
<th>Civil Service Commission</th>
<th>Total Number of Applications Received</th>
<th>Number Interviewed</th>
<th>Number Assigned/Recommended</th>
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<tr>
<td>- Clerical</td>
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<td>596</td>
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<td>- Administrative</td>
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<td>1,095</td>
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<td>- Senior Management &amp; Professional</td>
<td>5,864</td>
<td>1,486</td>
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<td>- Prison Officer</td>
<td>0</td>
<td>291</td>
<td>235</td>
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<td>- Garda</td>
<td>6,441</td>
<td>697</td>
<td>432</td>
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<tr>
<td>- Nurses</td>
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<td>- Total</td>
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<th>Number Interviewed</th>
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<td>- Local Authorities</td>
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<td>- Health Sector</td>
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<td>- Total</td>
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<td>Grand Total</td>
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Note  Combining all related recruitment activity can give rise to apparent inconsistencies
## Civil Service- General Service Recruitment Activity

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<th></th>
<th>Number of Applicants</th>
<th>Number who sat Selection Tests</th>
<th>No. attended main board</th>
<th>Number successful at Interview</th>
<th>Number of assignments made</th>
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## Civil Service - Senior Management & Professional Appointments 2002

### Professional Category

#### Number Applied

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<th>Female</th>
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<tbody>
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<tr>
<td>Accountants/Auditors</td>
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<td><strong>Legal</strong></td>
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<td>Bureau Legal Officer</td>
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<td>Legal Professionals</td>
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<td>(Solicitors/Barristers)</td>
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<td>Law Clerks/Executives</td>
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<td>Legal Researchers/Assistant Researchers</td>
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<tr>
<td>Assistant Legal Advisor</td>
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<tr>
<td><strong>Senior Management</strong></td>
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<tr>
<td>Head of Collections, National Museum</td>
<td>6</td>
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<td>9</td>
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<tr>
<td>Head of Administration, National Museum</td>
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<td>Head of Communications and Information</td>
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<td>Director, Curriculum &amp; Assessment</td>
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<td>HR Manager, An Garda Siochana</td>
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#### Number Attended Main Interview

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#### Number of Assignments 02

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<td>Commissioner for Communication Regulation</td>
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<td>Chief Veterinary Officer, Department of Agriculture and Food</td>
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<td>Architects</td>
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<td>Advisory Officer, Labour Relations Commission</td>
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<td>Mapping Draughtspersons</td>
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### Local Authority Recruitment Activity 2002

<table>
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<tr>
<th>Category</th>
<th>No. of eligible applicants</th>
<th>Number of Applicants Interviewed</th>
<th>Candidates Recommended for Appointment</th>
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<tr>
<td>Head of I.T.</td>
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<tr>
<td>Head of Finance</td>
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<tr>
<td>Assistant City Manager</td>
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<tr>
<td><strong>Professional and Technical</strong></td>
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<tr>
<td>Senior/ Senior Executive Engineers</td>
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<td>42</td>
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<td>Senior Executive Quantity Surveyor</td>
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<tr>
<td>Senior Planners</td>
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<td>66</td>
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<td>Senior Architects</td>
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<tr>
<td>Senior Executive Parks Superintendent</td>
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<tr>
<td>Law Agent</td>
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<tr>
<td>City/ County Librarian</td>
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<tr>
<td><strong>Totals</strong></td>
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<td>1,773</td>
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</table>
The Office was involved with assisting the Top Level Appointments Committee with the following appointments:

**Ass Sec, Organisation Change & Integrated Coastal Management**
Dept of the Marine & Natural Resources

**Assistant Secretary, Maritime Safety Directorate**
Dept of the Marine & Natural Resources

**Ass Sec, Garda Admin, Prisons, Parole & Probation**
Dept Justice Equality & Law Reform

**Assistant Secretary**
Dept of Health & Children

**Assistant Secretary, Finance & Planning**
Dept of Health & Children

**Assistant Sec, Customs & Excise Division**
Office of the Revenue Commissioners

**Ass Sec, Direct Taxes Policy, Legislation & Statistics**
Office of the Revenue Commissioners

**Chief Executive Officer, Adoption Board/Authority**
Dept of Health & Children

**Assistant Director-General, Social Welfare Services**
Dept Social & Family Affairs

**Assistant Secretary, Public Expenditure Division**
Dept of Finance

**Assistant Secretary, Local Government Division**
Dept of Environment & Local Government

**Assistant Secretary, Corporate Management Division**
Office of the Revenue Commissioners
## Health Sector Recruitment Activity 2002

