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Chairman’s Statement

I am pleased, on my own behalf and on behalf of my fellow Board Members, to present the Annual Report of the Public Appointment Service for 2008.

During the year the Public Appointment Service has continued to undertake a wide variety of work for a range of clients as set out in this report. The organisation has been able to attract well qualified candidates for the recruitment campaigns undertaken on behalf of our clients. We continue to achieve very high satisfaction ratings from our customers as evidenced by the surveys undertaken and other feedback received during the year. We have made substantial progress in the areas of Research and Development with two major reports completed and published in 2008. A particular highlight of the year was the International Diversity Conference organised in conjunction with the Diversity Network.

The organisation constantly strives to improve the quality of the services provided and to benchmark ourselves against recognised leaders in selection / recruitment. We have also used every opportunity to share the expertise gained by the organisation with our clients to the benefit of the wider public service and also with some our European colleagues. I would like on behalf of the Board to acknowledge the work of the Chief Executive, Mr. Bryan Andrews and all the staff of the office in continuing to provide a quality customer service to all our customers.

The organisation experienced a significant reduction in the demand for recruitment services in the third and fourth quarters due to the changes in the overall economic climate of the country and the need to reduce public service expenditure. We expect that this reduction in demand for recruitment services will continue during 2009. This changed economic environment poses many challenges for the public service. The public service, as a whole, must ensure that the services provided meet the changing needs of our citizens. The Board, together with the Chief Executive and his senior management team, will focus on the skills and capabilities of the Public Appointment Service to ensure that they are used to best advantage to develop the public service to meet the very significant challenges facing us all in the years ahead.

Mr. Eddie Sullivan  
Chairman  
Public Appointment Service
Chief Executive’s Statement

During 2008, we succeeded in filling all of the positions sought by our clients within very satisfactory timeframes and achieved an increase in our overall client base as we attracted new organisations to avail of our recruitment and assessment expertise and our well proven on-line application processes. Our senior executive recruitment campaigns continued to attract high calibre candidates from at home and abroad and we have succeeded in filling a number of very key public service positions. The health sector continues to be a key sector for us and working closely with the HSE we have been able to ramp up the recruitment of hospital consultants and other key front line staff. Overall the number and quality of applicants for the posts advertised continues to run at very satisfactory levels.

In addition to offering a shared service in recruitment and assessment for the public service we have endeavoured to enhance our range of service offerings in the wider area of HR to add real value for clients. We have developed our professional skills and expertise in areas such as job analysis, job realignment, competency frameworks, employee engagement surveys, test development, executive and career coaching, interview training and quality assurance. In support of the programme of Transforming the Public Service and the proposed redeployment of resources across the system we will continue to roll out these services during the current year to client organisations and individuals across the public service as they undergo significant change and realignment.

In the current climate with a moratorium on recruitment we have diversified our service offerings as already outlined and we have also used some of our capacity to offer assistance to a number of other departments dealing with backlogs by taking some additional work on board. We have also been actively pursuing temporary reassignments for our staff members to areas of need across the public service as we downsize the organisation in line with expected reduction in activity levels for the coming year and into 2010. It is important, however, that while we are in the process of downsizing that we ensure that the organisation retains its position as a leader in the recruitment market, that we continue to develop and grow the “publicjobs” brand and that we retain the necessary core expertise and professionalism with the capability to provide an excellent shared service both now and into the future to our wide range of clients.

I would like to pay tribute to our staff for their hard work and dedication to the organisation over the past year. Their professionalism and commitment has once again been recognised and publicly acclaimed through a number of awards and accreditations. We won the best graduate recruiter in the Public Sector category in the “gradireland” Graduate Recruitment Awards and were placed seventh in the overall top 100 Graduate Recruiters for 2008. I am particularly pleased to report that we have maintained our Platinum Accreditation in the FAS Excellence through People Awards. Platinum Accreditation is the highest level of award available and this is the second year that we have achieved this distinction. PAS also received an award, sponsored by Foras na Gaeilge, as one of the top 50 companies/individuals who have pioneered business “as Gaeilge”. These achievements are a testimony to the sheer enthusiasm and commitment that our staff display on a continuous basis and are mirrored by the excellent results from client and candidate surveys conducted during the year.
A new Board under the stewardship of Chairman, Eddie Sullivan, has been in place since February 2008 and I would like to acknowledge the contribution and excellent support that has been given by the Board to me and to the Management Team over the past year. I look forward to working closely with both the Chairman and members of the Board throughout the current year as we clearly move into more challenging times for the organisation and, indeed, for the public service as a whole.

I would also like to mention the worthwhile contribution made over the past year by people from all sectors and from a myriad of backgrounds and professions who have acted in the capacity of Interview Board members for the Public Appointments Service. This is an essential element of the service we provide to our clients and our candidates as it enables us to ensure that the membership of our interview boards is widely representative of the broader community and is populated with the necessary expertise and capability to ensure that we make good appointments in a fair and transparent manner. Many of the people who act in this capacity do this on a voluntary basis, in addition to their day to day roles, and I would like to acknowledge and appreciate their commitment and dedication to the work of the Public Appointments Service.

The year ahead promises to be a turbulent period for the country as a whole and especially for the public service. We are in advanced discussions with the Department of Finance on the role that the Public Appointments Service will play in providing an efficient and effective scheme of Redeployment across the public service.

We are also currently engaged with our client base to assess the level of demand anticipated for our services in the short to medium term. The Management Team and I are constantly monitoring the level of resource usage and, together with the Board, we will ensure that our resources are used to best effect in the delivery of public services.

Bryan Andrews
Chief Executive Officer
The Public Appointments Service

Our Mission

We will deliver the highest quality recruitment, selection and related human resource services that will support the growth of a world class public service.

The Public Appointments Service was established in October 2004 following the dissolution of the Office of the Civil Service and Local Appointments Commissioners by the Public Service Management (Recruitment and Appointments) Act 2004.

The Public Appointments Service is the centralised provider of recruitment, assessment and selection services for the Civil Service. We also provide recruitment and related human resource advisory services to Local Authorities, the Health Service Executive, An Garda Síochána and other public bodies.
Members of the Board

- **Mr. Eddie Sullivan,**
  Chairman, former Secretary General,
  Public Service Management and
  Development, Department of Finance

- **Mr. Bryan Andrews,**
  Chief Executive of the Public
  Appointments Service

- **Mr. Michael Errity,**
  Assistant Secretary, Department of
  Finance

- **Ms. Breda Power,**
  Assistant Secretary, Department of
  Enterprise, Trade and Employment

- **Mr. Des Dowling,**
  Assistant Secretary, Department of
  the Environment, Heritage and Local
  Government

- **Mr. Bernard Carey,**
  Assistant Secretary, Department of
  Health and Children

- **Mr. Dan Murphy,**
  General Secretary, Public Service
  Executive Union

- **Ms. Bernie Gray,**
  Independent HR Consultant

- **Ms. Michelle Shannon,**
  National Director, Irish Youth Justice
  Service
The Management Advisory Committee

