



An tSeirbhís um Cheapacháin Phoiblí
Public Appointments Service

Tuarascáil Bhliantúil
Annual Report
2007

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An tSeirbhís um Cheapacháin Phoiblí
Public Appointments Service

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Ráiteas an Chathaoirligh



An tUasal Eddie Sullivan
*Cathaoirleach
An tSeirbhís um
Cheapacháin Phoiblí*

Is cúis mhór áthais dom é Tuarascáil Bhliantúil 2007 don tSeirbhís um Cheapacháin Phoiblí a chur i láthair.

Mar a bheidh soiléir, lean an tSeirbhís um Cheapacháin Phoiblí ar aghaidh ag tabhairt faoi mhéid ollmhór oibre do réimse leathan cliant; is féidir méid agus éagsúlacht na hoibre seo a fheiceáil ar fud na tuarascála seo. Tá sé soiléir gur dhéileáil an eagraíocht go maith leis an méid méadaithe gnó, agus leis an líon mór iarrthóirí a bhíonn ann de shíor agus gur chomhlíon sí an t-éileamh ar sheirbhísí earcaíochta agus roghnúcháin ó líon níos mó cliant.

Bhí an t-aiseolas ó chliant dearfach den mhórchuid mar atá le feiceáil ó thorthaí na suirbhéanna custaiméirí éagsúla a rinneadh le linn na bliana. Lean an eagraíocht ar aghaidh chomh maith lena clár taighde mór agus í féin a thagarmharcáil, go náisiúnta agus go hidirnáisiúnta. Cinntíonn na gníomhaíochtaí seo go gcothaítear próiseas feabhais leanúnach ina seirbhísí earcaíochta agus roghnúcháin araon agus i soláthar seirbhísí ardchaighdeán do chustaiméirí.

Tá lúcháir orm a fheiceáil gur comhlacht éifeachtach gairmiúil an eagraíocht le feachtas mhaith ar riachtanais a custaiméirí. Gabhaim buíochas leis an iar-Chathaoirleach, an tUasal Frank Murray, agus Comhaltai an Bhoird as ucht a dtiomantais leis an eagraíocht le trí bliana anuas agus as a chinntiú gur seachadadh na gealltanais i Ráiteas Straitéise 2005-2007 maidir le hardchaighdeán a bhaint amach.

Chinntigh an Príomhfheidhmeannach, an tUasal Bryan Andrews, agus foireann iomlán na hoifige go ndearna an eagraíocht freastal go maith ar a custaiméirí go léir i mbliain a bhí thar a bheith gnóthach agus ba mhaith liom buíochas a ghabháil leo as ucht an tiomantais agus na díograise a thaispeáin siad le linn na bliana. Mar an gcéanna, tugaim aitheantas don obair a rinne na daoine go léir a thug a gcuid ama go toilteanach le hoibriú ar na boird roghnúcháin éagsúla a choinníonn an eagraíocht beo.

Táim fiormhuiníneach gur féidir leis an eagraíocht leanúint ar aghaidh ag forbairt agus ag seachadadh na spriocanna dúshlánacha atá leagtha amach ina Ráiteas Straitéise nua. In éineacht le mo Chomhchomhaltai ar an mBord táim ag tnúth go mór le hobair na Seirbhíse um Cheapacháin Phoiblí agus lena forbairt amach anseo sna blianta atá romhainn.

An tUasal Eddie Sullivan
*Príomhfheidhmeannach
An tSeirbhís um Cheapacháin Phoiblí*

Chairman's Statement

I am pleased to present the Annual Report for the Public Appointments Service for 2007.

As will be evident, the Public Appointments Service in 2007 has continued to undertake an immense amount of work for a wide range of clients, the volume and the variety of which can be seen throughout this report. It is clear that the organisation has coped well with the increased volume of business, the consistently large applicant pools and has met the demand for recruitment and selection services from an increased number of clients.

The feedback from customers has been generally positive, as is evident from the results of the various customer surveys conducted during the year. The organisation has also continued with its impressive research programme and to benchmark itself, both nationally and internationally. These activities ensure that a process of continuous improvement is maintained in both its recruitment and selection services and in the provision of quality customer services.

I am pleased to see that the organisation is an efficient and professional body with a keen sense of awareness of its customers' needs. I express my gratitude and deep appreciation to the previous Chairman, Mr Frank Murray, and Board Members for their commitment to the organisation over the past three years and for ensuring that the commitments contained in the Statement of Strategy 2005-2007 were delivered to such a high standard.

The Chief Executive, Mr. Bryan Andrews, and all the staff of the office have ensured that the organisation has delivered to all of its customers in a particularly busy year and I would like to thank them for the dedication and commitment they have displayed throughout the year. Similarly, I acknowledge the work of the many people who have given freely of their time to work on the various selection boards that are indeed the 'life blood' of the organisation.

I am confident that the organisation can continue to develop and deliver on all of the challenging goals set out in its new Statement of Strategy. Together with my fellow Board Members, I look forward to contributing to the work and future development of the Public Appointments Service over the coming years.

