PUBLIC
APPOINTMENTS
SERVICE
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Strategic Objectives and Key Trends

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

Enhance our business processes and systems to maximise operational excellence

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

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

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

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JOINT INTRODUCTION FROM THE CHAIRPERSON OF THE BOARD AND THE CHIEF EXECUTIVE

The Public Appointments Service (PAS) is the key provider of recruitment and selection services across the civil and wider public service. PAS also has a key role in sourcing and identifying Chairpersons and Non-executive Directors for all the State Boards in Ireland. We work closely with our clients and stakeholders across the public service and are guided by, but also seek to influence sectoral HR strategies and practices, especially in the areas relevant to resourcing and talent management.

Our Vision statement speaks to the core of what we do, and taps into the commitment and professionalism of the staff in Public Appointments Service. Our work is underpinned by a set of core public service values.

The Exchequer invested €12.2 million in the provision of these services, which were demand driven throughout 2018. We are conscious that each appointment made represents a significant investment by the State. With this in mind we consider the level of Exchequer funding provided to PAS to be money well spent and an important investment in order to attract and retain quality staff across our civil and wider public services to deliver improved social and economic outcomes for the people of Ireland.

The improved economy, competitive labour market, public service reform and the need to prepare to meet the challenges of Brexit are some of the key drivers that impacted on PAS in 2018. The agile workforce, and significant numbers of retirements across the public service will continue to place additional demand on PAS.

As recruiters, we need to ensure we deliver an engaging, streamlined and timely service so we can attract top quality people from wide range of backgrounds. We are constantly looking at new ways to present the public sector as an employer of choice and engage with our existing talent pool and new audiences. We will continue to strive to personalise the recruitment experience for our clients and candidates, pioneering new and effective approaches to attract highly qualified candidates.
The importance of aligning recruitment with the employment experience cannot be understated. PAS will continue to support clients to understand candidate expectations, the culture they want to work in and expectations in relation to flexibility, ethical conduct and pay transparency. The public service employment proposition is strengthened by Civil Service Renewal, the People Strategy and the Public Sector Reform Plan 2017 – 2020 and we will engage, at a strategic level, with our stakeholders to ensure delivery of these ambitious plans.

Levels of Activity
The demand for generalist grades is expected to remain close to the high levels attained during the course of 2018 into the medium term. A significant driver in terms of workload are the levels of mobility within the system through cross stream promotions, fast career progression through promotion competitions and retention rates.

In terms of specialist and technical recruitment, demand is expected to continue to rise over the medium term due to the need to ensure that staff with the three primary skill sets of HR, Finance and IT are constantly available. The demand for specialist expertise in topical areas (e.g. climate change, cyber security), and areas such as risk, governance and compliance; project management; and media and communications will continue.

These factors will continue to require timely, responsive and agile recruitment responses from PAS in the next two to three years.

State Boards
It is now four years since the introduction of the Guidelines on Appointments to State Boards. Since the new process was introduced, over 7,000 individuals have registered to receive alerts for vacancies that arise on State Boards. Over 930 vacancies have been advertised which attracted over 12,300 applications. Assessment panels selected 2,600 individuals whose names were forwarded to Ministers for consideration for appointment and over 790 individuals have been appointed.

Since the introduction of this new process, the proportion of female appointees has also increased. In 2018, 51% of the 205 appointments made following a PAS process were female. PAS is actively working to increase public awareness of the State Boards process and continues to work closely with State Boards Liaison Officers in each of the Departments in this regard.

Brexit
PAS established a Brexit readiness working group in 2018 to provide strategic overview and operational direction on all Brexit related recruitment matters. PAS recognises the unique, unprecedented and difficult challenges posed by Brexit to its client Departments and Offices. PAS is committed to working in partnership with them to provide timely and responsive services to meet their requirements as they arise.

Our Brexit Readiness Plan is being managed in an iterative way to take account of emerging developments.

Diversity and Inclusion
A key focus of our Connect 19’ Statement of Strategy 2017-2019 is to attract more diverse and high quality applicant pools to careers in the civil and wider public service. This will help ensure that public bodies reflect the growing diversity of our community and society generally which, in turn, will assist public service bodies in the delivery of services to the wider and increasingly diverse communities they serve.

Key measures that PAS implemented throughout 2018 to support greater diversity include attendance at second and third level careers fairs and at a wide range of community events to encourage and support people from the widest possible diversity of backgrounds to view the civil and public service as an employer of choice.

PAS also launched a new, redesigned, interactive website in 2018 that promotes the civil and public service as a recruiter of choice to diverse pools of candidates. The advertisement of PAS job opportunities on Facebook, Twitter and LinkedIn targets a range of nationalities and also Travellers, LGBT, Disability, and Irish language groups. PAS is also working to develop enhanced screen reader technology that can assist candidates with disabilities and non-traditional Irish who use English as a foreign language.
PAS continued to review its recruitment and selection documentation throughout 2018 to ensure that all of its documentation supports its core diversity objective. PAS, in partnership with a range of NGO’s, also worked with a range of nationalities in Ireland (including Polish, Lithuanian, Romanian, Latvian and Brazilian nationals) to promote public service job opportunities across these communities.

Re-development works have also commenced at Chapter House with a view to creating a more modern and welcoming area for candidates and a ‘shop-window’ for careers in the public service. This development has a very strong diversity theme that has been informed by stakeholder feedback, including diversity reviews conducted by Trinity College Dublin Innovation Academy.

Evidence of the effectiveness of PAS diversity initiatives can be found in the group of new Gardaí who completed their training in Templemore in November 2018. 8% of this new intake are originally from outside Ireland and include recruits from England, Romania, Scotland, Latvia and Kenya.