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of eligible applicants</th>
<th>Number of Applicants Interviewed</th>
<th>Candidates Recommended for Appointment</th>
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<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Total</td>
</tr>
<tr>
<td><strong>Administrative</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Chief Executive Officer</td>
<td>44</td>
<td>4</td>
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<tr>
<td>Programme Manager/Assistant CEO</td>
<td>39</td>
<td>12</td>
<td>51</td>
</tr>
<tr>
<td>Regional Chief Executive</td>
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<td>1</td>
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</tr>
<tr>
<td><strong>Medical</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
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<tr>
<td>Specialist in Public Health Medicine</td>
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<tr>
<td>Community Ophthalmic Physician</td>
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<td>8</td>
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<tr>
<td><strong>Para-Medical</strong></td>
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<tr>
<td>Dental Surgeons</td>
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<td>5</td>
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</tr>
<tr>
<td>Basic/Senior/Chief Pharmacists</td>
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<td>1</td>
<td>1</td>
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<tr>
<td>Basic/Senior/Chief Physicist</td>
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<td>19</td>
<td>58</td>
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<tr>
<td>Senior/Basic Grade Psychologist</td>
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<tr>
<td>Directors/ Assistant Directors of Nursing</td>
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<td>79</td>
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<tr>
<td>Principal/Senior/Basic Grade Environmental Health Officer</td>
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<td>4</td>
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<tr>
<td>Superintendent Community Welfare Officer</td>
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Appendix 3
Indicators of Organisational Performance

Recruitment and Selection Services

**Assignment of Clerical Recruits**
Demand for Clerical Officers to be met within 5 days of request from clients

**Assignment of Executive Officers**
Demand for Executive Officers to be met within 10 days of request from clients

**Assignment of Administrative Recruits**
Demand for Administrative staff to be met within 10 days of request from clients

**Customised once-off appointments**
All appointments within this category to be filled within 8 to 12 weeks of initial request (variation reflects the complexity of competitions)

**IT Specialist Panels**
Panels of qualified candidates for IT grades to be maintained continuously

**Client Satisfaction**
Satisfaction rating with recruitment process times and quality to be 80% by end of 2001 and revised upwards thereafter.

**Candidate Satisfaction**
Satisfaction rating with the quality of the recruitment process to be 80% by end of 2001 and revised upwards thereafter

**Customer Service**

**General**
Regular consultation with key customer groups (candidates, staff, client departments and members of selection boards)

**Written correspondence**
- Routine correspondence to be dealt within 3 days
- Non-routine correspondence to be acknowledged within 3 days and followed up within 10 days.

**Telephone Queries**
Telephone calls to be answered within 10 seconds
Human Resources

Staff Satisfaction
Staff Satisfaction ratings on the following five issues to be 80% by end of 2001 and revised upwards thereafter:

- Communications between Managers and Staff
- Training & Development
- Accommodation
- Job Prospects & Promotions
- Red tape, Rules and Regulations

Training
Expenditure on training to be

- 4% of pay roll in real terms in 2002
- 5% of pay roll in real terms in 2003 and onwards

Equality of Opportunity

Encouraging workplace diversity
In relation to the government quota of 3% for the employment of people with disabilities:

- Exceed the quota in this Office by December, 2002 and establish best practice approaches
- Proactively encourage and support client organisations in achieving the quota.

Diversity policies to be an integral part of HR Strategy developed through partnership structures.

Promoting Equality Internally

- Promoting equality through the provision of Management Development programmes
- Regular Equality Audits of internal promotion systems

Promoting Equality Externally

- Ongoing equality monitoring in relation to nine areas protected by the Employment Equality Act
- Equality reports on four large volume competitions per year
Our expenditure during 2002 is set out in the following table:

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<th>Expenses</th>
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<td>Salaries</td>
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<td>Incidental Expenses (including Training)</td>
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<td>Postal and Telecommunications Services</td>
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<tr>
<td>Office Premises Expenses</td>
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<td>Consultancy Services</td>
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<td>Advertising, Accommodation and Printing of Test Papers</td>
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<td>e-Government</td>
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<tr>
<td><strong>Total</strong></td>
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</table>

**Prompt Payment of Accounts**

On 7 August 2002 the European Community (Late Payments in Commercial Transactions) Regulations 2002 came into effect and reduced the number of days for paying claims from 45 to 30 days. In 2002 there was a total of 128 cases where payments were not made within the prescribed time frame. This represents approximately 3% of claims which did not meet the deadline for payments. A total of €1,199.47 was paid in penalty interest during 2002.