- **Mr. Bryan Andrews**, Chief Executive
- **Mr. Martin Bourke**, Head of Client Relations Management
- **Mr. Niall Leavy**, Head of Research and Business Development
- **Ms. Mary Flynn**, Head of Recruitment Services
- **Ms. Aine Gray**
  Head of Assessment Services
- **Mr. Tommy Quinn**
  Head of Strategic HR and Senior Executive Recruitment
Our STRATEGY for 2008 - 2010
Our Strategy for 2008 – 2010

**Overarching Goal:** PAS will provide to its clients throughout the public service, access to an international standard, professional recruitment system

**Goal 1: Highest Standard of Recruitment and Selection Systems**
Ensure the highest standard and most effective recruitment solutions that will attract and select the best people to positions in the public service

**Goal 2: Focused Candidate Relationship Management**
Provide all aspiring applicants for positions in the public sector with a service that will meet and exceed their expectations

**Goal 3: Education, Research, Development and Benchmarking**
Ensure that an education and research service is in place to provide relevant and timely information that will expand the human resource knowledge base in the public service

**Internal Supporting Strategies that will assist in delivering these goals**
- Information and Communication Technology
- Human Resource Best Practice and Support for all Staff
- Finance and Corporate Governance
- Decentralisation Programme
GOAL 1

Highest Standard of Recruitment and Selection Systems
Highest Standard of Recruitment and Selection Systems

The Public Appointments Service (PAS) recognises that the sourcing and identification of suitably qualified people with appropriate experience to occupy positions at all levels is critical to the future effectiveness and success of the Irish Public Service. We recognise the need for continued client involvement in the process and the need to deliver our services in a more efficient and cost effective manner.

PAS proactively engaged with all clients across the public service at each stage of the recruitment process to ensure that our services were delivered to the highest standard. The office attracted over 64,000 applicants for public service jobs spread across a very wide variety of public sector offices, geographically dispersed throughout the country. This resulted in 5,454 assignments being made during the year (compared to 6,403 in 2007).

The Local Authority sector has continued to request this office to assist them in rationalising and making more efficient their own recruitment processes. The Public Appointments Service has been very pleased to assist with this important aspect of public sector recruitment as it clearly results in immediate and transparent savings and efficiencies for the relevant authorities.

The Public Appointments Service continued to have significant involvement with the HSE during 2008, particularly in the area of Consultant recruitment and other senior posts.

A very substantial volume of work was serviced during the year on behalf of the Department of Justice, Equality and Law Reform and An Garda Síochána. Recruitment included Garda Trainee, Garda Reserve and Recruit Prison Officer.

Civil Service Sector

During the year 38,678 applicants were attracted to apply for vacancies or promotional opportunities throughout the Civil Service. From this candidate pool the Public Appointments Service assigned or recommended for assignment over 3,000 people to various positions.

A number of very successful campaigns which attracted high levels of interest and involved innovative recruitment processes included:

- Temporary Clerical Officer
- Clerical Officer
- Executive Officer

Vacancies were also filled from campaigns run in 2007 for:

- Executive Officer (ICT)
- Administrative Officer
- Junior Diplomat (Third Secretary)
- Staff Officer
- Executive Officer (Proficiency in Irish)
- Executive Officer (confined to people with a disability)
- Higher Executive Officer
- Assistant Principal
- Principal Officer
Several senior management positions in the Civil and Public Service were also filled through competitive process during the year. These included:

- Commissioner for Energy Regulation
- Chief Executive Officer, Health and Social Care Professional Council
- Chief Executive Officer, Central Fisheries Board
- Director of the Environmental Protection Agency
- Director of the Commission for Public Service Appointments
- Chief Executive Officer in the National Paediatric Hospital Development Board
- Director and Assistant Director of the Private Residential Tenancies Board
- Director of Healthcare and Director of Finance in the Irish Prison Service

**Garda Recruitment**

The Public Appointments Service serviced the very high demand for Garda trainees to fill positions in the Garda Training College in Templemore. The Garda Reserve continued to attract a good level of interest with applications processed on an ongoing basis throughout 2008. Appointments were also made to senior posts including Head of Legal Services and Executive Director of ICT.

**Assistance to the Top Level Appointments Committee (TLAC)**

The Public Appointments Service continues to assist TLAC in selecting applicants for positions in the most senior ranks of the Civil Service. Most notable in the work completed during 2008 was the conducting of high profile campaigns to assist TLAC in filling senior positions in the following departments:

- Department of Finance
- Office of the Revenue Commissioners
- Department of An Taoiseach
- Department of Education and Science
- Department of Agriculture and Food
- The Courts Service
- Department of Enterprise, Trade and Employment
- Department of Health and Children
- Office of Public Works
- Office of the Comptroller & Auditor General

**Local Authority Sector**

The wide variety of job opportunities across the Local Authority sector during 2008 was apparent. During the year 181 people were recommended for positions as varied as:

- Director of Services
- Head & Assistant Head of Information Systems/Technology
- Head of Finance
- Senior Executive Officer
- Financial/Management/Professional Accountant
- Fire Officer
- Engineer
- Architect
- Planner
- Surveyor
- Valuer
- Solicitor
- Librarian
- Scientist
- Parks Superintendent
- Heritage Officer

During the year the Public Appointments Service attracted high calibre candidate fields to fill positions at County Manager in the following areas:

- Roscommon County Council
- Wicklow County Council

The involvement of the organisation during 2008 in the recruitment of clerical staff for various Local Authorities around the country is a cost efficient trend that has continued from recent years. Feedback from the Local Authority sector has indicated that this area of activity has been particularly beneficial to them in their efforts...
to process large volumes of applicants in a professional and cost efficient manner.

During the year the following Local Authorities availed of the office’s services when recruiting clerical staff:

- Kerry County Council
- Waterford City Council
- Donegal County Council

Health Sector

The Health Service Executive (HSE) continues to be a significant client for the Public Appointments Service. Our previous arrangement with the HSE, which involved the assignment of both a senior manager from PAS to advise on all matters pertaining to recruitment and selection and the secondment of an Occupational Psychologist to provide them with professional advice and services on a nationwide basis, continued in 2008. This collaborative arrangement has proven very beneficial and it is anticipated that the arrangement will continue for the near future.