PAS is also a leader in the area of assessing people with disabilities and provided reasonable accommodations for over one thousand (1,060) candidates with disabilities in 2018. PAS also works in partnership with the Department of Public Expenditure and Reform and AHEAD on the Willing, Able, Mentoring (WAM) programme for People with Disabilities which is a work experience programme for graduates. This programme encourages graduates to undertake a six-month work placement. PAS conducted the interviews for this programme in 2018 and was awarded a WAM Leader award in both 2017 and 2018 for excellence in supporting diversity in recruitment and selection.

Overview

During 2018, PAS processed over 88,000 job applications, conducted almost 63,000 tests, interviewed almost 14,000 candidates and made almost 9,000 appointments to a wide range of roles across our client organisations.

We continued to experiment with new interviewing tools and video interviewing was used for the first time in 2018 for First Secretary and Assistant Principal Higher promotions.

Through a combination of short-listing and video interviewing, the candidate pool was reduced by 80% allowing selection boards more time for value add interactions with candidates.

The level of public service wide recruitment and selection undertaken since 2016, in particular, has only been possible due to the commitment, innovation and exceptional work ethic consistently demonstrated by PAS staff throughout this period. In 2018, 57 new staff started work in PAS. The fact that these new staff were assimilated into the PAS culture quickly and effectively while maintaining high levels of output is testimony to the PAS People Strategy, which provides for a work environment where people feel valued and are given every possible opportunity for involvement and both job and personal development.

The Board and the Management Team in PAS are very appreciative of the enthusiasm and flexibility that staff members demonstrate in their day-to-day interactions with clients, candidates, board members and the general public. The retention of our NSAI Excellence Through People accreditation in 2018 reflects this position.

We are also very appreciative of the contribution of the members of the Board of PAS and of the PAS Audit Committee in ensuring that PAS continued to meet the highest governance standards in fulfilling its statutory public service selection and recruitment obligations and providing quality services to its clients and customers throughout 2018.

Finally, we would like to thank our former CEO, Fiona Tierney, and former PAS Board member, Damien McCallion, for their significant contributions to PAS during their time with us. We would also like to welcome Clare McGrath as the new Chair of the PAS Audit Committee and Mary Connaughton, John O’Callaghan and Rosarii Mannion to the Board of PAS.

Shirley Comerford
PAS Chief Executive

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

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

In 2018, PAS processed 88,811 applications, conducted 13,921 interviews and made 8,952 appointments to a range of complex roles across a diverse range of client organisations.
ABOUT THE PUBLIC APPOINTMENTS SERVICE

STRATEGIC OBJECTIVES

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

1. Provide responsive, quality, timely recruitment and resourcing services to our core clients
2. Enhance our business processes and systems to maximise operational excellence
3. Develop stronger public recognition of our organisation to attract more diverse and high quality applicant pools
4. Consolidate our position as an influential and valued partner and centre of expertise
5. Build a progressive, values based, high performance culture and workplace
In 2018, the trend of increasing workload continued with a 6% increase in the number of campaigns advertised for clients and a 17% increase in the number of applications processed. However, the numbers interviewed and assigned have fallen due in part to the types of campaigns run in 2019; a review of clearance and assignments was conducted to improve the timescales for assignments to general service grades.

PAS continued to run regular large volume campaigns (both open and interdepartmental) to meet the demands for administrative staff at all levels from Temporary Clerical Officer to Principal Officer Higher. 2018 also saw increasing demands for a range of professional and technical campaigns tailored to each civil service department and office.

In the Justice sector, PAS met the demand for civilian staff for An Garda Síochána and for a significant volume of Garda Trainees to meet Government commitments to planned increased intakes into the Garda Training College. A Job Analysis exercise was completed for the Garda Trainee grade and the results will inform all future selection processes for this role.

Demands from the HSE in relation to the filling of Hospital Consultant posts continued to remain at a high level and there are a significant number of posts filled across the Local Authority sector in 2018.

There was also an increasing number of candidates requiring reasonable accommodations for their disabilities at the testing stage, which is a very important part of the range of supports that PAS provides to candidates.
The main strategic priority of PAS is to provide responsive, quality, timely recruitment and resourcing services to our core public service clients. To that end, PAS continued to develop its relationship with those clients in 2018 in order to identify their resourcing needs so that the model of recruitment activity can be designed to best meet those needs. PAS continued to develop and improve its processes and systems to ensure that it is delivering the high quality services clients expect.

The improved economy in recent years has facilitated measures to restore capacity in the civil and public service and equip it to face the changes of the future. PAS has seen a resultant significant increase in demand from clients to build capacity in key skill areas.

RECRUITMENT ACTIVITY

Recruitment Activity by Area 2018

<table>
<thead>
<tr>
<th>SECTION</th>
<th>CAMPAIGNS ADVERTISED</th>
<th>APPLIED</th>
<th>TESTED (SUPERVISED)</th>
<th>INTERVIEWED</th>
<th>ASSIGNED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Executive Recruitment</td>
<td>28</td>
<td>745</td>
<td>0</td>
<td>296</td>
<td>13</td>
</tr>
<tr>
<td>Top Level Appointments Committee</td>
<td>20</td>
<td>722</td>
<td>0</td>
<td>99</td>
<td>20</td>
</tr>
<tr>
<td>Professional &amp; Technical</td>
<td>113</td>
<td>4,813</td>
<td>163</td>
<td>1,542</td>
<td>654</td>
</tr>
<tr>
<td>Specialist</td>
<td>6</td>
<td>324</td>
<td>0</td>
<td>160</td>
<td>19</td>
</tr>
<tr>
<td>Local Government</td>
<td>45</td>
<td>1,469</td>
<td>0</td>
<td>1,028</td>
<td>343</td>
</tr>
<tr>
<td>Medical Consultants</td>
<td>121</td>
<td>581</td>
<td>0</td>
<td>206</td>
<td>67</td>
</tr>
<tr>
<td>State Boards</td>
<td>72</td>
<td>2,811</td>
<td>0</td>
<td>74</td>
<td>205</td>
</tr>
<tr>
<td>Non State Boards</td>
<td>10</td>
<td>73</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Willing Able Mentoring Programme</td>
<td>1</td>
<td>58</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Large Volume Competitions</td>
<td>16</td>
<td>68,455</td>
<td>13,253</td>
<td>9,126</td>
<td>6,693</td>
</tr>
<tr>
<td>Justice Sector</td>
<td>3</td>
<td>8,760</td>
<td>2,301</td>
<td>1,390</td>
<td>934</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>435</strong></td>
<td><strong>88,811</strong></td>
<td><strong>15,717</strong></td>
<td><strong>13,921</strong></td>
<td><strong>8,952</strong></td>
</tr>
</tbody>
</table>