Mr Eddie Sullivan
*Chairman
Public Appointments Service*



Bryan Andrews
Príomhfheidhmeannach

Ráiteas an Phríomhfheidhmeannaigh

Le bliain anuas, mar atá leagtha amach sa tuarascáil seo, taispeánadh borradh i ngníomhaíocht earcaíochta agus éileamh leanúnach ar ár seirbhísí ó raon leathan de chliant-eagraíochtaí iléagsúla. De réir mar a théann an timpeallacht earcaíochta, a chruthaigh an tAcht um Bainistíocht na Seirbhíse Poiblí (Earcaíocht agus Ceapacháin) 2004, i bhfeidhm, tá roinnt treochtaí feiceálacha ag teacht chun cinn a bhfuil tionchar acu, nó a mbeidh tionchar acu, ar ár n-eagraíocht. Tá an líon oifigí agus gníomhaireachtaí beaga atá ag cuardach cúnaimh le ceistanna earcaíochta, go háirithe ag an gcéim tionscnaimh, ag fás leis, agus tá cúnamh mór de dhíth ar na hoifigí seo le hearcú agus roghnú éifeachtach daoine leis na cumais riachtanacha.

Treocht eile atá ag teacht chun cinn ná méadú leanúnach i ngnó neamhthipiciúil ag teacht ónár gcliaint thraidisiúnta lárnacha. Tá brú, atá ag fás leis, ar an eagraíocht chun tuilleadh oibre a ghlacadh ar bhord a rinne na cliaint iad féin roimhe seo, agus is féidir go léiríonn seo a mhéad atá an timpeallacht earcaíochta agus roghnúcháin ag éirí níos casta toisc teacht isteach na meicníochtaí achomhairc agus na gcód cleachtais. Tá seo feiceálach go háirithe i réimse iarratas le haghaidh cúnaimh i dtionscnaimh inmheánacha agus seachadadh oilte anailís oibre agus tionscadail dearaidh.

Tá mé bródúil go háirithe as an mbealach inar fhreagair foireann iomlán na Seirbhíse um Cheapacháin Phoiblí don tasc idir lámha. Mar a bheidh le feiceáil ón tuarascáil seo, tugadh aitheantas poiblí chomh maith don ghairmiúlacht agus tiomantas a thaispeáin gach ball foirne trí roinnt gradam agus creidiúnuithe náisiúnta faoi leith. Ba mhaith liom buíochas a ghabháil leo thar ceann an Bhoird Bhainistíochta as ucht a dtiomantais, a n-aird ar mhionsonraí, agus a n-ardleibhéil feidhmíochta le bliain anuas.

Ba mhaith liom fíorbhuíochas a ghabháil le Frank Murray ár gCathaoirleach, agus le comhaltaí go léir an Bhoird a d'fhreastail ar an eagraíocht le trí bliana anuas. Táim buíoch go háirithe as a dtreoir agus a gcomhairle agus as an chaoi mhaith a d'fhág siad ar an eagraíocht ag deireadh a dtéarma in oifig.

Is comhpháirt rithábachtach d'aon phróiseas roghnúcháin de chuid na Seirbhíse um Cheapacháin Phoiblí ár dteaghlach leathan de chomhpháirtithe agus cairde a thugann a gcuid ama go flaithiúil chun cabhrú linn boird agus triail agallaimh a acmhainniú. Roghnaítear na daoine seo siocair a saineolais i réimsí éagsúla, agus tugann siad faoina dtasc sannaithe de shíor le cuid mhór taighde agus an-ullmhaithe chun torthaí

Chief Executive's Statement

The past year, as outlined in this report, has shown a continuing high level of recruitment activity and a steady demand for our services from a wide cross-section of client organisations. As the new recruitment environment, established by the Public Service Management (Recruitment and Appointments) Act 2004, beds down, a number of noticeable trends are beginning to emerge that are having, or will have, an impact on our organisation. The number of smaller offices and agencies, particularly at the start up phase, who are seeking assistance on recruitment issues continues to grow and these offices require considerable assistance in efficiently attracting and selecting people with the necessary capabilities.

A further trend emerging is the continued increase in atypical business coming from our traditional, “core” clients. Perhaps reflecting the increasing complexity of the recruitment and selection environment with the advent of appeals mechanisms and codes of practice, there is growing pressure on the organisation to take on additional work previously transacted by clients themselves. This is particularly apparent in the area of requests for assistance in internal promotions and the skilled delivery of job analysis and design projects.

I am particularly proud of the manner in which all of the staff of the Public Appointments Service have responded to the task at hand. As will be evident from this report the professionalism and dedication displayed by all members of staff has also been publicly acknowledged through a number of significant national awards and accreditations. I would like to thank them on behalf of the Management Team for their commitment, attention to quality and high level of performance throughout the past year.

I would like to express my sincere thanks to Frank Murray, our Chairman, and to all members of the Board who have served the organisation over the past three years. I am particularly grateful for their guidance and advice and for the healthy state in which they have left the organisation at the end of their term in office.

An essential component in any selection process run by the Public Appointments Service is our wider family of “associates” and friends who give so generously of their time to assist us to resource interview boards and tests. Chosen for their expertise in various fields, these people, often at quite short notice, unfailingly come to their allotted task well researched and prepared to deliver quality results. This is a

ardchaighdeáin a sheachadadh, go minic ar ghearrfhógra. Is seirbhís luachmhar phoiblí í seo a sholáthraíonn siad don eagraíocht, as a bhfuilimid an-bhuíoch.

