



An tSeirbhís um Cheapacháin Phoiblí  
Public Appointments Service

# Annual Report 2016

“

*Providing  
**customer focused**  
solutions*

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# Joint Introduction from the Chairperson of the Board and the Chief Executive

We are pleased to present the 2016 Annual Report of the Public Appointments Service (PAS). As the report demonstrates, PAS has again played a major role this year in supporting client organisations across the Civil and Public Service in meeting their needs for talented and competent people.

Our 2016 Annual Report gives details on our operations and performance across all of our key business areas. The various sections of the Report illustrate the scale and complexity of the work which PAS has undertaken on behalf of client organisations. Some of the key highlights of 2016 include:

- › Consolidation and development of the State Boards process, with 2,599 expressions of interest processed in relation to 163 vacancies on 50 State Boards
- › Delivering on demand for new Garda Trainees with 1,566 names sent to Garda Headquarters
- › Successful assignment of 100 Hospital Consultants
- › Panels in place for a range of management roles in the Civil Service, including Executive Officer, Administrative Officer, Higher Executive Officer, Assistant Principal and Principal Officer with 1,130 candidates assigned
- › Completion of 19 campaigns on behalf of the Top Level Appointments Committee (TLAC)
- › Panels put in place for posts nationwide in the Local Authority sector for grades including Director of Service, Senior Engineer, Senior Executive Engineer, Head of Finance and Head of Information Systems.
- › Over 94,000 successfully tested through our online system
- › Over 14,600 interviewed for posts
- › Establishment of a successful Client Relations Management function
- › Retention of accreditation under the “Excellence Through People” award scheme

There is no doubt but the continued success of the organisation is highly dependent on the ongoing commitment of its people. During 2016, the staff and management of PAS worked together to deliver on a significant programme of work for our clients. We were able to deliver due to our focus on continuous improvement, the use of e-enabled processes and the implementation of lean business practices to make the best use of our people and facilities.

In 2016, we developed our Statement of Strategy for 2017-19; this provides the roadmap for achieving a lean and agile centralised recruitment, assessment and selection organisation that will be recognised for continuously reaching standards of excellence in filling the diverse range of roles for our clients in the public service. We believe that this is something we can achieve and will strive to meet all of the key objectives over the next three years.

We are aware of the significant responsibility we have to candidates to preserve their privacy and maintain confidentiality. We put a lot of effort, in 2016, into ensuring excellent information governance principles apply in PAS and have developed plans for embedding these principles even further over the lifetime of our new Strategy.

We are highly appreciative of the contribution of the members of the Board of PAS and of the PAS Audit Committee in ensuring that there are robust governance systems in operation in PAS.

**Fiona Tierney, Chief Executive**

**Judith Eve, Chairperson of the Board**

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About  
the Public  
Appointments  
Service

# Introduction

The Public Appointments Service (PAS) is the recruitment and resourcing shared service provider for client organisations in the civil and public service. PAS is responsible for the sourcing, assessment and delivery of quality candidates to public service clients. PAS runs a wide range of 'openly advertised' recruitment campaigns, 'interdepartmental' promotion campaigns within the Civil Service and, on occasion, assists with some 'internal' promotion campaigns for larger Departments / organisations in the public service. The activities of PAS are primarily focused on the sourcing of candidates for roles in the Civil Service; the most senior roles in Local Authorities; hospital consultant roles in the public health service; trainee Garda for An Garda Síochána; and a range of management, executive and specialist roles across the civil and public service.

In 2016, PAS processed over 104,000 applications, conducted over 14,000 interviews and made almost 8,000 appointments to a range of complex roles across a diverse range of client organisations.

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

## Mission and Values

*Our vision is to be the recruitment and resourcing shared service provider of choice in the public service.*

We are committed to the values of:	
<b>Fairness and Impartiality</b>	providing resourcing solutions that recognise that all eligible people should have an equal opportunity to compete for posts, where processes are fair, transparent, and free from bias or discrimination;
<b>Independence</b>	providing a recruitment service that is merit-based, quality focused, objective, and free from influence;
<b>Value for Money</b>	ensuring that our processes and systems are both efficient and effective, and provide a value for money service to our clients and the public;
<b>Innovation and Continuous Improvement</b>	examining our approach to service provision and looking for innovative ways of delivering and continuously improving the professionalism of our services;
<b>Collaboration and Consultation</b>	recognising the value of meaningful engagement, consultation and collaboration with stakeholders, taking opportunities to promote and enhance collaborative approaches;
<b>Excellent Customer Service</b>	treating our clients, candidates and colleagues with dignity and respect and providing a professional service which focuses on improving quality and value.

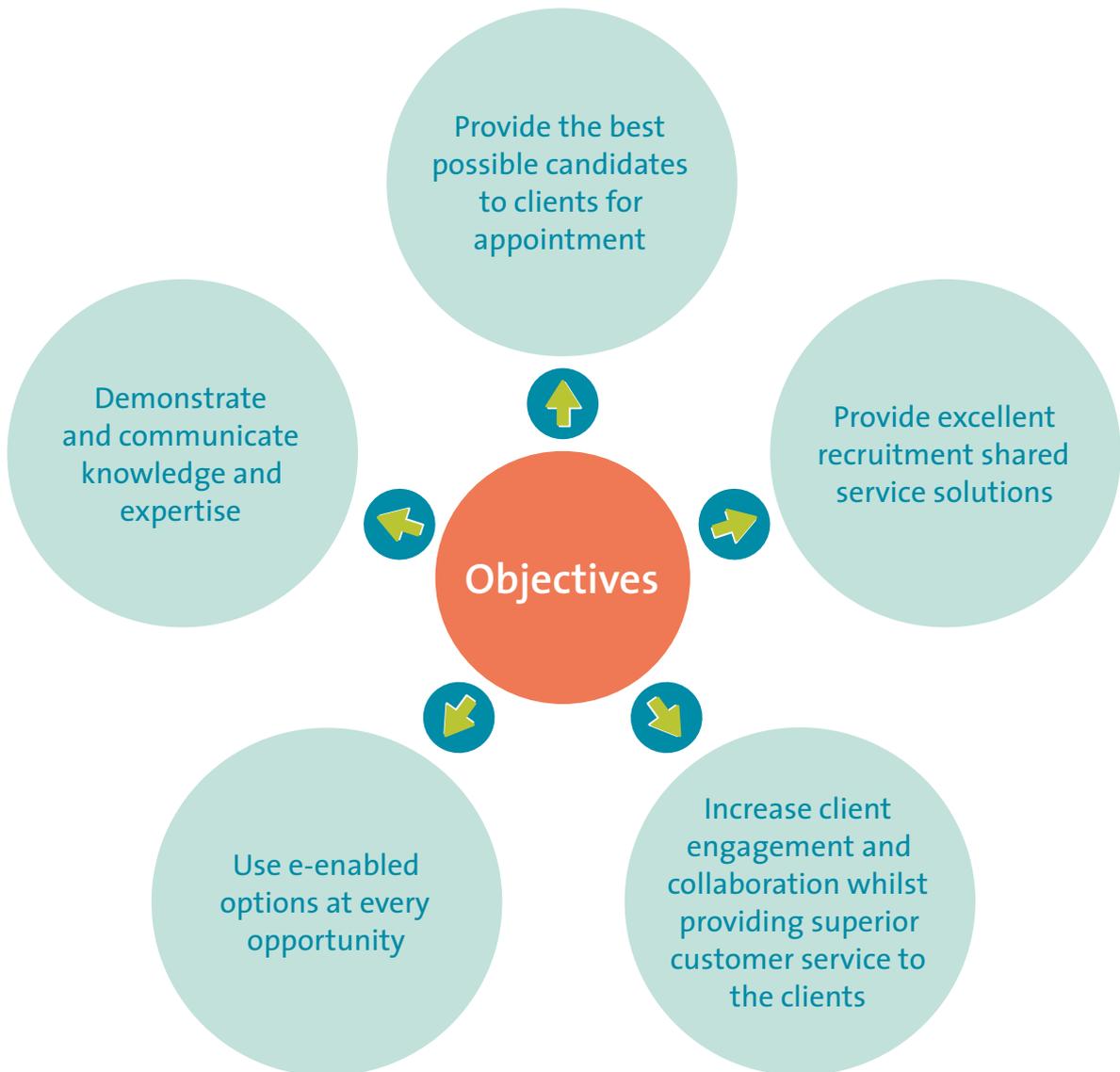
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## The Strategic Objectives and Achievements of the Public Appointments Service

# Strategic Objectives

The strategic objectives of PAS are shown in the diagram below. These are published in the Statement of Strategy 2014 – 2016.