PAS continues to fill sanctioned positions to a timetable agreed with the respective public service client organisations.
Senior Level Recruitment
High quality candidates are sourced for all senior level posts to be filled by PAS. PAS continued to develop its Executive Recruitment and Candidate Search programme, including developing capability for conducting search and building relationships with professional bodies/networks to raise awareness of the posts on offer across the Public Service.

PAS has developed a close working relationship with the Top Level Appointments Committee (TLAC), and continued to provide end-to-end support in the recruitment of Secretary General and Assistant Secretary level posts in Government departments and offices.

HSE Recruitment
PAS, in conjunction with the HSE, played a central role in supporting the recruitment of permanent medical consultants to the public health service, with 121 hospital consultant campaigns run in 2018.

A job analysis of the medical consultant role was carried out in 2018 and the outputs of this work will be rolled out in 2019. The implementation of the job analysis will continue to ensure there is a robust recruitment and selection process in place for medical consultants.

In 2018 there was a very noticeable increase in the number of applicants for medical consultant roles; however, there are certain specialities that continue to be hard to fill and all endeavours will continue to be made to increase applicant numbers.

Local Authority Recruitment
Activity levels in recruitment for the Local Authority Sector were high in 2018, with 45 campaigns run for roles in specific local authorities and 343 appointments made.

Recruitment for the wider Public Service
Where resources allow, PAS provides services for other public service bodies, resulting in more effective use of resources, in considerable savings to those organisations and adding to the overall “value add” that PAS provides to the Exchequer. The www.publicjobs.ie website continues to grow as the employment advertising portal of choice for public service organisations. The website is used to advertise a wide selection of vacancies, which has resulted in a significant reduction of advertising costs for many state bodies. A total of 2,271 such external adverts were advertised on the publicjobs.ie website during the year.

State Boards
In 2018 there were 205 appointments to State Boards, following a process run by PAS under the Guidelines on Appointments to State Boards. Female candidates continued to perform well in the process and accounted for 51% of appointments made in 2018. There has continued to be a steady increase in registrations for campaign alerts which was at 7,292 by end of the year.

In March 2018 PAS provided a report to the Minister for Public Expenditure and Reform on the State Boards appointment process. The report outlined the positive impact of the process and how it has delivered on the Government objective of ensuring open access to potential participation on State Boards.

In late 2018 the State Boards Unit surveyed the State Board Liaison Officers in each Department. The feedback was largely positive with a high level of satisfaction expressed regarding the service PAS provides. There was a high level of satisfaction also with regard to the number and calibre of potential candidates submitted for consideration.

The State Boards Unit continued to identify opportunities to publicise the State Boards appointment process and so attract a diverse pool of suitable candidates. A series of events were held to create awareness of the process and an understanding of the contribution individuals can make to the public service through membership of State Boards, including public events in Cork and Athlone, to promote opportunities and encourage applications regionally.

Client Engagement
The Client Relations Management team in PAS continued to build on its relationship with our Civil Service clients. The unit responded to 12,000 emails from clients in 2018 (68% actioned on the same day and 100% actioned within the target of 3 days).
ENHANCE OUR BUSINESS PROCESSES AND SYSTEMS TO MAXIMISE OPERATIONAL EXCELLENCE

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

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

USE OF TECHNOLOGY

publicjobs.ie

A major re-design of the publicjobs.ie website was carried out in 2018. As part of the process, a new content management solution was introduced to make updating the website easier. New functionality and features around accessibility were also introduced.

The updated site is designed to make it easier to search for jobs and attract new audiences by selling the benefits of careers in the public service and building on our commitments to diversity and accessibility.

PAS Recruitment Application (STAR)

The candidate portal is the primary entry point for candidates applying for jobs advertised on publicjobs.ie. Uptime for the candidate portal (excluding scheduled maintenance windows) was 99.94% for 2018.

A project to upgrade the STAR database hardware and software platform was successfully completed in 2018. This was the first upgrade of the underlying database infrastructure since STAR went live in 2009 and was necessary in order for PAS to continue to handle the volume of online recruitment activity in the near to mid-term future.

Interviewer Skills e-Learning Programme

PAS rolled out an e-Learning programme to over 200 regular PAS interview board members. The reaction to, engagement with, and feedback on the e-Learning package was very good. PAS also completed a number of follow-up workshops with the trained board members, and the feedback from participants on the workshops run was excellent.

PAS was delighted to have been shortlisted for the IITD Awards 2018 under the ‘Excellence in Digital Learning’ category for this blended learning approach to interview skills training.

Online Tests Remote Proctoring

The growth of online recruitment and selection testing in recent years has been significant. Invigilation of tests has long been an important part of PAS’s strategy for maintaining test integrity, deterring cheating, and protecting against theft of test content. The current practice of supervised re-testing / verification of all candidates attending later stages in a recruitment and selection process reflects this commitment. The numbers tested in 2018 are set out below.