Le bliain anuas leanamar ar aghaidh ag obair ar bhealaí comhoibritheacha nua agus ag baint geilleagair nua de mhéid mór amach do líon mór eagraíochtaí de chuid ár gcliant. Leanamar ar aghaidh ag cothú cur chuige comhpháirteach le cliaint agus fuaireamar roinnt mhaith tacaíochta agus cúnamh in a lán dár bhfeachtas.

Beidh 2008 ina bliain dhúshlánach eile le béim leanúnach ar líon iarrthóirí ardchaighdeáin a chruinniú do gach feachtas a réachtálfar. Níos mó agus níos mó tá againn teacht ar bhealaí nua nuálaíocha chun na hiarrthóirí cearta a mhealladh agus a roghnú agus táim ag tnúth go mór le bheith ag obair lenár bpáirtithe leasmhara sa bhliain atá amach romhainn agus ag brú siar na dteorainneacha le feabhas leanúnach a chur ar chuile ghné dár n-obair.



Bryan Andrews
Príomhfheidhmeannach

valuable public service that they provide to the organisation for which we are extremely grateful.

In the past year we have continued to work in new collaborative ways and to achieve new economies of scale for a large number of our client organisations. We have continued to foster a partnership approach with clients and have received great support and assistance across many of our campaigns.

2008 promises to be another demanding year with a continuing emphasis on securing quality candidate pools for all campaigns run. Increasingly we are required to devise new and innovative means of attracting and selecting the right candidates and I look forward to working with all our stakeholders over the coming year and, once again, pushing out the boundaries for continuous improvement on all fronts.

Bryan Andrews
Chief Executive

An tSeirbhís um Cheapacháin Phoiblí

Ár Misean

Bheith ina príomhsholáthróir réitigh earcaíochta, measúnachta agus acmhainní daonna bainteacha don tseirbhís phoiblí.

Bunaíodh an tSeirbhís um Cheapacháin Phoiblí i mí Dheireadh Fómhair 2004 tar éis díscaoileadh Oifig Choimisiún na Státseirbhíse agus an Choimisiún um Cheapacháin Áitiúla leis an Acht um Bainistíocht na Seirbhíse Poiblí (Earcaíocht agus Ceapacháin) 2004.

Is é an tSeirbhís um Cheapacháin Phoiblí an soláthraí láraithe de sheirbhísí earcaíochta, measúnaithe agus roghnúcháin don státseirbhís. Soláthraímid seirbhísí comhairliúcháin earcaíochta agus acmhainní daonna bainteacha d'Údaráis Áitiúla, d'Fheidhmeannacht na Seirbhíse Sláinte, don Gharda Síochána agus do chomhlachtaí poiblí eile.

The Public Appointments Service

Our Mission

To be the leading recruitment, assessment and related human resource solutions provider for the public service

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

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



Comhaltaí an Bhoird (2004 – 2007)

- An tUasal Frank Murray, Cathaoirleach, Iar-Choimisinéir na Státseirbhíse agus Iar-Rúnaí Rialtais.
- An tUasal Bryan Andrews, Príomhfheidhmeannach, an tSeirbhís um Cheapacháin Phoiblí.
- Geraldine Tallon, Uasal, Rúnaí Cúnta, an Roinn Comhshaoil, Oidhreacht agus Rialtais Áitiúil.
- Catherine Clancy, Uasal, Ard-Rúnaí, Bainistíocht Acmhainní Daonna, an Garda Síochána.
- Niamh O'Donoghue, Uasal, Rúnaí Cúnta, Oifig na gCoimisinéirí Ioncaim.
- An tUasal John O'Connell, Rúnaí Cúnta, an Roinn Airgeadais.
- An tUasal Bernard Carey, Rúnaí Cúnta, An Roinn Sláinte agus Leanaí.
- Rosaleen Glackin, Uasal, Leas Ard-Rúnaí, Ceardchumann na Státseirbhíse agus na Seirbhíse Poiblí, agus ainmní de Chomhdháil na gCeardchumann.
- Maura Mc Grath, Uasal, Comhairleoir ar Athrú Eagraíochta Neamhspleách agus Acmhainní Daonna.



Members of the Board (2004 - 2007)

- Mr. Frank Murray, Chairperson, former Civil Service Commissioner and former Secretary to the Government.
- Mr. Bryan Andrews, Chief Executive, Public Appointments Service.
- Ms. Geraldine Tallon, Secretary General, Department of the Environment, Heritage and Local Government.
- Ms. Catherine Clancy, Assistant Commissioner, Human Resource Management, An Garda Síochána.
- Ms. Niamh O'Donoghue, Assistant Secretary, Office of the Revenue Commissioners.
- Mr. John O'Connell, Assistant Secretary, Department of Finance.
- Mr. Bernard Carey, Assistant Secretary, Department of Health and Children.
- Ms. Rosaleen Glackin, Deputy General Secretary, Civil and Public Services Union, and a nominee of ICTU.
- Ms. Maura McGrath, Independent Organisation Change and Human Resource Consultant.