## Operational Highlights in 2016

The main achievements in 2016 included:

- Consolidation and development of the State Boards process, with 2,599 expressions of interest processed in relation to 163 vacancies on 50 State Boards
- Delivering on demand for new Garda Trainees with the names of 1,566 potentially suitable people sent to Garda Headquarters
- Successful assignment of 100 Hospital Consultants
- Panels in place for a range of management roles in the Civil Service, including Executive Officer, Administrative Officer, Higher Executive Officer, Assistant Principal and Principal Officer
- Completion of 19 campaigns on behalf of the Top Level Appointments Committee (TLAC)
- Panels put in place for posts nationwide in the Local Authority sector for grades including Director of Service, Senior Engineer, Senior Executive Engineer, Head of Finance and Head of Information Systems.
- Over 94,000 successfully tested through our online system
- Expansion of gradpublicjobs.ie website to incorporate the 'EU Edition' for opportunities in the EU and international organisations (which was shortlisted for the 2016 GradIreland Recruitment Awards and the Civil Service Excellence and Innovation Awards)
- Establishment of a successful Client Relations Management function
- Retention of accreditation under the "Excellence Through People" award scheme

## Provide the best possible candidates to clients for appointment

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The main strategic priority of PAS is to provide the best possible candidates to client organisations for appointment, and to do this in a timely and cost-effective way. To that end, PAS continued to develop its approach to marketing to ensure that the best candidates are aware of, and are applying for, roles in the public service. PAS also continued to develop its approach to assessment and selection to ensure that the best candidates are coming through the assessment and selection process.

Our approach to selection included the use of online assessments at the initial stages of our large-volume campaigns, including measures of verbal, numerical and inductive reasoning, and situational judgement exercises. In addition to the advances that have been made in online testing which now enable PAS to effectively manage the large volume of applicants, we have continued to improve the sophistication of the measures used when people come through to later stages in a campaign (including the use of assessment centres). Extensive occupational psychology research has demonstrated that the use of assessment centres greatly increases the likelihood of identifying good job performers for roles. Assessment Centres were used in 2016 for a number of campaigns (including Garda Trainee, Executive Officer, Administrative Officer, Higher Executive Officer, and Assistant Principal).

### Senior Executive Recruitment

In line with Government policy, there has been an increased focus on open recruitment to all positions in the civil and public service, including those at the most senior levels. During 2016, PAS was successful in attracting high-quality candidates to come forward for senior executive roles.

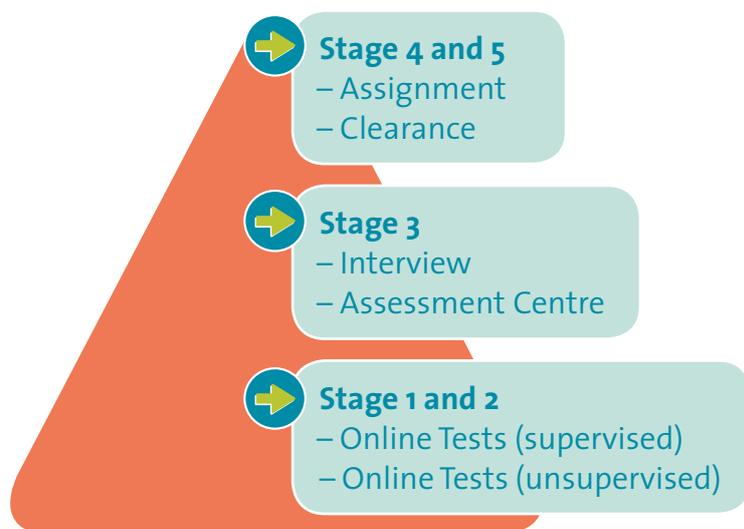
In 2016 PAS completed 19 campaigns for the Top Level Appointments Committee (TLAC), from which appointments were made to senior management roles in the Civil Service. In 2016 there were 602 eligible applications for TLAC campaigns, with an increase in the proportion of applications from the private sector. Applications from women decreased slightly to 26% in 2016 from 29% in 2015; however, women accounted for 33% of the successful candidates, which was at the same level as 2015.

PAS also carries out the recruitment processes for specialist senior executive positions in the civil service and wider public service. These generally involved extensive campaigns with a three-stage assessment process (including shortlisting, preliminary and final interviews), to ensure that the successful candidates possess all of the required skills and experience for the role. Campaigns in this category in 2016 included CEO of the Sustainable Energy Authority of Ireland, CEO of the Local Government Management Authority, and CEO of the Irish Auditing and Accounting Supervisory Authority.

In 2016, we have managed the recruitment process for a number of specialist roles primarily in HR, IT and Finance at a senior level in Government Departments and the broader Civil Service. These roles specifically required candidates with significant strategic leadership and change management experience. Feedback from our Executive Search team indicates that candidates sourced through Executive Search have been very interested in these roles, particularly given the opportunity to make a difference at a senior level in a large scale organisation (such as a Government Department). However, the remuneration (salary and benefits) on offer for senior level candidates continues to be a challenge. Remuneration has become more of an issue, as private sector organisations develop, attract and retain talent by making sure candidates with specialist skills are remunerated competitively.

## Civil Service General Service Recruitment

Work continued in 2016 on large volume recruitment for general service grades in the Civil Service. Demand continued to be high for most grades. Six such campaigns were advertised in 2016 for grades up to and including Assistant Principal, with work also progressing on previously advertised campaigns. The Clerical Officer recruitment and selection process was re-designed on the basis of learning from the previous campaign; this has resulted in a more efficient campaign with a better quality of service to clients and candidates. The general approach to assessment for large volume recruitment is set out in the diagram below.



## Graduate Recruitment

Our dedicated graduate recruitment website, Gradpublicjob.ie, which was launched in 2014, is the primary online gateway for graduate opportunities in the Irish public service.

In a highly competitive market for graduates, PAS ran a number of successful graduate recruitment campaigns in 2016, promoting the attractive terms and conditions available to graduates in the public service and the recently introduced Graduate Development Programme; as a result, panels were put in place, or progressed further, for a number of graduate campaigns in 2016.

### Executive Officer (EO) 2014/5

Date Advertised	Closing Date	No. Applications	No. Tested/ Shortlisted	No. Interviewed	No. on Panel	No. Assigned
12th December 2014	8th January 2015	13,622	2,451 (open) 897 (interdepartmental)	1,395	832	518

### Trainee Auditor 2016

Date Advertised	Closing Date	No. Applications	No. Tested/ Shortlisted
15th September	13th October	133	84

## Administrative Officer IGEEs (Irish Government Economic and Evaluation Service) 2016

Date Advertised	Closing Date	No. Applications	No. Tested/ Shortlisted	No. Interviewed	No. on Panel
15th September	13th October	104	77	31	22

## Administrative Officer (AO) 2016

Date Advertised	Closing Date	No. Applications	No. Tested/ Shortlisted	No. Interviewed	No. on Panel
15th September	13th October	4,916	4,110 (2,518 successful)	254	151

The final stages of these campaigns will be completed in 2017. The 2016 EO campaign was advertised in December and will be processed throughout 2017.

## Other Civil Service General Service Recruitment

### Temporary Clerical Officer 2016

Date Advertised	Closing Date	No. Applications	No. Tested/ Shortlisted	No. Interviewed	No. Assigned
23rd February	1st March	15,867	11,494	3,113	2,428

### Clerical Officer 2016

Date Advertised	Closing Date	No. Applications	No. Tested/ Shortlisted	No. Interviewed	No. on Panel	No. Assigned
26th May	16th June	29,811	18,760	793	699	164

### Higher Executive Officer (Interdepartmental)

Date Advertised	Closing Date	No. Applications	No. Tested/ Shortlisted	No. Interviewed	No. on Panel	No. Assigned
31st March	19th April	3,000	2,804	603	320	132

### Assistant Principal 2016

Date Advertised	Closing Date	No. Applications	No. Tested/ Shortlisted
18th November	18th December	3,108	2,015

Further stages of these campaigns will be held in 2017.