<table>
<thead>
<tr>
<th>UNSUPERVISED TESTS</th>
<th>SUPERVISED TESTS</th>
<th>TOTAL TESTED</th>
</tr>
</thead>
<tbody>
<tr>
<td>47,474</td>
<td>15,717 (33.1%)</td>
<td>62,726*</td>
</tr>
</tbody>
</table>

*56 candidates were tested through remote proctoring
Given the resource demands and delivery timeline impact this model has on recruitment campaigns, PAS initiated the examination of the suitability and feasibility of introducing what is known as 'Remote Proctoring' to support the online assessment model. In order to fully understand this new service area and evaluate its suitability to support the PAS online testing model, PAS decided to run a remote proctoring pilot across a number of providers which involved using mock tests with internal staff members and live campaigns with small applicant pools.

The pilot as a whole provided a valuable opportunity to build organisational understanding of remote proctoring, its features, issues, suppliers, its application to different types of campaigns and testing scenarios, candidate reactions and the feasibility of introducing it as a core element of the PAS approach to testing.

Remote proctoring was then used for live campaigns towards the end of 2018, and is being considered for additional campaigns in 2019.

The Department of Public Expenditure and Reform recently commissioned a short video to highlight how the use of Remote Proctoring is transforming how tests are delivered to the citizen. This two-minute video is one of the initial suite of ten videos being used to showcase innovations that occur across the Irish Public Service.

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

In 2018, PAS also conducted a comprehensive exercise to standardise and streamline its recruitment and business processes and procedures. The implementation of standardisation will be completed in 2019.

Commission for Public Service Appointments (CPSA)
The Compliance and Quality Assurance Unit PAS co-ordinate the review process under the CPSA Codes. It has in place a system in place to act on the outcomes from these reviews in order to continually improve the business processes and customer service in PAS.

The review process entails reviewing all relevant information from the selection process, ensuring that critical information is made available, and developing an understanding of the process involved in the specific competition under review. Consultations are held with selection board members in the majority of cases. The Reviewer may, from time to time, make recommendations on foot of their review findings. The recommendations are generally made to the internal Quality Group. An overview of the level and types of appeals is set out below. A total of 326 requests for review/appeals were processed during 2018, as follows:

<table>
<thead>
<tr>
<th>SECTION 7</th>
<th>SECTION 8</th>
<th>OUTSIDE OF CODES</th>
</tr>
</thead>
<tbody>
<tr>
<td>276</td>
<td>42</td>
<td>8</td>
</tr>
</tbody>
</table>
The numbers received are broken down below by selection stage.

Of the 326 received, a total of 27 requests for review were successful for candidates and the original decision of PAS was overturned.
PERFORMANCE MEASUREMENT

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

The following KPIs were successfully achieved in 2018:

• 98% of all roles requested by clients filled
• 100% of all PAS tests delivered online
• 11% increase in active users of publicjobs.ie
• 98% of professional and technical campaigns completed within 16 weeks

88% of senior executive campaigns were completed within 12 weeks due mainly to issues such as board member availability. The targets for filling administrative vacancies for client organisations were not always met.

A review was conducted into the clearance and assignments process and measures were put in place to improve timescales in this area. A new model for general scale recruitment is being developed and will be piloted in 2019.

Workforce planning is an integral part of effective and timely recruitment. PAS welcomes the commitment to this in the Civil Service People Strategy as a key enabler to PAS to provide effective service.

Project Services
PAS established a Project Services Unit in 2018 to ensure PAS is strategically placed to respond to opportunities and challenges and that project initiatives are aligned to strategic objectives, with benefits realisation designed into the project from the outset. This unit has three main areas of responsibility:

• Strategic Management
• Embedding programme and project management
• Promoting a culture of collaboration and innovation within the organisation.

DEVELOP STRONGER PUBLIC RECOGNITION OF OUR ORGANISATION TO ATTRACT MORE DIVERSE AND HIGH QUALITY APPLICANT POOLS

PAS commits, in its Strategy Statement, to developing stronger public recognition of the Public Appointments Service and publicjobs.ie

To this end, there has been a significant investment in a marketing and communications programme and in initiatives to enhance the diversity of the candidate pool.

Attracting Talent The Challenges

- Very competitive labour market
- Changing demographics in society
- Changing Candidate Expectations
- Client Needs
- General Service Recruitment Model vs Person-Job Fit
- Brexit
- Major Reforms in the Public Service
- Process & Timescales
- Rapid adoption of new technologies, social media & digitisation
MARKETING AND COMMUNICATIONS PROGRAMME

In 2018, the marketing team attended a wide range of careers fairs at colleges nationwide. In addition to PAS representing general careers across the Civil Service, a number of PAS clients, including the Irish Government Economic and Evaluation Service, the Central Statistics Office, the Comptroller and Auditor General and the Office of the Revenue Commissioners also presented the diverse range of roles and opportunities available across the Civil and Public Service.

In 2018, PAS also focused on raising the brand awareness of PAS and publicjobs.ie with school leavers, including strengthening the PAS relationship with Careers Portal, Ireland’s National Career Guidance Website. PAS attended a number of second level events including Higher Options and the Institute of Guidance Counsellors Annual Conference. The purpose of these events is to assist second level students in their early stage career planning by providing introductory information (to students and guidance counsellors) about different sectors, employers and roles available.

PAS continued to play a central role in attracting a diverse range of talented people to take up public service employment opportunities to ensure that public service bodies are reflective of the growing diversity of our community and society generally. This included participating in the “Migrant and Jobs Expo” organised by the New Communities Partnership and Business in the Community Ireland in an effort to improve access to jobs among migrants. PAS attended this event and also offer a presentation on the range of roles available on the Civil and Public Service.