Throughout the year the Public Appointments Service was involved in the recruitment of senior executives for positions in the HSE. These important positions, which are central to the future success of the HSE included:

- National Director of Human Resources
- National Director of Communications
- General Manager (Finance)
- Estates Manager
- Area Management Accountant
- Chief Architectural Adviser

In addition to these senior administrative posts the organisation continued to recruit medical and paramedical personnel of the highest quality for hospitals and medical facilities throughout the country. This included:

- 24 Hospital Consultants
- 4 Medical Officers
- 21 Psychologists
- 16 Directors/Assistant Directors of Nursing
- 3 Pharmacists
- 8 Physicists
- 2 Biochemists
- 1 Environmental Health Officer
- 1 Specialist in Orthodontics
- 1 Community Ophthalmic Physician
- 2 Chief Medical Scientists
- 1 Therapist Adviser

Additional Consultancy and Testing Services

A range of additional consultancy and testing services were provided to public service bodies in 2008. These included:

◊ Assistance to the Department of Justice, Equality and Law Reform with a campaign for Forensic Scientist. PAS agreed to both provide and administer tests for this campaign

◊ Assistance to the Dublin Airport Authority with the testing of Firefighters

◊ Over 1,200 applications were processed and interviews were conducted for a range of positions in the Health Information and Quality Authority

◊ Over 1,700 applicants were processed for the ‘mature code’ student nursing positions on behalf of the Nursing Careers Centre

◊ PAS also provided advice and assistance as requested to public sector bodies undertaking their own recruitment, in addition to providing Interview Training and interview facilities.
Developing a Service in Executive Recruitment

The process of setting up a dedicated research function to support Senior Executive Recruitment campaigns commenced in 2008 with a number of projects commencing including:

- database development and management
- profiling and mapping organisations
- examining suitability and piloting use of appropriate online search engines, networking and research tools
- survey of senior executive advertising activity and trends in the Irish market.

PAS continued with the roll-out of personality questionnaires and profiling of candidates across the range of senior executive recruitment campaigns. There was a very good reaction from selection boards on the additional value the profiles add to the process. Feedback from candidates has also been very positive. PAS also introduced a new on-line and cost-efficient facility for administering and managing the personality questionnaires.

Developing Selection Tools and Methods

PAS has been to the forefront in the emergence of new methodologies appropriate for use in the assessment of candidates for Public Service positions and deploying these in order to further professionalise the recruitment process. PAS has adopted a continuous improvement cycle in relation to assessment techniques and aims to develop a comprehensive library of tests that can support a highly flexible recruitment programme. In 2008 this has led to developments in the areas of e-testing, campaign reviews, test development and test item databanks.

E-Testing Strategy

The review and upgrade of the current computer-based testing system has been completed. The upgraded system went live in mid August.

A significant project to develop an item bank of new test material at Clerical Officer and Executive Officer level was progressed, resulting in a number of new tests. A project has been initiated to put these new tests onto our current computer based testing platform and it is envisaged that this will be completed in 2009.

Discussions were initiated in relation to the development and delivery of a new e-testing platform, which would enable us to deliver regional computer-based testing, computer-based self-assessments and selection tests on-line to people in their own homes or other suitable locations.

Campaign Reviews and Test Development

A new model of assessment for the Principal Officer campaign was introduced in 2007. The model involved introducing elements of an assessment centre approach. As it was the first time that exercises of this type had been used at a senior level, a review of the approach was conducted in 2008. The review included consultation with board members taking part in the process, a detailed review of candidate feedback at each stage and a review of candidate profiles, looking at such factors as age, gender and career history. The review resulted in a recommendation that the new model be rolled out for subsequent campaigns and new test material was developed in 2008 to support this.

A review of the Recruit Prison Officer assessment process was completed and competencies updated. New group exercises were designed to replace those currently used and four new video based
exercises were developed to replace the current written exercise.

There was a range of other test development projects progressed in 2008. Based on the Director of Services Job Analysis a new Situational Judgement Exercise and Critical Analysis Exercise were designed and trialled. New test batteries for Clerical Officer and Executive Officer, which were designed in 2007, were trialled in 2008 and the new tests for Clerical Officer were introduced. A new group and written exercise was designed for the Third Secretary campaign and new tests were sourced for Garda Trainee recruitment. A scoring system to carry out automated scoring was also developed.

Additional exercises and critical analysis exercises were designed and trialled. The new tests for Clerical Officer were introduced. A new group and written exercise was designed for the Third Secretary campaign and new tests were sourced for Garda Trainee recruitment. A scoring system to carry out automated scoring was also developed.

Decentralisation - Central Application Facility (CAF)

During the year the Public Appointments Service continued to assist the Department of Finance in the gathering of applications for relocation under the decentralisation programme. Through the generation of reports and statistics, the office has been able to ensure that individual departments and offices have been able to progress their own decentralisation programmes efficiently.

Monitoring our Service to Customers


Our Quality Customer Service (QCS) Action Plan and Customer Charter for 2008-2010 were launched in 2008. The new Action Plan and Charter were developed based on feedback received from staff and customers (through the use of surveys, workshops, customer panels and comment cards). The Action Plan and Charter were signed off by the Partnership Committee and the Board of PAS. The Customer Charter was translated into eight additional languages and is available in our public offices and on publicjobs.ie.

The importance of ensuring that all members of staff are fully briefed on our service standards and the necessity of achieving these standards is recognised. Regular briefings on this area were conducted for all new staff as part of our Corporate Orientation Programme and briefing sessions were held for all staff on these documents and the new service standards contained therein. The contents of the Action Plan and Charter were promoted at internal network meetings and in our staff magazine. All staff were also afforded the opportunity to attend a variety of customer service related courses in 2008.

Since the beginning of 2005 the office has had a comprehensive measurement programme in place to monitor the achievement of our various service standards published in our customer action plan. During 2008, comprehensive external and internal on-line surveys were issued to candidates and selection board members.

• Candidate Survey
During the year 6,345 candidates completed a candidate survey on the level of service provided to them by the office. The feedback from this survey showed a high level of approval with both publicjobs.ie and the manner in which the staff of the Public Appointments Service dealt with candidates.

• Garda Reserve Candidate Survey
The Garda Reserve unit also conducted a survey with a pool of candidates who had previously applied for this competition. 4793 people were contacted by email and 1400 completed the survey. The survey covered the application process, the interview, written test and also parts of the training programme that selected candidates are subject to. The results of the survey were very positive.
• **Interview Board Member Survey**
  A critical and valuable group of people who assist the Public Appointments Service in delivering its services are those people who act as interview board members. In 2008 the results of the online survey of this group demonstrated a very significant satisfaction rating with the service provided to them by the staff of PAS with 100% of the respondents rating the service as good/excellent.

• **Customer Comment Cards**
  In 2008 we monitored all completed comment cards and forwarded suggestions to the appropriate area for consideration.

In recognition of the fact that customer surveys/panels and continuous monitoring are not ends in themselves, the organisation in 2008 put in place action plans to tackle issues raised in each of our surveys. Some of the developments introduced in 2008 as a result of feedback from customers included:

**Candidates**

◊ Automated feedback system (piloted for the Garda Trainee campaign in 2008 and currently being rolled out for other large volume campaigns)
◊ Candidate Relationship Management Programme (see page 21)

**Board Members**

◊ PAS Representative Guidelines Pack

**Facilities**

◊ Restaurant Committee established
◊ Finance Unit process improvements in relation to payments

**Telephone Service**

◊ Additional switch facility (and associated staffing) put in place.
GOAL 2
FOCUSED CANDIDATE RELATIONSHIP MANAGEMENT
Focused Candidate Relationship Management

Access to high quality candidates is an asset to be cultivated and we recognise the need for the professional management of this key strategic relationship. We have introduced new initiatives and developed our systems and services to give candidates access to high quality information and personal contact in order to encourage them to consider seriously careers in the public service.