## Other High-Volume Campaigns

### Garda Trainee

PAS has over many decades been involved in the recruitment of Garda Trainees. After a gap of five years, recruitment of Garda Trainees recommenced when a new competition was announced in 2013. From that competition, over 1,200 individuals were selected by PAS for further consideration by An Garda Síochána. During the year, the Tánaiste and Minister for Justice and Equality announced an intention to admit 800 recruits per annum to the Garda College in Templemore over the next number of years. This effectively doubled the previous admission numbers, and in order to meet this demand two new Garda Trainee competitions were advertised in 2016. The first commenced early in the year and attracted almost 16,000 applicants. All candidates were processed through the various PAS selection elements, which were completed by October, yielding over 1,250 candidates for further consideration by An Garda Síochána. To ensure a continuous supply of available students for the Garda College a second competition was advertised in September. The September campaign attracted over 5,000 applications, showing a levelling off to a more regular pattern which is in line with campaigns held prior to the recruitment moratorium.

### Recruit Prison Officer (RPO) in the Irish Prison Service

It has been a number of years since recruitment has taken place to fill RPO positions. Following completion of a comprehensive job analysis review of the role, a new campaign was launched in July. Almost 6,000 applications were received. For the first time unsupervised on-line tests were used as part of the initial selection for this competition. Due to the nature of the position, candidates competing for positions undergo a robust selection process, including an assessment centre, at which several different assessment tools were used to identify those most suited to the role.

### Professional and Technical Recruitment

PAS recruits for a diverse range of professional posts in the Civil Service and the wider public sector. PAS advertised 83 such campaigns during 2016 including campaigns for appointment to a range of specialist posts in the education sector, and a significant number of Accountants, Auditors, Engineers and legal professionals for a number of Government Departments and Offices.

### Local Authority Recruitment

PAS recruits for a diverse range of senior professional posts in the Local Authorities. PAS advertised 34 such campaigns during 2016, and a total of 206 candidates were recommended for appointment to these positions, including roles for qualified and experienced Planners, Architects, Quantity Surveyors, Valuers, Fire Officers, Librarians, Park Superintendents, Accountants and Legal professionals.

### Hospital Consultant Recruitment

PAS, in conjunction with the HSE, plays a central role in the recruitment of medical consultants to the public health service. In 2016, 100 hospital consultants were recommended for appointment following a successful selection process run by PAS.

## State Boards

It is now two years since the launch of stateboards.ie which was introduced to provide an open, efficient and effective gateway and process to identify capable and competent people for consideration by Ministers for appointment to State Boards.

There are now over 5,700 registered users who are alerted to vacancies which arise on State Boards. Over 500 vacancies across 218 Boards have been advertised which attracted over 8,000 applications. To date almost 400 individuals have been appointed to positions on State Boards, over 46% of whom are female.

PAS assisted the Department of Public Expenditure and Reform in carrying out a review of the State Boards Guidelines in 2016. As part of preparing the submission to the review process, PAS sought the views of assessment panel participants to gauge their opinions of the process. Their feedback and suggestions have been taken into consideration. In addition, PAS sought the views of all those registered on stateboards.ie to receive alerts on advertised campaigns. An online survey was issued and over 950 responses were received. Of those that responded:

- › 64% had applied for a position on a State Board
- › 90% thought that the information provided to them was sufficient and that there was clarity regarding the process involved
- › almost 90% felt that the application process was reasonably straightforward
- › 97% would apply or consider applying for another position in the future.

Respondents also provided commentary on various aspects of the process and the feedback received will be considered by PAS with a view to further improving the process.

In November 2016, PAS engaged the services of a research firm to conduct a Brand Awareness Survey of awareness levels of State Boards and stateboards.ie, and to provide recommendations on actions to inform an awareness raising action plan. The key recommendations arising from the survey will be implemented in 2017. PAS has continued to raise awareness of stateboards.ie by participating at a number of events such as conferences and seminars and by targeted advertising in specialist publications. A summary of State Boards activity levels in 2016 is set out in Appendix II.

## Marketing and Communications

In 2016, the Marketing and Communications unit focused on increasing brand awareness and presence across a broader range of careers events. PAS also identified new ways of engaging with diverse talent in an effort to promote careers in the public service. PAS focused on raising awareness of careers in the public sector at both second level and at third level. Over the last three to five years the leading employers have been engaging with quality talent earlier, so it is vitally important that we ensure that the public sector is on the radar of top quality students as early as possible.

## GradIreland Awards

In 2015, we expanded gradpublicjobs.ie to include an EU and International section. Following the success of this initiative, we enhanced this offering in 2016 with the launch of our 'EU edition' to provide the useful information about EU opportunities in a user-friendly and engaging way. The key objective was to make it easier for graduates to apply, and ultimately be successful in finding roles across EU and international organisations. As a result of the "EU edition of gradpublicjobs.ie" gradpublicjobs.ie was shortlisted for best graduate recruitment website at the gradIreland awards 2016 and also for a Civil Service Excellence and Innovation Award.

## Social Media Campaigns

In 2016, Social Media played a crucial role in the PAS marketing strategy, allowing PAS to engage directly with both current and potential candidates through our Social Media accounts (Facebook, Twitter and LinkedIn). In 2016, our Facebook page was used to promote a wide range of campaigns. Our LinkedIn account was mainly used to promote Senior Executive Recruitment roles, with 102 roles advertised in 2016, attracting a total of almost 4,000 potential applicants.

## Provide excellent recruitment shared service solutions

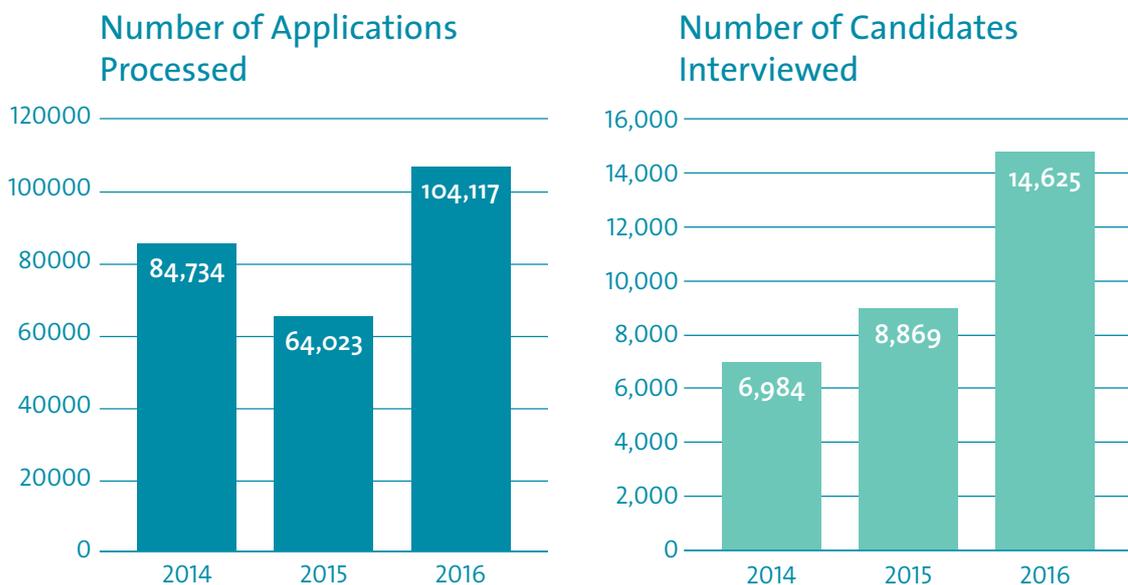
PAS aims to be the recruitment and resourcing shared service provider of choice in the public service through providing a lean and efficient model for recruitment and resourcing, by meeting the vast majority of client needs, and enabling staff to be valued as expert recruiters.

In order to achieve this objective, it is vital that PAS continuously measures performance and client satisfaction. PAS needs to demonstrate the capacity to successfully meet increased recruitment and resourcing demands that are within the scope of its operations.