Representatives of PAS also met with Pavee Point in order to identify potential means of promoting careers in the public service to Travellers.
**Diversity Initiatives**  
A key focus in PAS's 'Connect 19' Statement of Strategy (2017-2019) is to attract more diverse and high quality applicant pools to careers in the civil and wider public service. This will help ensure that public bodies reflect the growing diversity of our community and society generally which, in turn, will assist public service bodies in the delivery of services to the wider and increasingly diverse communities they serve.

PAS is a leader in the area of assessing people with disabilities and provided reasonable accommodations for 1,060 candidates with disabilities in 2018. PAS also worked in partnership with the Department of Public Expenditure and Reform and AHEAD on the Willing, Able, Mentoring (WAM) programme for People with Disabilities which is a work experience programme for graduates. This programme encourages graduates to undertake a six-month work placement. PAS has been associated with this programme for a number of years and continued its involvement in 2018. PAS conducts the interviews for participants, and was awarded a WAM Leader award in 2018 for excellence in supporting diversity in recruitment and selection.

PAS is also a member of the Comprehensive Employment Strategy for People with Disabilities Implementation Group and is working with the Department of Public Expenditure and Reform on extending this successful internship programme more widely to lead to permanent employment opportunities for people with disabilities in the Civil Service.

The advertisement of PAS job opportunities on Facebook, Twitter and LinkedIn target a range of nationalities and also Travellers, LGBT, Disability, and Irish language groups.

**Gender Balance on State Boards**  
Since the introduction of the new State Board Guidelines the proportion of applications from female candidates has increased and accounted for 32% in 2018.

There has also been significant improvement in the appointment of female candidates increasing from 45% in 2015 to 51% for 2018. In order to achieve growth in applications from female candidates, PAS promotes a holistic strategy to gender diversity, including:

- Advertising all competitions for Board appointments openly on www.stateboards.ie
- Promoting all competitions on digital media, specifically Linkedin and Twitter
- Engaging with stakeholders who represent particular gender groups, such as:
- Ensuring our Executive Search process endeavours to have at least 30% of potential candidates from either gender on long lists
- Awareness of Board composition when prioritising gender balance in recruitment by reviewing or using Board Evaluation Reports
- Ensuring appropriate weight is given to relevant skills, underlying competencies and personal capabilities, and not just proven career experience
- Ensuring all job and person specifications prioritise gender neutral language and specify that regard will be given to gender balance when appointments are made
- Ensuring Assessment Panels are eminently qualified, and trained to demonstrate the required rigour and professionalism, awareness of relevant equality legislation and avoidance of unconscious bias
- Promotion of the State Boards process at targeted events to openly share information on gender composition during recruitment and to promote successful case studies.

In addition to the above, it is important to note that all Assessment processes conducted under the Guidelines on Appointments to State Boards are conducted in an independent, expert, rigorous, open and transparent manner, and all candidates are assessed and appointed as per the key requirements set out in the job and person specification.
CONSOLIDATE OUR POSITION AS AN INFLUENTIAL AND VALUED PARTNER AND CENTRE OF EXPERTISE

PAS is committed to providing evidence-informed expertise to the public service and positioning PAS as a valued expert contributor to key interdepartmental and sectoral HR resourcing related fora. In 2018 PAS focused on contributing to the wider strategic HR agenda and continuing to focus on the area of benchmarking in order to share and increase awareness of good practice and develop its role as a centre of expertise.

International Women’s Day
International Women’s Day celebrates the social, economic, cultural and political achievement of women all over the world. Key to building the workforce of the future is the promotion of gender parity through inclusion and diversity. The Civil Service Renewal Plan commits to improving gender balance at each level throughout the civil service. This year’s theme was “Press for Progress” and the objective was to promote this at the PAS networking event on 8th March 2018 where PAS hosted a number of speakers. Over 120 people attended and feedback on the event was very positive.

Benchmarking
A delegation from the Public Service Commission of Canada visited PAS on 29th November to discuss areas of shared interest. In addition, a full day workshop was also held in December with their Head of Assessment to discuss testing models, strategies and developments in the area of diversity and inclusion.

PAS Assessment Services attended an SHL invited event in London; it proved useful in gaining insights into how other organisations are integrating learning agility and digital readiness into their assessment processes. A member of the Assessment Services also presented at the Association of Test Publishers Conference in Brussels.

The presentation was on the Effectiveness of Reasonable Accommodations for Candidates with Disabilities; this presentation was well received.
**Assessment Development**

In order to discharge its responsibility to ensure a merit based process and that all applicants receive fair and equal treatment, PAS employs various psychometric tools (e.g. Verbal Reasoning, Numerical Reasoning, Abstract Reasoning and Situational Judgement) as an initial screening for candidates in large volume competitions. PAS have moved to a model where all testing is now done on-line which is very efficient. In 2018, over eighty-eight thousand people made applications to PAS and of those 62,726 took on-line tests and assessments.

Video interviewing was used for the first time with First Secretary and Assistant Principal Higher in 2018. Through a combination of short-listing and video interviewing the candidate pool was reduced from 501 to 107 candidates for interview.

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

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

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

**Staff Engagement**

PAS is able to deliver on a very large workload because of the flexibility and commitment demonstrated by staff. PAS ensure that staff are engaged through ongoing leadership, staff development and communication. In 2018, 57 new staff started work in PAS (35% of staff) 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.

**People Strategy**

A PAS People Strategy was developed through the Partnership process and agreed with the Partnership Committee and Senior Management Team before being rolled out to staff at a staff event in April 2018. This event was hosted by the CEO and HR Manager. This People Strategy was designed to help achieve the aims set out in the PAS Strategy Statement 2017 – 2019 (Connect 19) and the People Strategy for the Civil Service 2017-2020. The People Strategy will allow PAS to deliver on our business strategy, while also providing a working environment where people feel valued and are given all possible opportunities for involvement and development. Updates on delivery of the People Strategy commitments were provided to all staff in July and in January 2019.