Niall Leavy

Mary Flynn

Padraig Love

Bryan Andrews

Martin Bourke

Áine Gray

An Coiste Comhairleach Bainistíochta:

- An tUasal Bryan Andrews,
Príomhfheidhmeannach
- An tUasal Niall Leavy,
Ceannasaí Earcaíocht Shinsearach Feidhmiúcháin
- An tUasal Padraig Love,
Ceannasaí Oibríochtaí
- An tUasal Martin Bourke,
Ceannasaí na Seirbhísí Corparáideacha
- Mary Flynn, Uasal
Bainisteoir na gCaidreamh Cliant
- Áine Gray, Uasal
Ceannasaí na Seirbhísí Measúnaithe

The Management Advisory Committee

- Mr. Bryan Andrews,
Chief Executive
- Mr. Niall Leavy,
Head of Senior Executive Recruitment
- Mr. Padraig Love,
Head of Operations
- Mr. Martin Bourke,
Head of Corporate Affairs
- Ms. Mary Flynn,
Head of Client Relations
- Ms. Áine Gray
Head of Assessment Services

Straitéis na hEagraíochta 2005 – 2007

Our *Strategy* for 2005 – 2007



Straitéis na hEagraíochta 2005 – 2007

Cuspóir 1: **Díriú ar Chustaiméirí**

Na táirgí agus seirbhísí is fearr a sholáthar a chuireann luach leis an méid a fhaigheann ár gcustaiméirí;

Cuspóir 2: **Forbairt Ghnó**

Barr feabhais agus nuálaíocht a bhaint amach i bpróisis ghnó a chabhraíonn linn éachtaí a dhéanamh;

Cuspóir 3: **Luach ar Airgead a Thabhairt**

A chinntiú go dtugann na hacmhainní atá faoinár gcúram luach ar airgead trí chuntasacht agus freagracht;

Cuspóir 4: **Forbairt Straitéiseach ar Acmhainní Daonna**

Barr feabhais a bhaint amach trí fhorbairt a dhéanamh agus tacaíocht a thabhairt dár ndaoine.

Our Strategy for 2005 – 2007

Goal 1: **Customer Focus**

Providing the best products and services that add value for our customers;

Goal 2: **Business Development**

Achieving excellence and innovation in business processes which allows us to excel;

Goal 3: **Delivering Value for Money**

Ensuring resources entrusted to us deliver value for money through accountability and responsibility;

Goal 4: **Strategic Human Resource Development**

Achieving excellence through developing and supporting our people.

Ag Freastal ar ár
gCustaiméirí

Delivering
for our Customers



Ag Freastal ar ár gCustaiméirí

Le linn 2007 leanadh ar aghaidh leis an éileamh láidir marthanach ar sheirbhísí na Seirbhíse um Cheapacháin Phoiblí ó gach earnáil dár mbunachar cliant. I measc na ngníomhaíochtaí, mheall an oifig beagnach 80,000 iarrthóir (i gcomparáid le 80,743 i 2006 agus 68,550 i 2005) chun dul san iomaíocht do phoist seirbhíse poiblí ar fud raon an-leathan d'oifigí san earnáil phoiblí scaipthe ar fud na tíre. Mar thoradh air sin rinneadh 6,400 sannachán le linn na bliana (méadú suntasach ar na 4,898 sannachán a rinneadh i 2006 agus 4,704 a rinneadh i 2005).

Lean earnáil na n-údarás áitiúil ag lorg cúnaimh ón oifig seo chun a próisis earcaíochta féin a chuíchóiriú agus a dhéanamh níos éifeachtaí – go háirithe ag an leibhéal iontrála. Bhí lúcháir mhór ar an tSeirbhís um Cheapacháin Phoiblí cabhrú leis an ghné thábhachtach seo d'earcaíocht na seirbhíse poiblí mar go bhfuil sé soiléir go mbíonn coigiltis agus éifeachtachtaí láithreacha trédhearcacha do na húdaráis bhainteacha mar thoradh air.

Bhí baint shuntasach leanúnach ag an tSeirbhís um Cheapacháin Phoiblí leis an FSS le linn 2007 agus thug sí tacaíocht d'athchóiriú FSS trí fheachtais earcaíochta a réachtáil do phoist ag leibhéal sinsearach. Den chéad uair, thug an tSeirbhís um Cheapacháin Phoiblí cabhair do FSS chomh maith le feachtais náisiúnta do Rialtóirí Géarchéime Leighis agus Teicneoirí Géarchéime Leighis.

Le linn na bliana rinneadh cuid mhór oibre a sheirbhísiú thar ceann na Roinne Dlí agus Cirt agus An Gharda Síochána. I measc na hearcaíochta bhí Garda Faoi Oiliúint, Cúltaca an Gharda agus leibhéal ard earcaíochta chun tacú leis an chlár sibhialaithe.

I rith na bliana lean an oifig ar aghaidh ag soláthar seirbhísí éagsúla sa bhris do chliant chun cabhrú leo ina bpróisis roghnúcháin féin. San áireamh leis seo bhí

soláthar cabhrach do Rannóga Státseirbhíse lena bpróisis roghnúcháin inmheánacha agus soláthar oiliúna do bhaill foirne ar fud na seirbhíse poiblí i réimse na n-agallamh roghnúcháin.

An Earnáil Státseirbhíse

Le linn 2007 mealladh 48,297 iarrthóir chun iarratas a dhéanamh le haghaidh folúntais nó deiseanna ardaithe céime ar fud na státseirbhíse. As an líon iarrthóirí seo shann an tSeirbhís um Cheapacháin Phoiblí, nó mhol siad le haghaidh sannachán, níos mó ná 3,900 duine do phoist éagsúla. Léirigh an líon seo méadú ar leith ar an líon daoine a moladh sa bhliain roimhe sin.