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

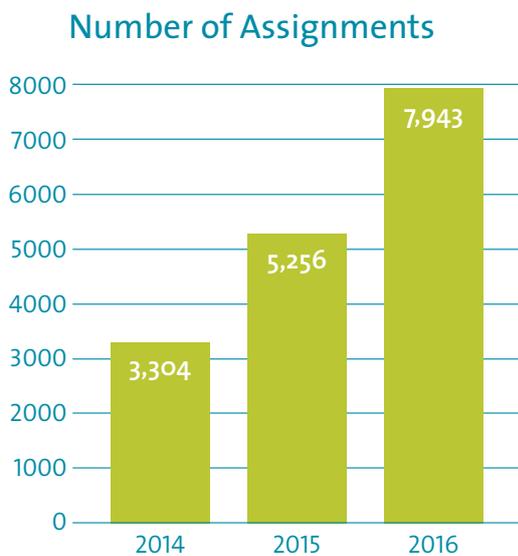
In 2016, 83% of professional and technical recruitment campaigns were completed in less than the 16-week target agreed with clients; 45% of senior executive campaigns were completed in less than 12-weeks.

The aim of achieving sustainable growth in the volume of business handled was achieved in 2016 with a 63% increase in the number of applications received, and a 65% increase in the number interviewed.



## Process Improvements

As part of an internal review of the entire recruitment process in PAS, the need for an increased focus on the final stage (clearance and assignments) was identified. PAS established two separate clearance and assignments teams dedicated to clearing candidates for general service grades and professional and technical posts in the civil service. This allowed for standardisation of the clearance and assignment process and the implementation of measures to speed up the process. Significant improvements were made to both the timescales for the process and the numbers cleared with a 51% increase in the number of assignments made (as can be seen in Figure 3 below).



## Increase client engagement and collaboration while providing superior customer service to our clients

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PAS commits, in its Strategy Statement, to embedding a client relations culture and promoting collaborative approaches to improving outcomes, through clear points of contact and support and by providing clients with an informed, seamless, efficient service that meets all of their needs.

PAS has continued to work with, and involve, clients throughout 2016. Clients continue to approach PAS for assistance with their recruitment needs and would like more involvement from PAS in areas outside of the traditional remit of PAS (including areas not covered by the Public Service Management (Recruitment and Appointments) legislation), should PAS resources allow. Decisions in relation to the provision of such assistance are made on a case-by-case basis, depending on the workload in PAS at that particular time.

In mid-2016 PAS implemented a new Client Relations Management (CRM) approach. A key objective of this was to provide a better service to clients by giving them a single point of contact to deal with their recruitment and staffing requests and to provide updates in relation to progress on campaigns and requests. An additional objective was to improve workflow and work scheduling internally within PAS, by enhancing our overview of current and projected demand for staff at different levels. The CRM team, along with client managers, act as the primary interface between PAS and its client organisations. Regular meetings were held with all major clients to discuss their staffing needs and ensure two way communication and feedback on the service provided. The CRM support team record all requests for staff and campaigns, provide updates and answer queries from client departments and offices, and support client managers in their role by providing them with accurate and up-to-date information on the work ongoing for each client. Regular updates on the status of campaigns and available panels were also provided to clients through circulation of a CRM newsletter.

The approach for requesting staff and new campaigns has been formalised through the introduction of request forms, which the client must complete and submit through the CRM mailbox, and this has greatly improved our ability to track, monitor and report on the status of all staffing requests. An additional objective of the new CRM approach is to enable better working relationships and information sharing with our clients. To facilitate this, the CRM team plan to hold a number of Client events and workshops. The first client event, held in December 2016, was a workshop on 'Preparing for Specialist Recruitment campaigns'. Additional client events are being planned for May, September and December 2017.

## Use e-enabled options at every opportunity

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A further strategic objective of PAS involves maximising the use of IT solutions, including e-recruitment across our main delivery channels. This is to be achieved through increased engagement of target groups via online platforms, making progress towards an end-to-end online recruitment service with a significant move away from the use of paper in the process. Progress was made in this area in 2016, particularly in relation to paperless boards and online assessment.

### Publicjobs.ie

The aim of the publicjobs.ie website is to provide a comprehensive online recruitment facility that is easy to use and effective for both clients and candidates. In 2016 a project commenced to redesign the publicjobs.ie website to provide an online platform that allows for dynamic creation of new web content for use in promotion of all aspects of the opportunities and services PAS offers to the public. This project is on course for delivery in mid 2017. The overarching vision of this project is a move to a more responsive and engaging experience for the end user, accessing our site in a desktop or mobile context.

### Recruitment Application Review

In 2016 a large-scale investment project commenced to review and upgrade the web-based recruitment application, STAR. STAR is a suite of web-based recruitment management modules that allows PAS to manage all aspects of its work and is mission critical to the operational activities of PAS. This is a multi-year project that will deliver an enhanced web-based recruitment platform to meet the current and future operational and strategic needs of PAS, managing internal risks and taking account of:

- › Advances in technology
- › Changes in business practices
- › Increased campaign activity
- › The rising demand for online and mobile services.

### Recruitment, Paperless and Remote Solutions

In 2016 a number of new technology solutions were implemented within PAS to enhance recruitment activities and increase the efficiency and effectiveness of operations. These included:

- › Addition of a third online testing suite at our Chapter House premises
- › Implementation of additional video conferencing capabilities
- › Implementation of a new secure software solution to support our paperless boards strategy for shortlisting and interview boards
- › Implementation of mobile computing solutions, offering secure remote working capability for specified staff and enhancing our disaster recovery solutions.

## Developing an e-Learning led solution to support Interviewer skills training

In 2016, PAS commenced a project to transform our existing classroom based training material for Interviewers (Interviewer Skills / PAS Representative Briefing / Chairperson Briefing) into packages of highly engaging, interactive e-learning course material. The new material will form an important part of a new blended learning approach to support the training and continuous development of interview board members. The final product will be highly effective in terms of delivering key messages and will reflect the very latest in terms of modern approaches for such delivery. This training programme will be rolled out early in 2017.

## Online Assessment

PAS have an ongoing programme of online assessment that has become established as an appropriate and efficient approach to managing significant volumes of candidates. The feedback from both candidates and staff members is that it is a fair approach to testing, and candidates prefer taking tests at their convenience rather than coming to take paper and pencil tests at regional centres. In moving to an online approach, PAS was very mindful of the importance of adhering to best practice under the nine grounds of the equality legislation and online campaigns are designed in such a way as to use a range of assessment instruments and to avoid adverse impact; PAS monitor all of the online assessments very carefully to this end. PAS also devote significant resources to facilitating people with disabilities and the experience is that online tests are very helpful and fair in this regard.

In 2016, almost 95,000 online tests were completed by candidates for various recruitment campaigns. Evidence collected by PAS has found that people doing well on the online tests are performing very well at subsequent assessment stages, and PAS has had positive feedback on the calibre of people being appointed from recent campaigns.

In 2016, PAS has continued to roll out the use of technology into the Assessment Centre campaigns. The use of an E-tray for assessment in Executive Officer and Assistant Principal campaigns is now a well-established approach. An E-tray is a dynamic and interactive online assessment exercise which replicates tasks faced in the work context. Candidates are provided with information about a work situation which would be typical of the type of tasks faced by job-holders. As time passes in the exercise they get e-mail and phone call messages that they have to respond to in real time and they also have to produce some written output, which is done online. Candidates have responded very positively to what they have seen as challenging but realistic assessments.

During 2016 PAS initiated the exploration of a service known as 'remote invigilation' or 'remote proctoring', which utilises technologies such as webcams, audio facilities and screen viewers, to provide an authentication service of candidate presence and behaviour while completing an online test remotely. Following a comprehensive review of this emerging market in 2016, and a subsequent tendering exercise, PAS identified four suppliers to take part in a pilot during 2017.

## Demonstrate and communicate knowledge and expertise

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PAS is committed to providing evidence-informed expertise to the public service and positioning PAS as a valued expert contributor to key interdepartmental and sectoral HR resourcing related fora. In 2016 PAS focused on contributing to the wider strategic HR agenda, working with clients on assessment development, and continuing to focus on the area of benchmarking in order to share and increase awareness of good practice.