The annual Learning and Development Plan was developed in line with these key areas and was agreed by the Senior Management Team and Partnership. All learning and development initiatives delivered were classified under one of the six key areas as set out in the People Strategy. The specific areas identified are:

- Professional Development
- High Performance Working Environment
- Personal Effectiveness
- PAS Operations
- Employee Wellbeing
- Career Development

The Learning and Development expenditure for 2018 was over €128,000; the additional cost in terms of staff time was over €105,000.
Civil Service Employee Engagement Survey
PAS participated in the Civil Service-wide Employee Engagement Survey in 2017 – following on from the previous survey in 2015. This allowed PAS to benchmark communication and engagement measures against all other civil service departments and offices. The overall results of the Civil Service Employee Engagement Survey were:

<table>
<thead>
<tr>
<th>AREA</th>
<th>CIVIL SERVICE AVERAGE</th>
<th>PAS SATISFACTION LEVELS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Engagement</td>
<td>72%</td>
<td>80%</td>
</tr>
<tr>
<td>Commitment to the Organisation</td>
<td>54%</td>
<td>70%</td>
</tr>
<tr>
<td>Well-being</td>
<td>75%</td>
<td>80%</td>
</tr>
<tr>
<td>Coping with Change</td>
<td>71%</td>
<td>75%</td>
</tr>
</tbody>
</table>

The Staff Engagement Group (which is a sub-group of Partnership) developed an annual Action Plan to address any issues emerging from a review of the survey results. The draft Action Plan was agreed by the Senior Management Resourcing Group and the Partnership Committee.

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.

PAS was re-assessed for the NSAI ETP accreditation on 10th October 2018. The Assessor was on site and reviewed written evidence of compliance with the standard, and also interviewed a selection of staff in the office (randomly selected by the Assessor). The Assessor covered three of the six core sections. The sections covered were:

- Effective Communication and People Engagement;
- Planning of Learning and Development;

The Assessor advised that PAS should retain the accreditation and is well placed to be assessed under the new standard in 2019.
THE ROLE OF THE BOARD OF PAS 
AND THE ROLE OF THE CEO

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

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

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

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

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

THE BOARD OF PAS

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

Board Members
Ms Shirley Comerford, Chief Executive, Public Appointments Service

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

Dr Eddie Molloy, HR Consultant

Ms Anne-Marie Taylor, Management Consultant

Ms Mary Connaughton, Executive Director, CIPD

Mr John O’Callaghan, Assistant Secretary, Department of Justice and Equality

Ms Rosarii Mannion, National Director of HR, HSE

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

Five board meetings were held in 2018 (on 11th April, 26th June, 19th September, 22nd October, and 10th December). The board meeting scheduled for February was cancelled as a red weather alert was in place. Attendance at board meetings is set out below.

<table>
<thead>
<tr>
<th>BOARD MEMBER</th>
<th>NUMBER OF MEETINGS BOARD MEMBER WAS ELIGIBLE TO ATTEND</th>
<th>NUMBER OF MEETINGS BOARD MEMBER ATTENDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Tom Moran (Chairperson)</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Ms. Fiona Tierney (CEO)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Ms. Shirley Comerford (CEO)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Ms. Anne-Marie Taylor</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Dr. Eddie Molloy</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Mr. David Cagney</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Mr. Damien McCallion</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Mr. Paul Lemass</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Ms. Mary Connaughton</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Mr. John O’Callaghan</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Ms. Rosarii Mannion</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>
Management Board

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

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

Shirley Comerford  
Chief Executive, Public Appointments Service

Responsible for the development and implementation of the PAS Strategy and for the management of the operation of PAS (and for reporting on same to the PAS Board).

Niall Leavy  
Head of Strategic Projects

Responsible for leading on the implementation of key strategic projects which allow the adoption of new approaches to recruitment and selection.

Áine Gray  
Head of Assessment Services

Responsible for providing assessment solutions to support our recruitment and selection services.

John Keegan  
Head of Corporate Affairs

Responsible for corporate services within PAS, including HR, Finance, IT and Compliance and Quality Assurance (which incorporates Reviews under the CPSA Codes and all corporate governance functions).
Margaret McCabe
Head of Recruitment and Selection

Responsible for all recruitment and selection services provided by PAS to all public service clients.

Mary Flynn
Lead Manager, Justice Group

Responsible for strategic engagement, support and liaison with the Justice sector and the provision of all recruitment and selection services within that area.

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

Responsible for providing executive search services to support our recruitment and selection services, responsible for marketing and communications and for managing the State Boards process in PAS.

Lisa Keyes
Head of Business Analysis and Development

Responsible for business analysis and development, data analytics, client and candidate relations and the business and facilities support functions in PAS.

Catherine Dobbins
HR and Compliance Manager

Responsible for HR and Compliance and Quality Assurance in PAS, and Secretary to the Board of PAS.

Rosemarie O’Mahony
Head of Project Services Office

Responsible for project management and business planning support and promoting a culture of innovation and continuous improvement within PAS.
Organisation Structure
The Recruitment and Selection Services Unit (RSSU) carries out the core business functions of PAS. RSSU consists of ten 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, Client and Candidate Relations and Internal Operations, Human Resources, Compliance and Quality Assurance, Data Analytics, and Project Services.