Publicjobs.ie Development

The office’s eGovernment programme advanced significantly during the year. The Selection, Testing, Assessment and Recruitment (STAR) programme was progressed and User Acceptance Testing commenced in December. This project involves the development of customer and staff services through our publicjobs.ie website.

A revised approach to advertising was adopted towards the end of 2008 with significant reduction in the size of newspaper advertisements placed and prospective applicants being directed towards publicjobs.ie. This approach, while resulting in major cost savings, has not had any adverse impact on the quantity and quality of applications being received.

At the end of 2008 over 240,000 people were registered with publicjobs.ie. Over 44,000 of those registered during 2008. Publicjobs.ie was used to advertise over 600 campaigns; almost 200 of these were campaigns being run by other public sector bodies who wished to use our website to market their campaign.

Marketing Initiatives

Throughout the year PAS availed of a number of opportunities to market the concept of a career in the Civil and Public Service to a wide audience. Through attendance at colleges, careers fairs and secondary schools, staff in the office gave potential applicants the opportunity to explore what it would be like to work in the public service. Other marketing initiatives included:

CareersPortal.ie

PAS contributed to the development of Ireland’s New Career Guidance Resource Website (CareersPortal.ie) which was launched in April, and aims to:

- provide a one stop national careers information resource
- provide a unique source of integrated industry sector and labour market information
- be a direct communication channel to career seekers and advisors and a dynamically updated information channel from relevant sector/organisations.

The most up-to-date and relevant labour market statistics are presented for industry sectors, careers, educational courses and employment opportunities. It is targeted at guidance professionals, students and career seekers. The information provided is presented in an innovative way that includes interactive interviews, videos, sector maps and self directed assessment tools. A number of on-line video interviews and interviews representing grades across the civil service, and other information relating to the public sector, are available on the website.

The Irish Times College Helpline

PAS was a co-sponsor, with the Irish Times, of their College Helpline which offered opportunities to promote our
services to a large number of second and third level students (and their parents). In partnership with the Institute of Guidance Counsellors, this service was provided to Leaving Certificate students (and their parents) in the days after the Leaving Certificate results were announced and the first round of CAO offers were made. The helpline consisted of a free phone number (available over four days) which was staffed by qualified Guidance Counsellors.

**Gradireland Conference and Awards Ceremony**

The gradireland Graduate Recruitment Awards recognise Ireland’s most popular graduate recruiters as voted for in a poll of undergraduates from every third level college in Ireland (North and South). PAS won the best graduate recruiter in the Public Sector category and was placed seventh in the overall top 100 Graduate Recruiters for 2008 (PAS was placed nineteenth in 2007).

**Equality and Diversity**

**Equality and Diversity Related Initiatives**

A range of equality and diversity related initiatives were introduced or progressed in 2008, including:

- PAS worked with the Department of Finance and AHEAD to facilitate work placements for people with disabilities within a number of Civil Service Departments/Offices
- A new access audit of the organisation’s services for customers with special needs was conducted in May. As a result of this audit an Action Plan was put in place and its progress is being monitored by the Equality Monitoring/Access Committee
- Equality and diversity issues continued to form part of the Corporate Orientation Programme
- Personal Emergency Egress Plans for all staff members with a disability were prepared in conjunction with the relevant staff member
- A customised Disability Equality Training Programme was run for staff; this course was designed to address the day-to-day needs of the office using a combination of practical and theoretical exercises. It specifically addressed the needs of our staff in providing a quality customer service to candidates with a disability. The course also entailed practical use of assistive assessment technology
- Awareness raising campaigns were held in conjunction with Intercultural and Anti-Racism Week, Say No to Ageism Week and International Day of People with Disability
- The role of the Disability Liaison Officer (DLO) was promoted throughout the year and meetings took place with all staff with a disability.

**Monitoring**

Our Equality Monitoring/Access Committee met throughout the year to monitor compliance with the requirements of the Disability Act, our own Equality and Diversity Policy and the Code of Practice for the Employment of People with Disabilities. Reports on compliance with the Disability Act requirements and the requirements of the Equality and Diversity Policy were provided to the committee, and to date all aspects of both have been fully complied with. No complaints or queries in relation to access have been received to date. All publications were produced in an accessible format as required.
Candidate Relationship Management Programme

Our Candidate Relationship Management Programme was developed with a view to improving the facilities available to, and communication with, candidates. Priority areas progressed included a follow-up programme with candidates who did not attend for test/interview/placement to ascertain the reasons for non attendance; on-line surveys were designed to facilitate this process and the surveys will be issued early in 2009. A further priority initiative involved the development of self assessment tests which will be accessed through publicjobs.ie. This will enable candidates to complete sample tests on-line and provide them with feedback on their performance and advice on options. This feedback will provide a good insight into their potential performance in actual tests. This approach will be piloted with Clerical level tests and, depending on the outcome, will be rolled out on graduate level and other tests.

Official Languages Compliance

The Public Appointments Service provides for delivery of its services through the Irish language, as agreed in its scheme under the Official Languages Act, 2003. A successful audit of the office’s services was carried out by the Office of the Coimisinéir Teanga during the year. The office’s second scheme was prepared and submitted for approval to the Department of Community, Rural and Gaeltacht Affairs.

In line with our Scheme, we produced all publications and displayed all posters in both Irish and English. We maintained a list of staff capable of providing a service to the public in both Irish and English.

Our Corporate Orientation Programme included a module designed to make staff aware of our responsibilities under this legislation and to promote our scheme to staff.

At an Awards Ceremony hosted by Lá Nua, in association with Foras na Gaeilge, PAS received an award as one of the top 50 companies/individuals who have pioneered business “as Gaeilge”.
GOAL 3

Education, Research, Development and Benchmarking
Education, Research, Development and Benchmarking

PAS recognises the need to keep ahead of trends in recruitment and selection, to lead on best practice and share our expertise with clients and other interested parties.

Research Advisory Panel

PAS initiated a Research Advisory Panel in 2005 to help shape the advancement of public service selection, assessment and development by promoting discussion and debate on topical issues of particular interest to public service organisations and HR practitioners in general. Membership of the panel consists of a cross section of senior HR managers and experts from across the Civil/Public Service, academia and private sector.

During the year two research projects were progressed:

- Attracting quality candidates from other sectors to senior level jobs in the Civil/Public Service; and
- An investigation of how Civil Servants/Public Servants develop the key skills and competencies needed to successfully move to Senior Management positions.

The final Report on ‘Selection, Skills Development and Mobility of Senior Managers across the Public Service’ (which incorporates the results from both areas of research) is due to be published in 2009.

Best Practice in Selection Seminars

PAS organised a seminar in April (which was the third in the series) on ‘A best practice approach to the management of promotion systems’. It included both internal and external speakers and feedback from those who attended was very positive. These seminars are aimed at people working in the HR/recruitment area across Civil Service Departments and Public Sector organisations and are targeted in particular at those in middle to senior management roles.

Diversity Network

The Diversity Network, which was established by PAS in 2007, comprises a group of Irish employers that are interested in the subject of diversity and in developing their recruitment and selection systems to ensure they are in line with best practice. The Network met on four occasions in 2008. The meetings focused on areas such as employing people with disabilities; recruiting and employing people from the Traveller community; and examining issues in relation to ensuring fairness of selection processes for people from minority ethnic groups and for applicants of all ages.