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

- › Civil Service Management Board
- › Civil Service Personnel Officers Network
- › Assistant Secretary Network
- › Association of Chief Executives of State Agencies
- › Head of ICT Network
- › Quality Customer Service Network
- › HR Managers Forum
- › Civil Service HR Strategy Steering Group
- › Graduate Development Programme Working Group
- › Emerging Leaders (Talent Management) Working Group
- › National Data Infrastructure Champions Group

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

### Assessment Development

PAS has developed a range of online assessment questionnaires which have proven to be a very efficient and effective sifting tool alongside online tests. In 2016, PAS developed a new bespoke assessment questionnaire for Recruit Prison Officer for the Prison Service. This was as a result of a job analysis project on the role of Recruit Prison Officer carried out in 2016 which led to the introduction of a new competency framework which reflects the changing culture of the Irish Prison Service. As well as acting as an efficient assessment tool, the questionnaire is useful in giving candidates an insight into the realities of the role so they can self-select out of the process if the role would not suit them, thereby improving the overall suitability of the candidate field.

PAS also regularly reviews the assessment material available from test publishers and in 2016, a new test was introduced to assess Ushers for the Houses of the Oireachtas. The test maps directly onto the requirements for that particular role.

## Benchmarking

PAS has continued benchmarking of ongoing practice in the area of assessment, and as well as sharing learning at a number of industry events, two members of the Assessment Services attended the British Psychological Society Division of Work and Occupational Psychology Conference in Nottingham. This conference showcases examples of new and innovative work across public and private sector organisations in the United Kingdom and other countries.

As part of our role in supporting the drive to increase awareness of career opportunities for graduates in EU institutions, PAS is an active member of the EPSO (European Personnel Selection Organisation). A PAS Psychologist went on a secondment to EPSO in 2015 and on her return has run a number of workshops in Dublin and Brussels for Irish applicants to the EU institutions to support and guide them through the EPSO assessment process. This work is done in conjunction with the Department of the Taoiseach and the Department of Foreign Affairs and Trade. Two representatives from PAS also attended the EPSO Networking Event in Amsterdam in March 2016.

In October 2016, two senior managers from PAS visited three organisations in London with a view to gaining an insight into a number of new development areas that are of particular interest to PAS. The visit started with an excellent discussion with the Institute of Directors in the UK about their experience of moving from large scale use of pencil and paper written tests for middle to senior level managers on their accreditation programme, to an online testing model incorporating the use of 'remote proctoring'. This was followed by a meeting with Croydon County Council to hear about their significant change programme and the development of their customer service model through optimising the use of technology and automation to underpin their core service delivery support systems and processes. The visit concluded with a very worthwhile visit to the Cabinet Office in Whitehall. The visit included a tour of the Fast Stream Assessment Centre and a discussion on a number of new developments with Fast Stream recruitment and assessment, including increased emphasis on issues such as social mobility, internships and video based interviews. The meeting also covered an update on developments in the centralised and online selection testing service available to civil service departments across the UK, and developments at the Senior Executive Recruitment levels. PAS will facilitate a visit to Dublin from our UK counterparts in 2017.

In December, senior managers from PAS visited the Selor offices (the centralised recruitment service for the Belgian public service based in Brussels). The objectives of the visit were to learn more about the recruitment operations undertaken in Selor and in particular to get a better understanding of some of the different approaches they take to large volume operations. This included insights into the structuring of large volume competitions which is similar to the approach taken by PAS until the final stage interview, and subsequent assignment which features greater involvement by the recruiting / employing organisation. The operational management of stages before this also highlighted some interesting approaches and principles including a greater emphasis on self service by candidates and the use of unique identifiers to verify candidates presenting for assessment. These features, and others, were supported by an integrated IT platform and time was also spent gaining insights into the sourcing, development and maintenance of that system which has provided a useful context to the current redevelopment of the recruitment application, STAR, within PAS.

## Comprehensive Employment Strategy for People with Disabilities 2015-2024

PAS undertook a significant project in 2016 as part of the Comprehensive Employment Strategy for People with Disabilities 2015-2024. An extensive benchmarking exercise was carried out nationally and internationally and with a mix of public and private sector organisations. Discussions were also held with organisations representing people with disabilities. As part of this, two “Lunch and Learn” sessions were held with PAS staff which were very well attended. These sessions were with the Dyslexia Association of Ireland and with Aslam, an organisation working with people with autism. Three members of PAS also attended a two day training course with Aslam which provided an excellent insight to the experiences of people with autism. As a result of the project, a new Charter for People with Disabilities was developed. A new process map outlining the process for providing reasonable accommodations was also developed and both documents are now in a prominent position on [www.publicjobs.ie](http://www.publicjobs.ie).

## Enablers

### Our People

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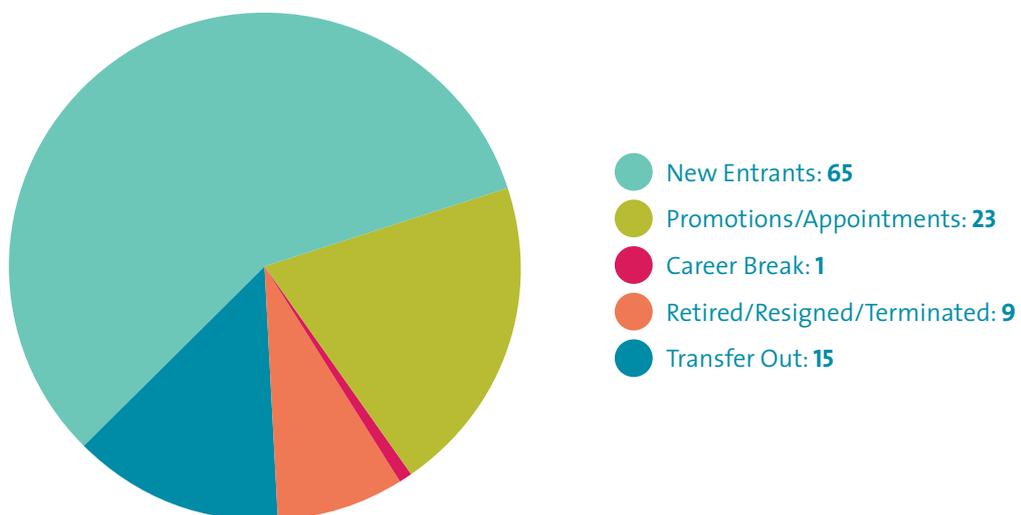
It is recognised that staff are the key element in delivering our demanding work programme each year. PAS aims to provide challenging and interesting work to allow staff to deliver to their full potential; to strengthen the focus, capabilities and skills of staff; to embed a culture of continuous improvement; and maintain effective communication throughout the organisation.

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

### Staff Engagement

PAS is able to deliver on a very large workload because of the flexibility and commitment demonstrated by staff. PAS ensure that staff are engaged through ongoing leadership, staff development and communication. In 2016, 65 new staff started work in PAS and this presented significant challenges for the organisation. This volume of new staff was essential in order to deliver on the significantly increased workload, but it was essential that all new staff could be assimilated into the PAS culture as quickly and as effectively as possible while maintaining the high levels of staff engagement for which PAS has been recognised.

#### Breakdown of staffing activity 2016: **TOTAL 113**



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

## Training and Development

A range of training and development programmes were put in place for staff in 2016, including records management in light of Freedom of Information and Data Protection legislation, Moving into Management, Dignity at Work and Train the Trainer for those staff involved in on-the-job training.

An internal mentoring programme provided support for all newly promoted managers and external mentoring was provided to new members of the Management Board. Senior managers in PAS attended master classes and seminars in relevant topics throughout 2016.

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

## Human Resource Management Benchmarking

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

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

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

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

The assessor was on site for the assessment, reviewing written evidence of compliance with the standard, and interviewing a selection of staff in the office. The assessor examined all six areas and followed up on recommendations made in the previous assessment in 2015.