Le linn na bliana bhí am an-dúshlánach ag an eagraíocht maidir le fanacht chun tosaigh ar an leibhéal éilimh ar ghnáthfhoirne seirbhíse ag gach grád sa státseirbhís. Ba ghné faoi leith den earcaíocht seo an riachtanas folúntais a líonadh a tháinig aníos ar fud na réigiún siocair an chláir díláraithe. Mar thoradh ar an éileamh seo réachtáladh roinnt mórfheachtas. Bhí baint ag roinnt díobh le státseirbhísithe amháin, agus bhí roinnt eile oscailte do gach duine cáilithe.

I measc roinnt feachtas an-rathúil a tharraing leibhéil arda suime agus a raibh baint ag próisis nuálaiocha earcaíochta leo bhí:

- Oifigeach Cléireachais
- Oifigeach Foirne
- Oifigeach Feidhmiúcháin
- Oifigeach Cléireachais/Oifigeach Feidhmiúcháin (Oilteacht sa Ghaeilge)
- Oifigeach Riaracháin
- Taidhleoir Sóisearach
- Ardoifigeach Feidhmiúcháin
- Príomhoifigeach Cúnta
- Príomhoifigeach

Delivering for our Customers

2007 saw the continuation of a very strong and sustained demand for the services of the Public Appointments Service from all sectors of our client base. Across all activities the office attracted almost 80,000 applicants (compared to 80,743 in 2006 and 68,550 in 2005) to compete for public service jobs spread across a very wide variety of public sector offices geographically dispersed throughout the country. This resulted in over 6,400 assignments being made during the year (a significant increase from the 4,898 assignments made in 2006 and 4,704 made in 2005).

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

The Public Appointments Service has continued to have significant involvement with the HSE during 2007 and supported HSE reform by carrying out recruitment campaigns for positions at a senior level. For the first time PAS has also assisted the HSE with national campaigns for Emergency Medical Controllers and Emergency Medical Technicians.

A very significant volume of work was serviced during the year on behalf of the Department of Justice and An Garda Síochána. Recruitment included Garda Trainee, Garda Reserve and a high level of recruitment to support the civilianisation programme.

Throughout the year the office continued to provide various additional services to clients to assist them in their own selection processes. This included the provision of assistance to Civil Service Departments with their internal selection processes and the

provision of training to staff throughout the public service in the area of selection interviewing.

Civil Service Sector

In 2007 48,297 applicants were attracted to apply for vacancies or promotional opportunities throughout the civil service. From this candidate pool the Public Appointments Service assigned, or recommended for assignment, over 3,900 people to various positions. This figure represented a significant increase on the equivalent number of people recommended the previous year.

During the year the organisation had a very challenging time to keep ahead of the level of demand for general service staff at all grades in the civil service. A particular feature of this recruitment was the requirement to fill vacancies arising across the regions as a result of the decentralisation programme. This demand resulted in the running of several major campaigns, some of which were confined solely to existing civil servants while others were open to all qualified people.

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

- Clerical Officer
- Staff Officer
- Executive Officer
- Clerical Officer/Executive Officer (proficiency in Irish)
- Administrative Officer
- Junior Diplomat
- Higher Executive Officer
- Assistant Principal
- Principal Officer

Ba dhíol suntais le linn 2007 é an feachtas chun daoine a roghnú le haghaidh phost an Phríomhoifigigh sa státseirbhís. Don fheachtas seo d’úsáid an oifig cur chuige ionaid mheasúnachta don ghrád sinsearach státseirbhíse seo den chéad uair. Bhí teicnící éagsúla measúnachta agus roghnúcháin i gceist leis an gcur chuige ionaid mheasúnachta seo, ina measc – Cleachtadh Breithiúnais agus Anailís de réir Ócáide, Cleachtadh Bainistíochta Straitéisí, Cleachtadh Grúpa agus agallamh cuimsitheach a cheapadh go speisialta don fheachtas seo.

Is é an cur chuige nua an bunús le haghaidh roghnú bunphearsanra sinsearach i státseirbhís na hÉireann a fheabhsú agus a chlaochlú. Chun aistriú réidh a éascú go dtí an tsamhail nua, cuireadh ábhair chleachta ar fáil ar ár suíomh gréasáin, agus reáchtáladh seisiúin faisnéise ar fud na tíre d’ábhar iarrthóirí. Fuarthas aiseolas an-dearfach ar an chur chuige seo agus tá painéal don Phríomhoifigeach ann anois.