The Audit Committee
The members of the Audit Committee are:

Chairperson
Ms Clare McGrath, Former Chairman of the Office of Public Works

Members
Mr Paul Lemass, Assistant Secretary, Department of Housing, Planning, Community and Local Government
Mr Tom Young, Former Director BNY Mellon
Ms Geraldine Kelly, Former Director Carbon Solutions, ESB International

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

• Internal Control
• Governance and Risk Management
• Internal Audit
• External Audit
• Financial Management
• Reporting Functions

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

• External Test Providers
• Payroll
• Compliance with CPSA Codes- Review Process
• Compliance with PAS published documentation

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

The audit reports are reviewed by the PAS Board on a regular basis, and the Chairperson of the Audit Committee reports on an annual basis to the PAS Board.

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 2018. It is discussed by the Management Board on a regular basis. The major risks facing PAS at present are discussed below. PAS has invested considerable time and resources in mitigating these three key risks.

IT Security
PAS had no recorded IT security breaches or virus outbreaks during 2018. Online IT Security Awareness training was introduced as part of all new employee’s induction programme. PAS recognise the important role all staff play in maintaining the security of the network and the data stored, and the security awareness training is seen as a vital part of the PAS IT security strategy.
Information Governance

A range of documentation, incorporating obligations under the new Data Protection Legislation (General Data Protection Regulation and the Data Protection Act, 2018) were developed and published on the publicjobs.ie website in May 2018. A Business Awareness Session was held for all members of PAS in June 2018 to give an overview on the impact of the new Data Protection Legislation on operations within the organisation and information sessions (including a Q&A session with an expert in this area) were held in January 2018 for all managers in PAS. A new Records Retention Policy and Records Management Schedule were rolled out to all staff, in addition to summary guidance tailored to specific areas of work.

A process for conducting Privacy Impact Risk Assessments was put in place and is being used in advance of all new projects or the introduction of new ways of processing data.

Risk that PAS cannot meet organisational objectives and/or client demands due to insufficient resources, client behaviour or unexpected demands.

PAS has put a number of measures in place to mitigate this risk, including reviewing resourcing within PAS, enhancing the business planning process, and increasing the focus on workforce planning and communications with clients. PAS also also developed other recruitment models and redesigned recruitment to deliver in the face of unexpected demands for entry level grades.

Data Protection

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

Data Protection Requests by Type 2018

<table>
<thead>
<tr>
<th>REQUEST</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access Request</td>
<td>37</td>
</tr>
<tr>
<td>Erasure Request</td>
<td>8</td>
</tr>
<tr>
<td>Delete Account</td>
<td>82</td>
</tr>
<tr>
<td>Access Request-info not held in PAS</td>
<td>1</td>
</tr>
</tbody>
</table>

Data Protection Requests by Month 2018

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>2</td>
</tr>
<tr>
<td>February</td>
<td>2</td>
</tr>
<tr>
<td>March</td>
<td>1</td>
</tr>
<tr>
<td>April</td>
<td>3</td>
</tr>
<tr>
<td>May</td>
<td>30</td>
</tr>
<tr>
<td>June</td>
<td>29</td>
</tr>
<tr>
<td>July</td>
<td>5</td>
</tr>
<tr>
<td>August</td>
<td>12</td>
</tr>
<tr>
<td>September</td>
<td>6</td>
</tr>
<tr>
<td>October</td>
<td>17</td>
</tr>
<tr>
<td>November</td>
<td>12</td>
</tr>
<tr>
<td>December</td>
<td>9</td>
</tr>
</tbody>
</table>

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 2018 is set out below.

Breakdown of FOI Requests in 2018

<table>
<thead>
<tr>
<th>REQUEST DECISION</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Granted</td>
<td>60</td>
</tr>
<tr>
<td>Part-Granted</td>
<td>23</td>
</tr>
<tr>
<td>Refused</td>
<td>12</td>
</tr>
<tr>
<td>Withdrawn &amp; dealt with outside of FOI</td>
<td>2</td>
</tr>
<tr>
<td>Request Transferred</td>
<td>1</td>
</tr>
<tr>
<td>Withdrawn</td>
<td>4</td>
</tr>
<tr>
<td>Grand Total</td>
<td>102</td>
</tr>
</tbody>
</table>

FOI Requests by Requester

- Candidate: 74%
- Journalist: 17%
- Union: 3%
- Unknown: 3%
### Compliance with the Official Languages Act 2003

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

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

### APPENDIX 1

#### Summary of Recruitment Activity 1 January - 31 December 2018

Number of Competitions Advertised - 435

<table>
<thead>
<tr>
<th>Position</th>
<th>Number of Applications</th>
<th>NO. ASSIGNED / RECOMMENDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary Clerical Officer</td>
<td>25,098</td>
<td>2,967</td>
</tr>
<tr>
<td>Clerical Officer</td>
<td>14,272</td>
<td>1,777</td>
</tr>
<tr>
<td>Executive Officer</td>
<td>5,782</td>
<td>811</td>
</tr>
<tr>
<td>Administrative Officer</td>
<td>4,414</td>
<td>89</td>
</tr>
<tr>
<td>Higher Executive Officer</td>
<td>0</td>
<td>261</td>
</tr>
<tr>
<td>Assistant Principal</td>
<td>4,442</td>
<td>256</td>
</tr>
<tr>
<td>Principal Officer</td>
<td>0</td>
<td>31</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54,008</strong></td>
<td><strong>6,192</strong></td>
</tr>
<tr>
<td>Senior Executive Recruitment</td>
<td>745</td>
<td>13</td>
</tr>
<tr>
<td>Top Level Appointments Committee</td>
<td>722</td>
<td>20</td>
</tr>
<tr>
<td>Professional / Technical / Specialist</td>
<td>5,137</td>
<td>673</td>
</tr>
<tr>
<td>Local Government</td>
<td>1,469</td>
<td>343</td>
</tr>
<tr>
<td>Medical Consultants</td>
<td>581</td>
<td>67</td>
</tr>
<tr>
<td>State Boards</td>
<td>2,811</td>
<td>207</td>
</tr>
<tr>
<td>Non-State Boards</td>
<td>73</td>
<td>2</td>
</tr>
<tr>
<td>WAM</td>
<td>58</td>
<td>0</td>
</tr>
<tr>
<td>Justice Sector</td>
<td>8,760</td>
<td>934</td>
</tr>
<tr>
<td>Large Volume (not including core grades)</td>
<td>14,447</td>
<td>501</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>34,803</strong></td>
<td><strong>2,760</strong></td>
</tr>
<tr>
<td><strong>Overall Totals</strong></td>
<td><strong>88,811</strong></td>
<td><strong>8,952</strong></td>
</tr>
</tbody>
</table>