## Equality and Diversity

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

- › Equality-proofing all of the new assessment and selection techniques;
- › Conducting equality monitoring on all large-volume tests;
- › The implementation of our internal Equality and Diversity Policy and Accessibility Action Plan which are monitored by the Equality Monitoring Group (who also monitor adherence to the requirements of the Disability Act);
- › Including Equality and Diversity issues as part of the Corporate Orientation Programme for all new staff; and providing Disability Awareness and Diversity Awareness training for staff;
- › The development of a booklet entitled 'Accessible features and services of the Public Appointments Service'. This information booklet highlights the various aspects of the accessible recruitment service provided and the physical accessibility of the office in general. It focuses on reassuring all customers that PAS has the facilities and services necessary to allow them take part in the recruitment process of their choice in a fair and impartial manner. This booklet is available on [publicjobs.ie](http://publicjobs.ie).
- › Involvement in the WAM Programme – Willing Able Mentoring Programme. This is a work placement project held in conjunction with the Equality Unit, Department of Public Expenditure and Reform, AHEAD and PAS. This programme encourages graduates to undertake a six-month work placement. PAS conducted the interviews for this programme in 2016. PAS took on one successful graduate to work on the area of quality assurance for six months; other graduates were offered placements in other Government organisations.

## Quality Improvement Programme

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



# Governance and Management

## The Role of the Board of PAS and the Role of the CEO

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

### Accounting Officer Role

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

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

### Role of Chief Executive as the Head of a Scheduled Office

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

### Functions of the PAS Board

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

#### The Board of PAS

##### Chairman

Ms Judith Eve, former Chairperson of the Northern Ireland Civil Service Commissioners

##### Board Members

Ms Fiona Tierney, Chief Executive, Public Appointments Service

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

Dr Eddie Molloy, HR Consultant

Ms Anne-Marie Taylor, Management Consultant

Ms Eimear Kenny, Senior HR Executive

Ms Oonagh McPhillips, Assistant Secretary, Department of Justice and Equality

Mr Damien McCallion, National Director, HSE

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

## Board Meetings

Six board meetings were held in 2016 and the attendance at each board meeting is set out below.

Date	Attendees
23rd February	Ms. Judith Eve (Chairperson), Ms. Fiona Tierney, Dr. Eddie Molloy, Ms. Anne-Marie Taylor, Ms. Oonagh McPhillips, Mr. David Cagney
22nd April	Ms. Judith Eve (Chairperson), Ms. Fiona Tierney, Dr. Eddie Molloy, Ms. Anne-Marie Taylor, Mr. Damien McCallion, Ms. Eimear Kenny, Mr. Paul Lemass
17th June	Ms. Judith Eve (Chairperson), Ms. Fiona Tierney, Dr. Eddie Molloy, Ms. Anne-Marie Taylor, Mr. Damien McCallion, Ms. Oonagh McPhillips, Mr. David Cagney
2nd September	Ms. Judith Eve (Chairperson), Ms. Fiona Tierney, Dr. Eddie Molloy, Ms. Anne-Marie Taylor, Mr. Damien McCallion, Ms. Oonagh McPhillips, Mr. David Cagney
4th November	Ms. Judith Eve (Chairperson), Ms. Fiona Tierney, Dr. Eddie Molloy, Ms. Anne-Marie Taylor, Mr. Damien McCallion, Mr. David Cagney
9th December	Ms. Judith Eve (Chairperson), Ms. Fiona Tierney, Dr. Eddie Molloy, Ms. Anne-Marie Taylor, Mr. Damien McCallion, Mr. David Cagney, Mr. Paul Lemass, Ms. Oonagh McPhillips

## Management Board

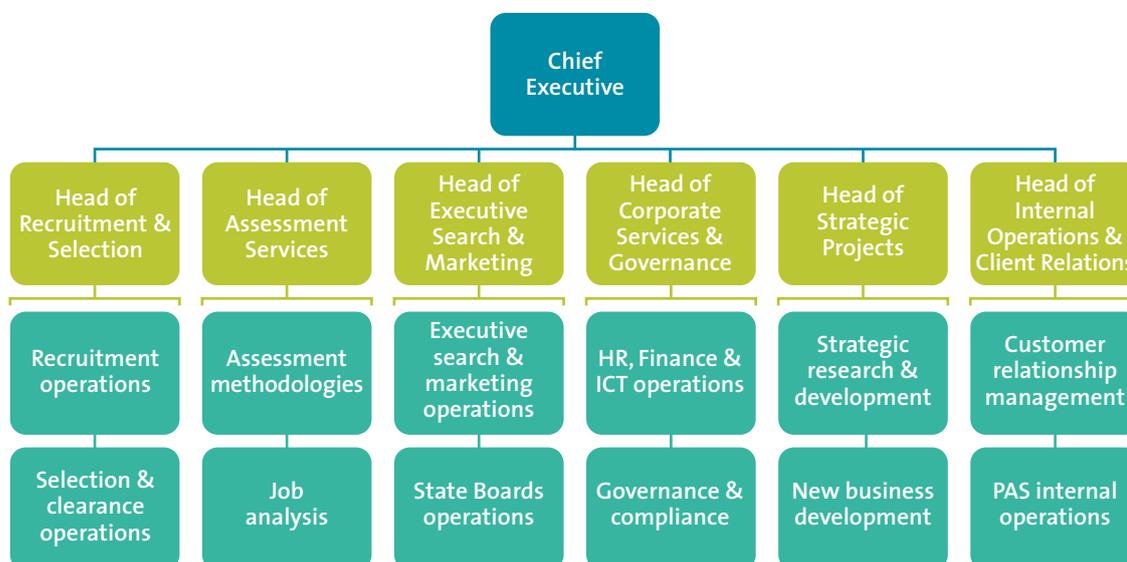
The purpose of the Management Board is to ensure delivery of the organisation's strategy and to ensure that effective management structures, including corporate governance structures, are in place and are working effectively. The Management Board is responsible for assuring the Board of PAS on the effective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

The management team of PAS leads and manages the implementation of the systems, processes and behaviours necessary to promote good corporate governance across the organisation and which ensure that all staff work together as a high performing team. The management team published a Corporate Governance Framework for PAS in 2016 and this is available on [publicjobs.ie](http://publicjobs.ie). Each individual member of the management team has a responsibility to show leadership, to contribute to the management of PAS as a whole and to actively support colleagues in meeting their objectives. Leadership and management in PAS set the tone for effective governance from the top while modelling good governance behaviours and demonstrating a commitment to achieving objectives through accountable processes.

Members of the Management Board	
Name and Role	Responsibilities
Fiona Tierney, Chief Executive, Public Appointments Service 	Implementation of Board policy and strategy, and the management and operation of the Public Appointments Service.
John Keegan, Head of Corporate Affairs and State Boards 	Providing all of the support corporate services to allow PAS deliver on its work programme including developing the use of e-enabled options and ensuring the enablers in relation to people, governance, technology, processes and facilities, are provided. Responsible for the PAS role in relation to State Boards.
Niall Leavy, Head of Strategic Projects 	Responsible for supporting the Management Board on a number of key strategic research and development projects, that assist the organisation identify, and prepare for adopting, market leading approaches to recruitment and assessment, and help ensure continuous delivery of excellent service to clients across the public sector.

Members of the Management Board	
Name and Role	Responsibilities
<p>Áine Gray, Head of Assessment Services</p> 	<p>Design and implementation of best-practice assessment processes to select candidates for our clients, and provision of assurance in this area.</p>
<p>Margaret McCabe, Head of Recruitment and Selection</p> 	<p>Providing excellent recruitment shared service solutions (including running all recruitment campaigns in an effective and efficient manner) while providing the best quality candidates to clients for appointment and increasing client engagement and collaboration and providing superior customer service to our clients.</p>
<p>Mary Flynn, Lead Manager, Justice Group</p> 	<p>Delivery of recruitment services in relation to Garda Trainee, Garda Reserve and Prison Officer and management of the Justice sector / agencies; provision of advisory services</p>
<p>Michelle Noone, Head of Executive Search, Marketing and Communications</p> 	<p>Using executive search methodologies to identify high-quality candidates for Senior Executive and Board level appointments.</p>
<p>Lisa Keyes, Head of Client Relations and Recruitment Operations</p> 	<p>Responsible for the recruitment operations within PAS. This includes our client relations function; clearance and assignment teams; front of house operations and internal business support.</p>

## Organisation Structure



The Recruitment and Selection Services Unit (RSSU) carries out the core business functions of PAS. RSSU consists of eight recruitment teams and two clearance and assignment teams, each headed up by a Recruitment Manager. Each team has a core responsibility, but the structure is flexible enough to focus resources where demand is greatest at any given time. A specialist team has responsibility for the State Boards process.