Líonadh roinnt post sinsearach bainistíochta sa státseirbhís agus sa tseirbhís phoiblí chomh maith trí phróiseas comórtais le linn na bliana. Ina measc bhí:

- Stiúrthóir, Bord Seirbhísí Ríomhaire Rialtais Áitiúil
- Coimisinéir do Rialúchán na dTacsaithe
- Coimisinéir do Rialúchán Cumarsáide
- Stiúrthóir Comhlíonta Cearta Fostaíochta
- Príomhfheidmeannach Ghníomhaireacht Forbartha Gráinseach Ghormáin
- Ball d’Údarás Cosanta Iascaigh Mhara
- Stiúrthóir i nGarda Cóta na hÉireann

Ag Cabhrú le Coiste na gCeapachán ag an Leibhéal is Airde (CCLA)

Leanann an tSeirbhís um Cheapacháin Phoiblí ar aghaidh ag tabhairt cabhrach do CCLA lena sprioc iarrthóirí a roghnú atá cáilithe go hoiriúnach le

haghaidh post sna ranganna is sinsearaí sa státseirbhís. Ba é an rud is suntasaí i measc na hoibre a rinneadh le linn 2007 ná reáchtáil feachtais ardphróifíle chun cabhrú le CCLA poist shinsearach a líonadh sna Ranna agus oifigí seo leanas:

- An Roinn Gnóthaí Pobail, Tuaithe agus Gaeltachta
- An Roinn Airgeadais
- An Roinn Fiontar, Trádála agus Fostaíochta
- Oifig na gCoimisinéirí Ioncaim
- An Roinn Ealaíon, Spóirt agus Turasóireachta
- Roinn an Taoisigh
- An Roinn Comhshaoil, Oidhreacht agus Rialtais Áitiúil
- An Phríomh-Oifig Staidrimh
- An Roinn Gnóthaí Soisialacha agus Teaghlaigh
- An Roinn Cosanta

Earcaíocht an Gharda Síochána

Lean an tSeirbhís um Cheapacháin Phoiblí ar aghaidh i rith na bliana ag seirbhísiú an leibhéil aird éilimh de Ghardaí faoi Oiliúint chun poist a líonadh i gColáiste Oiliúna an Gharda Síochána sa Teampall Mór.

D’athraigh an cleachtas chun Gardaí faoi Oiliúint a earcú i 2007. Anois, is féidir leo siúd a bhfuil suim acu sa phost a suim san fheachtas a chlárú ag aon am le linn na bliana. Reáchtáiltear timthriallta earcaíochta ansin go rialta i rith na bliana agus tugtar cuireadh d’éinne a chláraigh suim cur isteach ar an bpost. Tar éis dóibh iarratas a chur isteach, tugtar cuireadh d’iarrthóirí, ar bhonn tréimhsiúil, am agus dáta a chur in áirithe chun freastal ar mheasúnú. Chuaigh an cur chuige seo chun tairbhe don Gharda Síochána agus do na hiarrthóirí mar go gcinntíonn sé tabhairt isteach rialta de Ghardaí faoi Oiliúint ag an am céanna ag tabhairt solúbthachta d’iarrthóirí.

The campaign to select people for the position of Principal Officer in the civil service was particularly noteworthy in 2007. For this campaign the office used an assessment centre approach for this senior civil service grade for the first time. This assessment centre approach included a variety of assessment and selection techniques, including a Situational Judgment and Analysis Exercise, a Strategic Management Exercise, a Group Exercise and a comprehensive interview designed specifically for this campaign.

The new approach is the foundation for improving and transforming the selection of key senior management personnel in the Irish Civil Service. In order to facilitate a smooth transition to the new model practice material was made available on our website, and briefing sessions were held throughout the country for prospective applicants. Feedback on this approach has been very positive and a panel for Principal Officer is now in place.

Several senior management positions in the civil and public service were also filled through competitive process during the year. These included:

- Director, Local Government Services Board
- Commissioner for Taxi Regulation
- Commissioner for Communications Regulation
- Director of Employment Rights Compliance
- Chief Executive of Grangegorman Development Agency
- Member of the Sea Fisheries Protection Authority
- Director in the Irish Coastguard

Assistance to the Top Level Appointments Committee (TLAC)

The Public Appointments Service continues to assist TLAC in its objective of selecting appropriately qualified applicants for positions in the most senior

ranks of the civil service. Most notable in the work completed during 2007 was the conducting of high profile campaigns to assist TLAC in filling senior positions in the following departments and offices:

- Department of Community, Rural and Gaeltacht Affairs
- Department of Finance
- Department of Enterprise, Trade and Employment
- Office of the Revenue Commissioners
- Department of Arts, Sport and Tourism
- Department of the Taoiseach
- Department of Environment, Heritage and Local Government
- Central Statistics Office
- Department of Social and Family Affairs
- Department of Defence

Garda Recruitment

The Public Appointments Service continued throughout the year to service the very high demand for Garda trainees to fill positions in the Garda Training College in Templemore.

The model for recruiting Garda Trainees changed in 2007. It is now possible for those interested in the position to register an interest in the campaign at any stage during the year. Recruitment cycles are then conducted on a regular basis throughout the year and anyone who has registered an interest is invited to apply for the position. Having applied, applicants are invited, on a periodic basis, to book a time and date to attend assessment. This approach has benefited both the Garda Síochána and the applicants as it ensures a regular intake of Garda Trainees while affording applicants real flexibility.

Lean Cúltaca an Gharda Síochána ar aghaidh ag mealladh leibhéal maith suime, le próiseáil leanúnach ar iarratais le linn 2007.