The Network oversaw a research project which involved exploring the issues and challenges in employing people from minority ethnic groups. A final report on this project is due to be published early in 2009.


The conference, which was expertly chaired by Mr. Fergus Finlay, Chief Executive of Barnardos, was attended by approximately 130 delegates from across the Public and Private Sectors. The audience included a substantial international element with representatives from Belgium, Cyprus, The Czech Republic and Estonia.
Speakers included:

- Professor Philip O’Connell, Research Professor with the Economic and Social Research Institute
- Mr. Donald Lemaire, Vice President, Staffing and Assessment Services Branch of the Public Services Commission of Canada
- Dr Patricia Vendramin, Research Director of the Work and Technology Research Centre of Foundation Travail – University in Belgium
- Ms. Cecilia Ronan, HR Director of Citi
- Mr. Tony Tyrell, WRC Social and Economic Consultants
- Ms. Josephine Feehily, Chairman of the Revenue Commissioners

Visiting delegations

During the year the office continued to facilitate requests from various international organisations to visit our facilities and hear more about our approach to recruitment and selection. During the year the office was pleased to welcome delegations from:

- Local Government Staff Commission for Northern Ireland
- Thailand
- Romania
- Ukraine

Research students from the Belgian and Serbian Public Service were also facilitated in 2008.

International Benchmarking

PAS recognises the need to consistently benchmark its activities against other recognised leaders in the area of recruitment and selection. Through learning from other organisations, a programme of constant improvement can be maintained in the office. During 2008 major strides were made in this benchmarking process through formal contact between this office and equivalent colleagues in:

- Northern Ireland
- UK
- Belgium
- Canada

National Expert to the European Personnel Selection Office (EPSO)

The Public Appointments Service continued this year to provide a National Expert to work in EPSO in Brussels. While this is a significant investment for the Public Appointments Service, it does acknowledge the absolute importance of ensuring that Ireland is well represented at the European Union in Brussels.

PAS hosted a meeting of the European Personnel Selection Office (EPSO) Network of Public Sector Recruitment Experts from all member states on 12th September in Dublin Castle.

Key Presenters at National/International Conferences

The office continued to disseminate its research findings and particular recruitment knowledge and expertise at various conferences.

In January, a member of the management team provided an update on the transformation programme in PAS and the move to the new Public Service recruitment model in Ireland, to staff/management of EPSO and to the EPSO Network (European officials from Public Service Recruitment Organisations).

In February, the Division of Work and Organisational Psychology held a seminar ‘Recruitment and Selection: Implementing New Approaches’, which was delivered by a member of PAS. The seminar focused on the work of PAS, the tools used in recruitment (incorporating realistic job simulations such as situational judgement exercises and video based tests); and a
case study on the use of the Internet to test people with disabilities.

The CEO of PAS attended the ‘Profession in Perspective’ international meeting of the heads of public service recruitment commissions/organisations in Quebec City in August. These meetings are held at two yearly intervals and present a forum to address common issues in the areas of talent attraction, development and public service image. Ireland is scheduled to host the event in 2010.

The Head of Corporate Affairs was invited by the National Administration Association Romania to speak at its international conference on human resources in Bucharest Romania in October. This conference (and subsequent meetings) was designed to commence the debate on human resource reform and to launch the concept of web based recruitment. The Romanian officials are hopeful that the Public Appointments Service will provide ongoing advice as they develop their approach to web based recruitment.
Internal Supporting Strategies
Information and Communication Technology

PAS recognises the critical importance of developing and maintaining Information Technology that can support the business of the office and can support the efficient running of a high volume recruitment business. Much progress was made in the area of ICT in 2008, including:

- Implementation of a virtualised server solution to reduce the number of servers we manage and to support a ‘greener’ ICT strategy
- Introduction of new technologies to protect the integrity of the data we hold and prevent the loss of such data (e.g. hard drive encryption and central control over unauthorised network access by USB drives)
- Introduction of new file archiving technology to reduce our data storage requirements and compliment a unified archiving strategy through the use of a single solution for both e-mail and network data files
- Introduction of a combined hardware and software licensing inventory tool to enable us to better track our hardware and software assets and ensure compliance
- The provision of videos on publicjobs.ie which has enhanced the user experience
- Development of a PAS Board Portal. This Portal holds all information required by the Board of PAS in one central location; board members can access this up to date, accurate information off-site; the Portal facilitates paperless board meetings by allowing board members to log on wirelessly and view documents via laptops; the portal was developed using existing technologies within the office.

IT also conducted awareness raising events for staff in relation to IT security awareness issues.
Human Resource Best Practice and Support for all Staff

Partnership

The approach to change decision making, employee engagement and communication in the Office is through the Partnership model. A review of the membership of Partnership took place during the year to ensure all grades and areas were adequately represented; this resulted in a number of new members joining. To ensure that Partnership continues to operate in an effective manner, Partnership Training was held for all members in 2008. A Partnership Action Plan was also agreed by the Committee and implemented in full during the year.

Training and Development

We continued our commitment to training, further developing staff expertise and continuing professional development. Central to the training philosophy in the organisation is the importance of ensuring that all new staff receive a solid induction into the organisation. The Corporate Orientation Programme, which all new staff to the organisation went through in 2008, is designed to ensure that new entrants can quickly become familiar and comfortable with their working surroundings and the public sector recruitment environment.

The Learning and Development Plan for the organisation was approved through Partnership. The following are some of the main training interventions provided in 2008:

- Customer Service Telephone Skills
- Disability Equality Testing
- Diversity Awareness
- Bullying and Harassment Awareness
- A range of Health and Safety related training
- Project Management
- Managing Budgets and Resources
- Time Management
- Presentation Skills
- Letter Writing
- Minute Taking
- Management Supervisory Skills
- Recruitment Manager Development Programme
- Recruitment and Selection Toolkit and CPSA Codes of Practice Awareness
- Executive Coaching
- PAS Note Taker
- Test Facilitation
- A range of IT related training (e.g. word, excel)
- Team Building

A total of seven staff members were also supported in attaining professional/education qualifications through the refund of fees scheme. In addition, staff were encouraged to keep up to date with current developments in their professional field through membership of professional bodies and relevant publications.

An online Training Evaluation System was launched in January 2008 as part of the new web based Public Appointments Service Training Resource Centre which also includes an online Training Procurement System. A review took place in relation to the impact of training and development initiatives on organisational performance and competency development. This involved examining reports from the on-line training evaluation system in relation to improvements identified by both staff member and their manager in the staff member’s competence following a training intervention.

Wellness Programme

Consistent with the office’s policy of contributing where possible to issues affecting the quality of life of staff, we completed another in our series of Wellness Programmes during 2008. This programme included:

- An information session from a Dietician and an awareness session on Diabetes
Healthy eating information on the Intranet to encourage staff to adopt healthy eating habits and to give them some information as to how they can prepare healthy breakfasts and lunches.