RSSU is assisted by the Office's key support units: Assessment Services, Executive Search, Marketing and Communications, Information Technology, Finance, Customer Relations and Internal Operations, Human Resources, Compliance and Quality Assurance.

## The Audit Committee

The members of the Audit Committee are:

- Chairperson**
- Ms. Sylva Langford, Former Director General, Office of the Minister for Children (up to 21st September 2016)
  - Mr Tom Moran, Former Secretary General, Department of Agriculture, Food and the Marine (Appointed with effect from 1st Dec 2016)
- Members**
- Mr. Michael Culhane, Executive Director of Finance & Service, Garda Headquarters, Phoenix Park (up to 21st September 2016)
  - Mr Paul Lemass, Assistant Secretary, Department of Housing, Planning, Community and Local Government
  - Mr Brian Murphy, Assistant Principal, Public Appointments Service (up to 21st September 2016)
  - Mr Tom Young, Former Director BNY Mellon (Appointed with effect from 15th September 2016)
  - Ms Geraldine Kelly, Former Director Carbon Solutions, ESB International (Appointed with effect from 1st December 2016)

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

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

During 2016, the Committee continued to focus on developing its role in providing an enhanced level of support to the Accounting Officer in all aspects of the internal audit function. The Strategic Audit Plan for 2016 -2018 informed the delivery of audits in 2016.

The following two audit reports were presented to the Internal Audit Committee during 2016:

- › Asset Management
- › Internal Board Members including travel and subsistence and other payments

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

An internal Review on the clearance process was carried out by the Compliance and Quality Assurance Unit in PAS and was presented to the Internal Audit Committee by the Compliance Manager. The purpose of the review was to examine clearance timescales and to ensure that a rigorous process is in place. A number of recommendations were made to improve the clearance procedures and timescales. No significant issues were identified.

## Risk Management

PAS has developed a Risk Management Framework and Risk Management Policy appropriate to the office. An internal Risk Management Group oversees the implementation and monitoring of this process. The Group report to the Internal Audit Committee at each meeting and updates on current risks facing the organisation are given to the Audit Committee and the PAS Board at each meeting. A key risk is discussed in detail at each meeting of the Audit Committee and the PAS Board. The Corporate Risk Register was reviewed throughout 2016. It is discussed by the Management Board on a regular basis. The major risks facing PAS at present are in the areas of Information Governance, IT Security and securing resources to provide the services required by PAS clients to the required timescales. PAS has invested a lot of time and resources in mitigating these three key risks.

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

- › Oversee the development of information governance related policies and procedures
- › Ensure information governance is enshrined in corporate strategies
- › Oversee monitoring of information governance related compliance
- › Oversee information governance training
- › Report to the PAS Management Board on a regular basis

In 2016, the Group developed a set of Information Governance Principles for PAS and these were agreed by the Management Board and communicated to all staff. The plan for 2017 is to embed these principles throughout the organisation in a supportive manner and then to monitor and report on compliance.

A major investment was also made in terms of IT security in 2016, including increasing the level of technological support, allocating additional IT resources specifically to this area and rolling out online IT security training, on a modular basis to all staff. With the level of ongoing threats to organisations in this area, PAS can never fully eliminate the risk but the organisation has done as much as is possible to reduce the risks and increase the controls in this area.

In addressing the risk of failing to meet client demands due to insufficient resources, PAS achieved a significant increase in resources in 2016, and these were allocated to key areas of the office. This resource increase ensured that PAS could effectively deal with the significant increase in application numbers and demonstrated its effectiveness in the significant increase in interviews held and assignments made to clients. PAS reviewed its organisation structure on an ongoing basis throughout 2016 allocating resources to key areas during the year. PAS also in-sourced staff from client organisations to assist during times of peak demands, and outsourced PAS Representative and test facilitation work to an external pool of individuals trained by PAS to carry out these roles.

## Data Protection

Data is essential to the administrative business of PAS. In collecting personal data from our candidates, selection board members, suppliers and staff members, PAS has a responsibility to use it both effectively and ethically. In striking the necessary balance between an individual's right to privacy and the legitimate business requirements of PAS, it is critical that all staff work to the highest attainable standards. The PAS Code on the Protection of Personal Data was communicated to all staff, and comprehensive training was delivered to all staff in 2016. Eight data protection requests were received and processed in 2016.

## Freedom of Information (FOI)

PAS has one designated FOI Decision Maker and one Internal Reviewer (with an alternative for each role should the Decision Maker/Internal Reviewer be absent or involved in the subject matter in any way). A breakdown of FOI requests for 2016 is set out below.

Freedom of Information Requests in 2016	No.
Total Requests Received	91
Personal	70
Non-Personal	20
Mixed	1
Requests Granted	49
Requests Part-granted	25
Requests Refused	8
Withdrawn or handled outside FOI	9
Internal Reviews Received	8
Appeals to the Information Commissioner	1

PAS published a revised Publication Scheme in 2016 and this is available on [www.publicjobs.ie](http://www.publicjobs.ie).

## Compliance with the Official Languages Act 2003

In 2016 the PAS developed its third Irish Language Scheme. This Scheme was based on the guidelines of the Minister for Arts, Heritage and the Gaeltacht. The content of the Scheme was informed by PAS experience of delivering on commitments made in the previous Scheme; the submissions made by the public; ongoing feedback from customers; a review of the level of demand for services in the Irish language and suggestions put forward by staff of PAS. This scheme was submitted to the Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs for approval in December. PAS continues to deliver on these commitments and to build on the progress achieved over the period of the last scheme.

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

## Commission for Public Service Appointments (CPSA)

In 2016, PAS contributed to the CPSA review of the Codes of Practice based on our experience of operating under the Codes.

PAS also established a Compliance and Quality Assurance Unit to co-ordinate the review process under the CPSA Codes and to ensure that there is a system in place to act on feedback from these reviews in order to continually improve the business processes and customer service in PAS.

# Appendices

## APPENDIX I

Summary of Recruitment Activity 1 January – 31 December 2016				
	Total number of Applications Received	Number Interviewed (Preliminary & Final)		Number Assigned / Recommended
<b>Civil Service</b>				
Clerical including Temporary Recruitment	45,678	6,433		4,338
Administrative	13,294	2,492		1,130
Senior Management	4,284	356		70
Professional/Technical/Specialist posts	5,453	1,655		405
<b>Total</b>	<b>68,709</b>	<b>10,936</b>		<b>5,943</b>
Local Authorities	1,268	793		206
Health Sector	599	297		115
<b>Total</b>	<b>1,867</b>	<b>1,090</b>		<b>321</b>
Garda	21,847	2,082		1,566
Recruit Prison Officer	5,933	236		81
<b>Processes conducted for public bodies outside of the remit of the Public Service Management (Recruitment and Appointments) Act 2004</b>				
Other Public Service Bodies	337	36		9
<b>Top Level Appointments Committee</b>	<b>Total Number of Applications Received</b>	<b>Number Interviewed</b>	<b>Number of campaigns completed</b>	<b>Number of recommendations</b>
<b>-Total</b>	<b>943</b>	<b>245</b>	<b>19</b>	<b>23</b>

Selection/Testing Services Provided			
	Total Number of Applications Received	Number Tested	
Mature Code Nursing	1,882	1,368	
<b>Overall Totals</b>	<b>Number of Applications</b>	<b>Number Interviewed</b>	<b>Number Assigned/Recommended</b>
	<b>101,518</b>	<b>14,625</b>	<b>7,943</b>
Total Number of Campaigns Advertised 2016			
<b>368</b>			

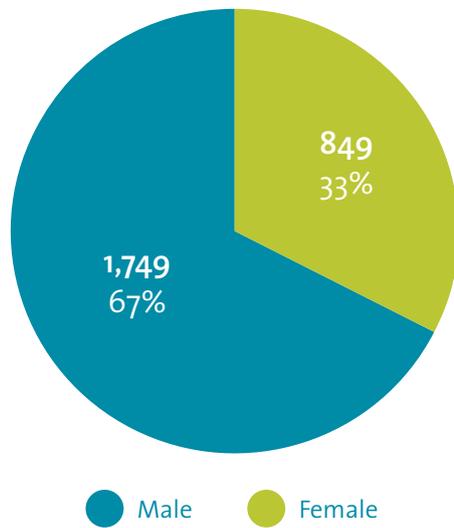
State Boards		
Total Number of Applications Received	Number of Names Sent to Client for Submission to Minister	Number of Appointments Made
2,559	639	173