Tharla roinnt mhaith gníomhaíocht earcaíochta le linn 2007 chun tacaíocht a thabhairt do chlár sibhialaithe an Gharda Síochána. Chomh maith leis na ceapacháin a rinneadh le gnáthphoist riaracháin sa Gharda Síochána, reáchtáladh feachtais faoi leith do na poist seo a leanas:

- Príomhoifigeach Riaracháin
- Stiúrthóir Cumarsáide
- Anailísí Sinsearach Coireachta agus Póilíneachta
- Ard-Anailísí Coireachta agus Póilíneachta
- Teicneoir Teileachumarsáide

Earnáil na nÚdarás Áitiúil

Bhí an éagsúlacht post a bhí ar fáil ar fud earnáil na n-údarás áitiúil le linn 2007 feiceálach. I rith na bliana moladh 219 duine do phoist chomh héagsúil le:

- Bainisteoir Cúnta Cathrach
- Stiúrthóir Seirbhísí
- Ceannasaí Gnóthaí Corparáideacha
- Ceannasaí Córais Faisnéise
- Ceannasaí Bainistíochta Flít
- Ceannasaí Bainistíochta Dramhaíola
- Cuntasóir Airgeadais/Bainistíochta
- Oifigeach Dóiteáin
- Oifigeach Coisc Dóiteáin
- Oifigeach Feidhmiúcháin Sinsearach
- Innealtóir
- Ailtire
- Pleanálaí
- Suirbhéir
- Luachálaí

- Aturnae
- Leabharlannaí
- Eolaire
- Maoirseoir Páirceanna
- Cigire Tréidliachta

Le linn na bliana, mheall an tSeirbhís um Cheapacháin Phoiblí réimsí iarrthóirí ardchaighdeáin chomh maith chun poist a líonadh ag leibhéal Bainisteora Contae sna ceantair seo leanas:

- Gaillimh
- Corcaí
- An Lú
- Cill Dara
- Ciarraí
- Cill Chainnigh
- Cill Mhantáin
- Ceatharlach
- Loch Garman

Treocht a bhí ann le blianta beaga anuas ná an bhaint a bhí ag an eagraíocht le linn 2007 le hearcaíocht ball foirne cléireachais d’údaráis áitiúla éagsúla ar fud na tíre. Léirigh aiseolas ó earnáil na n-údarás áitiúil go raibh an réimse gníomhaíochta seo de bhuntáiste faoi leith acu agus iad ag iarracht líon mór iarrthóirí a phróiseáil ar bhealach gairmiúil.

I rith na bliana bhain na húdaráis seo a leanas úsáid as seirbhísí na hoifige agus iad ag earcú foirne cléireachais:

- Comhairle Contae an Chabháin
- Comhairle Contae na Gaillimhe
- Comhairle Contae Uíbh Fháilí
- Comhairle Contae Mhaigh Eo
- Comhairle Contae na Mí

The Garda Reserve continued to attract a good level of interest with applications processed on an ongoing basis throughout 2007.

A high volume of recruitment activity took place in 2007 to support the Garda civilianisation programme. In addition to appointments made to general administrative posts in the Garda Síochána, specific campaigns were also held for the following posts:

- Chief Administrative Officer
- Director of Communications
- Senior Crime and Policing Analyst
- Higher Crime and Policing Analyst
- Telecommunications Technician

Local Authorities Sector

The wide variety of jobs available across the local authority sector during 2007 was apparent. During the year 219 people were recommended for positions as varied as:

- Assistant City Manager
- Director of Services
- Head of Corporate Affairs
- Head of Information Systems
- Head of Fleet Management
- Head of Waste Management
- Financial/Management Accountant
- Fire Officer
- Fire Prevention Officer
- Senior Executive Officer
- Engineer
- Architect
- Planner
- Surveyor
- Valuer

- Solicitor
- Librarian
- Scientist
- Parks Superintendent
- Veterinary Inspector

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

- Galway
- Cork
- Louth
- Kildare
- Kerry
- Kilkenny
- Wicklow
- Carlow
- Waterford

The involvement of the organisation during 2007 in the recruitment of clerical staff for various local authorities around the country is a trend that has continued from recent years. Feedback from the local authority sector has indicated that this area of activity has been particularly beneficial to them in their efforts to process large volumes of applicants in a professional manner.

During the year the following local authorities availed of the office's services when recruiting clerical staff:

- Cavan County Council
- Galway County Council
- Offaly County Council
- Mayo County Council
- Meath County Council

- Comhairle Contae Chorcaí
- Comhairle Contae Lú
- Comhairle Contae an Chláir
- Comhairle Contae Bhaile Átha Cliath
- Comhairle Contae Dhún Laoghaire / Rath an Dúin

An Earnáil Sláinte

Tá Feidhmeannacht na Seirbhíse Sláinte (FSS) go fóill ina chliant an-tábhachtach ag an tSeirbhís um Cheapacháin Phoiblí agus í ag leanúint ar aghaidh ag forbairt a cuir chuige maidir le hearcaíocht. Sa bhliain 2005 shann an tSeirbhís um Cheapacháin Phoiblí bainisteoir sinsearach chun comhairle a sholáthar do FSS ar gach ábhar ag baint le ceisteanna earcaíochta agus roghnúcháin. Cuireadh an socrú seo ar aghaidh píosa eile i 2006 nuair a sannadh Gairm-Shíceolaí ón eagraíocht go dtí FSS chun comhairle agus seirbhísí gairmiúla a chur ar fáil dóibh ar bhonn náisiúnta. Chuaigh an socrú comhoibritheach seo chun tairbhe go mór do FSS agus táthar ag dréim go leanfaidh sé ar aghaidh go ceann tamaill eile.