A session on our new Healthy Working Environment Policy as part of our Corporate Orientation Programme.

Training for managers/staff in the conducting of ergonomic checks on the workstations in their area.

A range of Financial Information Sessions for staff including: Credit Union, Mortgages, Making a Will and on Managing your Finances.

Walking Challenges to promote Irish Heart Week.

Irish Heart Foundation and Diabetes Health Checks.

**Performance Management**

The ongoing implementation and integration of the PMDS (Performance Management and Development System) into the business of the Office continued in 2008. Training in conducting effective and fair assessments was provided for all staff and feedback from staff on this training was very positive. A PMDS Validation Team (staff from different levels and areas of the organisation) was set up to monitor compliance with the PMDS process, review current procedures and ensure fairness and consistency with regard to performance ratings.

In 2008 the office completed the initial phase of a pilot project to roll out PMDS Assessments for staff using online forms supported by Adobe technology. While the focus is internally initially, this initiative could be presented as a hosted shared service for other Civil Service Departments/Offices.

**Excellence Through People Assessment**

*Excellence Through People (ETP)* is Ireland’s national standard for human resource management. The *Excellence Through People* standard is a business improvement tool designed to further an organisation’s performance through its people. There are two main objectives to the ETP standard:

- To act as a business improvement tool and a driver for change and innovation
- To promote employee learning, development and involvement in line with the organisation’s goals

PAS held Platinum Accreditation (which is the highest level available) for the past two years. Our assessment for reaccreditation took place in October; it involved external assessors examining our documentation and holding meetings with staff (randomly selected by the assessor across all units and grades). The eight assessment criteria were:

1. Business Planning and Quality Improvement
2. Effective Communication and People Involvement
3. Leadership and People Management
4. Planning of Learning and Development
5. Training and Life-Long Learning
6. Review of Learning
7. Recruitment and Selection
8. Employee Well-Being

We were informed in December that we had successfully retained our platinum accreditation and improved our scores in six of the eight areas; in the other two areas our scores, which were already very high, were maintained.

**Staff Attitude Survey**

We conducted a Staff Attitude Survey and achieved a participation rate of 86%. Overall the results were very positive. A workshop was conducted with a sub-group of our Partnership Committee, and an Action Plan was developed (and implemented) to address any issues arising from the survey.
Finance and Corporate Governance

Board of the Public Appointments Service

Meeting on six occasions during the year, the Board of the Public Appointments Service, under the chairmanship of Mr. Eddie Sullivan, worked its way through a substantial work agenda. The Board gave particular attention to issues relating to performance on key strategic priorities, the development of a new Strategy Statement, financial governance and risk management. At each meeting the Board was provided with detailed activity and financial reports and updates on areas such as risk, internal audit, and progress in relation to our main strategic objectives.

An Induction Pack was provided to the Board in advance of their appointment in order that they would have all of the material required to allow them to function effectively. The Board members were made aware of their responsibilities under the Ethics in Public Office Acts and under the Code of Practice for the Board. The Board also attended corporate governance training in June.

Internal Audit

The Committee signed off on the Annual Report in February, which was then submitted to the Accounting Officer. The Chairman of the Internal Audit Committee presented the Annual Report of the Committee to the Board at their meeting in May.

The Internal Audit Committee met on four occasions and were presented with the following audit reports:

♦ Payroll
♦ Internal systems for follow-up to CPSA Audits
♦ Value for Money on Procurement
♦ Accounting and Reporting
♦ Stock Control

♦ Value for Money on Training and Development

During 2008 there were a total of 35 recommendations from six audit reports. Seventeen of these were implemented and progress on the remaining recommendations is in line with the relevant reports.

Risk Management

Reflecting the importance of ensuring that, where possible, all risks are identified and appropriate measures taken to mitigate the effects, the Risk Management Group met on eight occasions in 2008 and agreed the following documentation:

♦ Risk Management Policy
♦ Terms of Reference for the Group
♦ Risk Management Framework
♦ Risk Register Template
♦ Risk Register Guidelines

Staff from three key areas of the organisation (i.e. Assessment Services, Finance Unit, and Recruitment & Selection) presented their risk registers to the group with a view to validating the registers to the new approved template and guidelines. Each of the risks identified were discussed together with the existing mitigations. The group also reviewed the IT risk register with a view to ensuring that the recommendations made in 2007 were implemented.

A Risk Awareness Week took place in PAS during week commencing 17th November, 2008. The aim of the week was to raise awareness of risk among staff and of how any risks might be mitigated.

The Corporate Risk Register was also reviewed by the Board.
Project Governance

An important feature of corporate governance in the Public Appointments Service is the active management of all strategic projects to ensure maximum value and output from each project launched. Central to this objective is the work of the Project Board and the internal Project Office. Meeting on eight occasions during the year it is the Project Board’s responsibility to track all strategic projects in the office and monitor the level of resources being invested and the progress being made.

Procurement

The office is guided by the Public Procurement Guidelines and Policies published by the Procurement Unit in the Department of Finance. The Procurement Officer progressed the development of a Corporate Procurement Plan to provide strategic direction in purchasing to achieve value for money, procurement effectiveness, and the corporate goals of PAS.

An Irish Translation Procurement System was developed in 2008 and is due to be launched in January 2009. This system will be of benefit to the office in procuring one-off translation services and maintaining procurement records of same.

Relationship with the Comptroller and Auditor General (C&AG) and the Commission for Public Service Appointments (CPSA)

The presence of external auditors is an inevitable and normal part of the recruitment business in the public sector. Apart from the annual examination of our finances by the C&AG’s office, the Public Appointments Service have regular contact with the CPSA with regard to its auditing of recruitment campaigns to the standards established in their published Codes of Practice.

The office welcomes the independent nature of these audits as a means of ensuring high standards are maintained in all aspects of the recruitment business.

Decentralisation

The Decentralisation Project Group met a number of times during the year. The group was set up to manage the restructuring of the office in the context of the Government decision to decentralise to Youghal. The Group put a Framework in place to ensure that decentralisation to Youghal was managed as efficiently and effectively as possible and in a manner which would minimise disruption to business continuity and attempts to ensure the retention of the PAS culture of professionalism, commitment, pride and customer focus. The Group devised a business model for Dublin and Youghal post decentralisation. Following the Government Announcement in relation to the decentralisation of PAS to Youghal, which is due for review in 2011, it was agreed that the Group will progress these issues further once revised decentralisation dates have been agreed.
APPENDIX I

Summary of Recruitment Activity 1 January – 31 December 2008 (for the purpose of this report, all similar recruitment activity is combined together under single headings).