## APPENDIX II

### State Boards Activity 2016

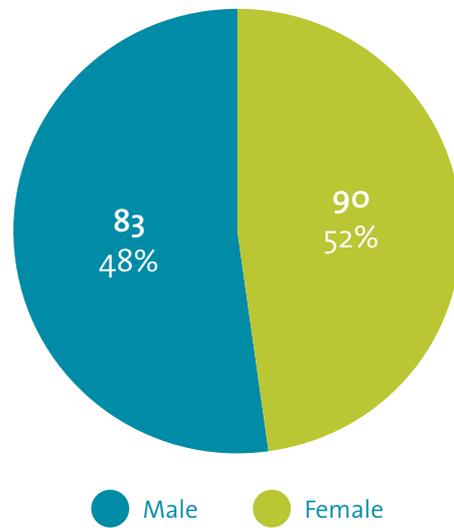
#### Vacancies Advertised

163 Across 50 State Boards  
2,599 Applications received



#### Appointments Made

173 Across 42 State Boards  
639 Names forwarded to Ministers



## State Board (number of appointments made)

- › Financial Services Ombudsman Council (3)
- › Child & Family Agency (Tusla) (5)
- › Health Products Regulatory Authority (2)
- › Education Research Centre (5)
- › Health Insurance Authority (4)
- › Ervia - Chair (1)
- › Ervia - Member (3)
- › Food Safety Authority of Ireland (4)
- › National Museum of Ireland (12)
- › Citizens Information Board (7)
- › Heritage Council (11)
- › National Council for Special Education (3)
- › National Concert Hall (9)
- › Industrial Development Authority (2)
- › Higher Education Authority (10)
- › ESB (2)
- › Inland Fisheries Ireland (2)
- › Oberstown (5)
- › Bord Iascaigh Mhara (1)
- › National Standards Authority of Ireland (1)
- › Chair of CORU (1)
- › Charity Appeals Tribunal (5)
- › Irish National Stud (4)
- › Private Residential Tenancies Board (1)
- › Pyrite Resolution (1)
- › Chair - Irish Water Safety Council (1)
- › Digital Hub Development Agency (3)
- › Student Grant Appeals Board (5)
- › Pobal (7)
- › Pre Hospital Emergency Care Council (4)
- › National Haemophilia Council (1)
- › Property Services Regulatory Authority (6)
- › Medical Scientists Registration (12)
- › Horse Racing Ireland (2)
- › Psychologists Registration (1)
- › Chair - IAASA (1)
- › Teaching Council (2)
- › Arts Council (6)
- › Legal Aid Board (7)
- › National Oversight & Audit Commission (3)
- › National Gallery of Ireland (7)
- › Child & Family Agency (Tusla) (4)
- › Irish Fiscal Advisory Council (1)

## APPENDIX III

### Requests for Review Appeals

The Commission for Public Service Appointments has published procedures to be followed when dealing with candidates' requests for review and candidates' complaints in relation to appointments processes. Requests for reviews and complaints received generally fall under Sections 7 and 8 of the Code of Practice for Appointments to Positions in the Civil Service and Public Service. Section 7 deals with requests for review of a decision taken in relation to an application and Section 8 deals with allegations of a breach of the code of practice. The statistics for 2016 in relation to both Section 7 and Section 8 are as follows:

Stage	Section 7	Section 8
Application:	1	1
Testing:	23	3
Short listing:	97	10
Other Assessment:	41	5
Interview:	54	11
Eligibility:	1	0
Total:	217	30
Decision(s) Overturned:	12	0

## APPENDIX IV

### Overview of Energy Usage in 2016

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

In 2016, 958.8 MWh of energy was consumed, consisting of:

- › 769.9 MWh of electricity;
- › 183.9 MWh of fossil fuels;
- › 0 of renewable fuels.

### Actions Undertaken in 2016

In 2016, PAS undertook a range of initiatives to improve the energy performance, including:

- › Raising staff awareness of energy savings through promotional material and reminders in relation to energy usage
- › Close monitoring and control of energy usage including manual interventions with the heating system controls
- › Timed controllers on larger office equipment
- › Controlled shutdown of desktop computers

### Actions planned for 2017

In 2017, PAS intend to further improve the energy performance by undertaking the following initiatives:

- › Continue to raise staff awareness in relation to energy savings, including working with the Corporate Social Responsibility Group in PAS
- › Continue to manually intervene in heating system controls until building management system has been put in place
- › Upgrade the Building Management System control units

## APPENDIX V – FINANCIAL STATEMENT

### Vote 17 Public Appointments Service (Unaudited Draft) Appropriation Account 2016

		2016	2015
		Estimate provision €000	Outturn €000
		2016	2015
		Outturn €000	Outturn €000
<b>Programme expenditure</b>			
A	Civil and Public Service - Redeployment/Recruitment/Selection	9,650	8,802
<b>Gross expenditure</b>		9,650	8,802
<i>Deduct</i>			
B	<b>Appropriations-in-aid</b>	252	414
<b>Net expenditure</b>		9,398	8,388

### Surplus for surrender

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

	2016 €	2015 €
Surplus to be surrendered	136,188	195,848

The appropriation account above and the extracts of its subsidiary notes below, are, as is the case for all public sector bodies funded by a vote of the Oireachtas, prepared on a cash basis. The full set of accounts are published by the Comptroller and Auditor General and are available on at [www.audgen.gov.ie](http://www.audgen.gov.ie)

### Analysis of administration expenditure

		2016	2015
		Estimate provision €000	Outturn €000
		2016	2015
		Outturn €000	Outturn €000
i	Salaries, wages and allowances	5,906	5,218
ii	Travel and subsistence	70	86
iii	Training and development and incidental expenses	180	158
iv	Postal and telecommunications services	130	109
v	Office equipment and external IT services	780	748
vi	Office premises expenses	260	184
vii	Recruitment costs- research and corporate governance	70	56
viii	Recruitment costs - advertising and testing	1,216	1,023
ix	Recruitment Costs - interview boards	1,038	1,220
		9,650	8,802

## Employee Numbers and Pay

	2016	2015
<b>Number of staff at year end</b> (full time equivalents)	144	113
	2016 €000	2015 €000
Pay	5,053	4,728
Higher, special or additional duties allowance	68	43
Overtime	87	81
Employer's PRSI	405	366
<b>Total Pay</b>	<b>5,613</b>	<b>5,218</b>

## Other Remuneration Arrangements

A total of €35,055 was paid as fees to four members of the Board of Public Appointments Service in 2016.

Name of PAS Board Member	Annual Rate of Pay
Ms Judith Eve, Chairman	€11,970pa
Dr. Eddie Molloy	€7,695pa
Ms. Anne Marie Taylor	€7,695pa
Ms. Eimear Kenny	€7,695pa

## Statement on Internal Financial Control

### Responsibility for system of internal financial control

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

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

I have fulfilled my responsibilities in relation to the requirements of the Service Management Agreement between the Public Appointments Service and the National Shared Service Office for the provision of payroll shared service.

I rely on a letter of assurance from the accounting officer of the Vote for Shared Services that the appropriate controls are exercised in the provision of payroll shared services to the Public Appointments Service.

### Financial control environment

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

- financial responsibilities have been assigned at management level with corresponding accountability
- reporting arrangements have been established at all levels where responsibility for financial management has been assigned
- formal procedures have been established for reporting significant control failures and ensuring appropriate corrective action
- there is an Audit Committee to advise me in discharging my responsibilities for the internal financial control system.

## Administrative controls and management reporting

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

- › There is an appropriate budgeting system with an annual budget which is kept under review by senior management
- › There are regular reviews by senior management of periodic and annual financial reports which indicate financial performance against forecasts
- › A risk management system operates within the Public Appointments Service
- › There are systems aimed at ensuring the security of the ICT systems
- › There are appropriate capital investment control guidelines and formal project management disciplines
- › The Public Appointments Service ensures that there is an appropriate focus on good practice in purchasing and that procedures are in place to ensure compliance with all relevant guidelines.

## Internal Audit and Audit Committee

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

Fiona Tierney  
Accounting Officer