The above information relates to activity in 2018 only. Applications may have been received for some campaigns in 2017 and appointments made in 2018.
APPENDIX 2
State Boards Activity 2018

**VACANCIES ADVERTISED**
185 across 67 State Boards
2,664 Applications received

- Male: 1,808 (68%)
- Female: 856 (32%)

**APPOINTMENTS MADE**
205 across 73 State Boards
462 Names forwarded to Ministers

- Male: 101 (49%)
- Female: 104 (51%)
APPENDIX 3

Overview of Energy Usage in 2018
The main energy usage relates to heating/lighting and providing water in the office in Chapter House. In 2018, 1,097 MWh of energy was consumed, consisting of:
- 763 MWh of electricity;
- 334 MWh of fossil fuels;
- 0 of renewable fuels.

Actions Undertaken in 2018
In 2018, PAS undertook a range of initiatives to improve the energy performance, including:

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

Actions planned for 2019
In 2019, PAS intend to further improve the energy performance by undertaking the following initiatives:

- Continue to raise staff awareness in relation to energy savings;
- Continue to manually intervene in heating system controls when necessary;
- Phased upgrade of Air Conditioning Units;
- Introduce new technology to monitor and reduce consumption.
APPENDIX 4
FINANCIAL STATEMENT

Vote 17 Public Appointments Service
Appropriation Account 2018

<table>
<thead>
<tr>
<th></th>
<th>2018 PROVISION</th>
<th>2018 OUTTURN</th>
<th>2017 OUTTURN</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Programme expenditure</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A Civil and public service redeployment/recruitment/selection</td>
<td>13,598</td>
<td>12,558</td>
<td>11,757</td>
</tr>
<tr>
<td><strong>Gross expenditure</strong></td>
<td>13,598</td>
<td>12,558</td>
<td>11,757</td>
</tr>
<tr>
<td><strong>Deduct</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A Appropriations-an-aid</td>
<td>239</td>
<td>314</td>
<td>303</td>
</tr>
<tr>
<td><strong>Net expenditure</strong></td>
<td>13,359</td>
<td>12,244</td>
<td>11,454</td>
</tr>
</tbody>
</table>

**Surplus**
The surplus of the amount provided over the net amount applied is liable for surrender to the Exchequer. Under section 91 of the Finance Act 2004.

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus</td>
<td>€ 1,174,763</td>
<td>€ 366,071</td>
</tr>
<tr>
<td>Deferred surrender</td>
<td></td>
<td>(€ 60,000)</td>
</tr>
<tr>
<td><strong>Surplus to be surrendered</strong></td>
<td>€ 1,174,763</td>
<td>€ 306,071</td>
</tr>
</tbody>
</table>
Responsibility for System of Internal Financial Control

In 2018, PAS undertook a range of initiatives to improve the energy performance, including: 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 (e.g. HR) shared services.

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

The position in regard to the financial control environment, the framework of administrative procedures, management reporting and internal audit is as follows.

Financial Control Environment

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

- Financial responsibilities have been assigned at management level with corresponding accountability
- Reporting arrangements have been established at all levels where responsibility for financial management has been assigned
- Formal procedures have been established for reporting significant control failures and ensuring appropriate corrective action
- There is an Audit Committee to advise me in discharging my responsibilities for the internal financial control system
- Procedures for all key business processes have been documented
- There are systems in place to safeguard the assets.

Administrative Controls and Management Reporting

I confirm that a framework of administrative procedures and regular management reporting is in place, including segregation of duties and a system of delegation and accountability. This includes the following elements.

- 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. Two contracts active during 2018, and with a value of €222,442 did not fully comply with the guidelines.

These related, in the first case to Oracle support and software licensing for a values of €150,337, and, in the second, to the cleaning of the facility for an amount of €72,105. In the case of the Oracle licensing the exception arose because there is only a single supplier available for the proprietary software.

As regards the cleaning of the facility, it was stated in the 2017 account that the tender had been put on hold pending a decision on the long term status of the PAS Chapter House facility by OPW. As this remained the case
During 2018, retendering was again necessarily deferred. The contract is now in the process of being put to tender with an expected issue date in 2019.

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

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

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

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

**Ongoing Monitoring and Review**
Formal procedures have been established for monitoring control processes and control deficiencies are communicated to those responsible for corrective action and to the Management Board, where relevant, in a timely way.

I confirm that key risks and related controls have been identified and processes have been put in place to monitor the operation of those key controls and report any identified deficiencies.

**Review of Effectiveness**
I confirm that the Office has procedures to monitor the effectiveness of its risk management and control procedures. The Office's monitoring and review of the effectiveness of the system of internal financial control is informed by the work of the internal and external auditors and the senior management within the Public Appointments Service responsible for the development and maintenance of the internal financial control framework.

**Internal Financial Control Issues**
No weaknesses in internal financial control were identified in relation to 2018 that require disclosure in the appropriation account.

**Shirley Comerford**
Accounting Officer
Public Appointments Service