<table>
<thead>
<tr>
<th>Civil Service</th>
<th>Total Number of Applications Received</th>
<th>Number Interviewed</th>
<th>Number Assigned/Recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clerical (including term time)</td>
<td>15,760</td>
<td>2,621</td>
<td>1,925</td>
</tr>
<tr>
<td>Administrative</td>
<td>16,047</td>
<td>1,225</td>
<td>555</td>
</tr>
<tr>
<td>Senior Management and Professional</td>
<td>6,871</td>
<td>1,499</td>
<td>538</td>
</tr>
<tr>
<td>TOTAL</td>
<td>38,678</td>
<td>5,345</td>
<td>3,018</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Local Appointments</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Authorities</td>
<td>2,713</td>
<td>943</td>
<td>181</td>
</tr>
<tr>
<td>Health Sector</td>
<td>2,157</td>
<td>401</td>
<td>99</td>
</tr>
<tr>
<td>TOTAL</td>
<td>4,870</td>
<td>1,344</td>
<td>280</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Activity</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Garda Recruitment</td>
<td>5,719</td>
<td>2,326</td>
<td>1,237</td>
</tr>
<tr>
<td>Garda Reserve</td>
<td>4,366</td>
<td>788</td>
<td>539</td>
</tr>
<tr>
<td>Prison Officer/Trades</td>
<td>3,546</td>
<td>828</td>
<td>380</td>
</tr>
<tr>
<td>TOTAL</td>
<td>13,631</td>
<td>3,942</td>
<td>2,156</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Additional Selection/Testing Services Provided</th>
<th>Total Number of Applications Received</th>
<th>Number Tested/Interviewed</th>
<th>Number of Names Forwarded to Client</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Authorities</td>
<td>3,771</td>
<td>2,043 tested</td>
<td>1,381</td>
</tr>
<tr>
<td>Health Service Executive</td>
<td>394</td>
<td>154 tested</td>
<td>100</td>
</tr>
<tr>
<td>Mature Nursing 2008</td>
<td>1,738</td>
<td>1,148 tested</td>
<td>869</td>
</tr>
<tr>
<td>Health Information and Quality Authority</td>
<td>1,202</td>
<td>180 interviewed</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>7,105</td>
<td>3,525</td>
<td>2,350</td>
</tr>
</tbody>
</table>

| OVERALL TOTAL                       | 64,284                                | 10,811                  | 5,454                             |

A more detailed breakdown of these statistics is available on request.
## APPENDIX II

### Results of Candidate & Selection Board Member Surveys, and other Service Standards

#### Results of Candidate Survey (6,345 respondents)

<table>
<thead>
<tr>
<th>Notice Received</th>
<th>Positive Response Rate</th>
<th>Negative Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction with advance notice in relation to test</td>
<td>88%</td>
<td>5%</td>
</tr>
<tr>
<td>Test Familiarisation Booklet available on website in adequate time</td>
<td>93%</td>
<td>4%</td>
</tr>
<tr>
<td>Satisfaction with timeliness of test result</td>
<td>61%</td>
<td>18%</td>
</tr>
<tr>
<td>Satisfaction with advance notice in relation to interview</td>
<td>85%</td>
<td>7%</td>
</tr>
<tr>
<td>Satisfaction with timeliness of interview result</td>
<td>76%</td>
<td>10%</td>
</tr>
</tbody>
</table>

### Candidates with Special Needs (3% of respondents)

| Special requirements identified on application form | 47% | 50% |
| Did a member of staff respond to your request to be contacted | 77% | 23% |
| Was accessible material provided if requested | 73% | 27% |
| Satisfaction with services provided to address any special needs | 68% | 13% |

### Response to Requests

| Written correspondence acknowledged within 3 days | 70% | 21% |
| Full response received within 10 days | 73% | 19% |
| All correspondence in clear and simple language | 81% | 10% |
| Satisfaction with the timeliness of interview feedback (where requested) | 63% | 15% |
| Satisfaction with the quality of interview feedback received | 49% | 20% |
| Appeal dealt with within timescales set in CPSA Codes (4% of respondents appealed) | 41% | 20% |
| Requested publications made available in Irish in a timely manner | 50% | 50% |
| Requested service provided through Irish | 50% (partially 12.5%) | 37.5% |

### Dealings with staff:

| Staff were courteous | 80% | 1% |
| Staff were knowledgeable | 69% | 4% |
| Staff were helpful | 77% | 3% |
| Staff were efficient | 73% | 5% |

### Website:

| Clarity | 84% rated it good/excellent | 3% rated it below average/poor |
| Ease of use | 86% rated it easy/fairly easy to navigate | 6% rated it fairly/very hard to navigate |
| Application Procedure | 82% rated it excellent/good | 4% rated it below average/poor |
| Quality of information | 74% rated it informative/very informative | 3% rated it not informative |
## Results of Board Member Survey (81 respondents)

<table>
<thead>
<tr>
<th>Question</th>
<th>Responses -&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>What role have you played on Interview Boards?</td>
<td>Board Member/Chair 62%</td>
</tr>
<tr>
<td>Approximately how many days did you participate on Interview Boards from September 2007 to October 2008?</td>
<td>Public Appointments Representative 10%</td>
</tr>
<tr>
<td>Please indicate the categories of Interview Boards you participated on:</td>
<td>Both 29%</td>
</tr>
<tr>
<td>Do you feel you had your Interview Board papers in adequate time to prepare for the Interview Board?</td>
<td>1 to 5 21%</td>
</tr>
<tr>
<td>Have you received training from the Public Appointments Service in relation to your role as a Board Member / PAS Representative?</td>
<td>6 to 10 31%</td>
</tr>
<tr>
<td>Did you receive an information briefing session from a member of staff or Public Appointments Service representative prior to the commencement of the interview board?</td>
<td>11 to 20 24%</td>
</tr>
<tr>
<td></td>
<td>Greater than 20 24%</td>
</tr>
<tr>
<td></td>
<td>Large Volume Campaigns 15%</td>
</tr>
<tr>
<td></td>
<td>Specialist / Senior Management / Professional 68%</td>
</tr>
<tr>
<td></td>
<td>Both 17%</td>
</tr>
<tr>
<td></td>
<td>Yes 94%</td>
</tr>
<tr>
<td></td>
<td>No 6%</td>
</tr>
<tr>
<td></td>
<td>Yes 52%</td>
</tr>
<tr>
<td></td>
<td>No 44%</td>
</tr>
<tr>
<td></td>
<td>Can't recall 4%</td>
</tr>
<tr>
<td></td>
<td>Yes 90%</td>
</tr>
<tr>
<td></td>
<td>No 10%</td>
</tr>
<tr>
<td>Question</td>
<td>Responses</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>If yes, did you find this of benefit to you in your role?</td>
<td>Yes 97%</td>
</tr>
<tr>
<td>On average did you receive payment of fees?</td>
<td>Within 2 Weeks 58%</td>
</tr>
<tr>
<td>On average (if entitled) did you receive payment for travel and subsistence?</td>
<td>Within 1 week 6%</td>
</tr>
<tr>
<td>How would you rate the quality of the following facilities:</td>
<td>Below Average 1%</td>
</tr>
<tr>
<td>Interview Suites</td>
<td>7%</td>
</tr>
<tr>
<td>Tea/Coffee</td>
<td>25%</td>
</tr>
<tr>
<td>Lunch</td>
<td>0%</td>
</tr>
<tr>
<td>Reception</td>
<td>1%</td>
</tr>
<tr>
<td>Waiting Area</td>
<td>0%</td>
</tr>
<tr>
<td>Restrooms</td>
<td></td>
</tr>
<tr>
<td>Did you avail of tele-conferencing facilities?</td>
<td>Yes 28%</td>
</tr>
<tr>
<td>If Yes, how would you rate the facility?</td>
<td>Below Average 0%</td>
</tr>
<tr>
<td>Overall, how would you rate the service provided to you by our staff?</td>
<td>Below Average 0%</td>
</tr>
<tr>
<td>Preferred method of responding to our surveys.</td>
<td>Telephone survey 18%</td>
</tr>
</tbody>
</table>
### Achievement of other Service Standards 2008

<table>
<thead>
<tr>
<th>Service</th>
<th>Standard</th>
<th>Results Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Client</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision of administrative staff on request to Clients</td>
<td>Panels in place for all general service grades for 80% of locations</td>
<td>General panels were in place for PO, AP, HEO, &amp; AO (as per Department of Finance/union agreements) to service the demand for regional locations Panels in place for CO for all locations Panels in place for SO and EO for between 72% and 100% of locations each quarter</td>
</tr>
<tr>
<td>Assignment of administrative staff to Dublin posts</td>
<td>Assignee details conveyed to client within 5 working days for 80% of vacancies</td>
<td>Not achieved</td>
</tr>
<tr>
<td>Assignment to Senior Management and Professional/Technical positions</td>
<td>80% of campaigns to be completed within the timescale agreed with Client (as part of a Service Level Agreement)</td>
<td>Not achieved (77%)</td>
</tr>
<tr>
<td></td>
<td>95% of campaigns to result in successful filling of vacancies</td>
<td>Achieved</td>
</tr>
<tr>
<td>Provision of other recruitment and selection related services (e.g. Job Analysis, part recruitment and selection options)</td>
<td>Timescale to be agreed with Client on receipt of request as part of a Service Level Agreement</td>
<td>Achieved</td>
</tr>
<tr>
<td><strong>All Customers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision of a suitable, accessible and informative Website – publicjobs.ie</td>
<td>99% uptime; Service restored within 2 hours of interruption being notified</td>
<td>Achieved</td>
</tr>
<tr>
<td>Provision of timely service in relation to telephone queries</td>
<td>Calls answered promptly (aim - 10 secs. during office hours)</td>
<td>The statistics for the call response times were unavailable due to technical difficulties with the system</td>
</tr>
<tr>
<td>Provision of a quality service to all groups covered by the Equality Legislation and to applicants with special needs</td>
<td>All campaigns conducted in line with best practice in relation to equality and diversity</td>
<td>Achieved</td>
</tr>
</tbody>
</table>
## APPENDIX III

### Appeals

#### Appeals at the Different Levels in 2008

<table>
<thead>
<tr>
<th></th>
<th>Number Received</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Initial Review</strong></td>
<td></td>
</tr>
<tr>
<td>PAS Level 1</td>
<td>151</td>
</tr>
<tr>
<td>PAS Level 2</td>
<td>78</td>
</tr>
<tr>
<td><strong>Decision Arbitrator</strong></td>
<td></td>
</tr>
<tr>
<td>PAS Level 3</td>
<td>16</td>
</tr>
</tbody>
</table>
## APPENDIX IV

Progress on Key Performance Indicators as set out in Statement of Strategy 2008-2010

### Overarching Goal – Access to clients to an international standard, professional recruitment system

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>95% of all recruitment campaigns to result in the successful filling of the relevant vacancies</td>
<td>Achieved</td>
</tr>
<tr>
<td>80% client satisfaction with services provided</td>
<td>Client Survey due to issue early in 2009</td>
</tr>
</tbody>
</table>

### Goal 1 – Highest Standard Recruitment and Selection Systems

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish (by mid 2009) a regionalised service</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Give clients access to suitably qualified applicants to fill all vacancies for general service grades</td>
<td>Achieved</td>
</tr>
<tr>
<td>Assign candidates to a Dublin post for all general service grades within 5 days</td>
<td>Not achieved</td>
</tr>
<tr>
<td>Launch STAR by mid 2009</td>
<td>In progress</td>
</tr>
<tr>
<td>Customer Service Centre in place by December 2008</td>
<td>Pilot in place</td>
</tr>
<tr>
<td>Increase test items by 100% by 2010</td>
<td>In progress</td>
</tr>
<tr>
<td>Youghal Office staffed by end 2009</td>
<td>On hold per Government decision</td>
</tr>
<tr>
<td>Public Service Agencies Relationship Manager appointed by early 2009</td>
<td>Currently under consideration</td>
</tr>
</tbody>
</table>

### Goal 2 – Focused Candidate Relationship Management

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Diversity Audit relating to candidates in the recruitment process</td>
<td>To be implemented in 2009</td>
</tr>
<tr>
<td>Annual Accessibility Audit of website</td>
<td>Being examined as part of the STAR project</td>
</tr>
<tr>
<td>Increase number registered on publicjobs by 20% per annum</td>
<td>Achieved</td>
</tr>
</tbody>
</table>

### Goal 3 – Education, Research, Development and Benchmarking

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two Assessment/Selection related Seminars per annum</td>
<td>In progress</td>
</tr>
<tr>
<td>Four major pieces of research published in lifetime of Strategy</td>
<td>Held 11th September</td>
</tr>
<tr>
<td>Host Diversity Conference</td>
<td>Hosted Network meeting on 12th September</td>
</tr>
<tr>
<td>Strengthen contact with EPSO</td>
<td></td>
</tr>
</tbody>
</table>

| Seminar on ‘best practice approach to the management of promotion systems’ held on 24th April | In progress |

### Goal 2 – Focused Candidate Relationship Management

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Diversity Audit relating to candidates in the recruitment process</td>
<td>To be implemented in 2009</td>
</tr>
<tr>
<td>Annual Accessibility Audit of website</td>
<td>Being examined as part of the STAR project</td>
</tr>
<tr>
<td>Increase number registered on publicjobs by 20% per annum</td>
<td>Achieved</td>
</tr>
</tbody>
</table>
## APPENDIX V

### Financial Report

### EXPENDITURE

Our expenditure during 2008 is set out below:

<table>
<thead>
<tr>
<th></th>
<th>€000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>6,956</td>
</tr>
<tr>
<td>Travel &amp; Subsistence</td>
<td>539</td>
</tr>
<tr>
<td>Incidental Expenses (including Training)</td>
<td>595</td>
</tr>
<tr>
<td>Postal and Telecommunications Services</td>
<td>219</td>
</tr>
<tr>
<td>Office Machinery</td>
<td>2,096</td>
</tr>
<tr>
<td>Office Premises Expenses</td>
<td>307</td>
</tr>
<tr>
<td>Consultancy Services</td>
<td>2,024</td>
</tr>
<tr>
<td>Advertising, Accommodation and Printing of Test Papers</td>
<td>1,532</td>
</tr>
</tbody>
</table>

### Gross Total

14,268

### Appropriation-in-Aid

338

### Net Total:

13,930

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 2008, there were 90 cases, where payments were not made within the prescribed time frame. A total of €1,849 was paid in penalty interest during 2008.