I rith na bliana bhí baint ag an tSeirbhís um Cheapacháin Phoiblí le hearcaíocht feidhmeannaigh shinsearacha le haghaidh post i FSS. I measc na bpost tábhachtach seo, atá an-tábhachtach le go mbeadh rath ar FSS amach anseo, bhí:

Stiúrthóirí Cúnta Náisiúnta sna réimsí seo a leanas:

- Soláthar
- Eastáit
- Cúram Priomhúil Pobail agus Leanúnach (CPPL)

Ardbhhainisteoirí sna réimsí seo a leanas:

- Conradh agus Úsáid
- Airgeadas
- TFC

- Iniúchadh Inmheánach
- Soláthar
- Cáilíocht agus Riosca

Príomhoifigigh Bhainistíochta Géarchéime

Príomhoifigigh Chúnta Otharcharr

In éineacht leis na poist riaracháin shinsearacha seo, lean an eagraíocht ar aghaidh ag earcú pearsanra leighis agus paraimhíochaine ardchaighdeán d’ospidéil agus do shaoráidí leighis ar fud na tíre. Ina measc bhí:

76	Comhairleoir Ospidéil
2	Oifigeach Leighis
1	Shíceolaí
2	Stiúrthóir/Stiúrthóir Chúnta Altranais
5	Chógaiseoir
3	Oifigeach Sláinte Comhshaoil
20	Saineolaí Ortadóntaic
1	Shaineolaí Leighis Shláinte Phoiblí
1	Bhithcheimiceoir
4	Anailísí Phoiblí Réigiúnacha

Fuarthas beagnach 2,000 iarratas chomh maith ar na poist mic léinn altranais ‘cód lánfhásta’ a phróiseáil an tSeirbhís um Cheapacháin Phoiblí thar ceann An Bhoird Altranais.

Go traidisiúnta, tá baint ag an tSeirbhís um Cheapacháin Phoiblí le hearcaíocht daoine ina lianna comhairleacha ospidéil. Siocair díospóireachtaí leanúnacha coimpléascacha idir na comhpháirtithe bainteacha maidir le conradh fostaíochta nua do na gairmithe seo, níor fheidhmigh an réimse earcaíochta seo ag a ghnáthleibhéal le linn na bliana.

- Cork County Council
- Louth County Council
- Clare County Council
- Dublin City Council
- Dun Laoghaire/Rathdown County Council

Health Sector

The Health Service Executive (HSE) continues to be a very important client for the Public Appointments Service as it develops its own approach to recruitment. In 2005 a senior manager was assigned by the Public Appointments Service to provide advice to the HSE on all matters relating to recruitment and selection issues. This arrangement was further advanced in 2006 with the assignment of an Occupational Psychologist from the organisation to the HSE to provide them with professional advice and services on a nationwide basis. This collaborative arrangement has proven very beneficial for the HSE and it is anticipated that the arrangement will continue for the immediate future.

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

- Assistant National Directors in the following areas:
- Procurement
 - Estates
 - Primary Community and Continuing Care (PCCC)

General Managers in the following areas:

- Contracts and Utilisation
- Finance
- ICT

- Internal Audit
- Procurement
- Quality and Risk

Chief Emergency Management Officers

Assistant Chief Ambulance Officer

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

76	Hospital Consultants
2	Medical Officers
1	Psychologist
2	Directors/Assistant Directors of Nursing
5	Pharmacists
3	Environmental Health Officers
20	Specialist in Orthodontics
1	Specialist in Public Health Medicine
1	Biochemist
4	Regional Public Analysts

Almost 2,000 applicants were also received for the 'mature code' student nursing positions which the Public Appointments Service processed on behalf of An Bord Altranais.

PAS has traditionally been involved with the recruitment of people as hospital consultants. Due to ongoing, complex discussions between the relevant parties on a new employment contract for these professionals this area of recruitment did not function at its normal level during the year.

Seirbhísí Comhairleoireachta

Tá an eagraíocht ag leanúint ar aghaidh chomh maith ag soláthar seirbhísí comhairleoireachta ardchaighdeán ag baint le hearcaíocht agus le roghnúchán d'eagraíochtaí seirbhísí poiblí eile. Chuaigh na hInstitiúidí Teicneolaíochta i dteagmháil leis an tSeirbhís um Cheapacháin Phoiblí ag cuardach cabhrach chun a bpróisis earcaíochta agus roghnúcháin a fhorbairt. Tionóladh agallaimh leis na príomhdhaoine cuí sna hInstitiúidí agus cuireadh tuarascáil ar fáil a thabharfaidh na hInstitiúidí faoi bhráid i 2008.

Dílárú – An Lárshaoráid Iarratas

Le linn na bliana, lean an tSeirbhís um Cheapacháin Phoiblí ar aghaidh ag tabhairt cabhrach don Roinn Airgeadais agus iad ag bailiú iarratas do chlár díláraithe an Rialtais. Trí cheapadh tuarascálacha agus staidrimh, bhí an oifig in ann a chinntiú go raibh rannóga agus oifigí aonair ábalta a gclár díláraithe féin a phróiseáil go héifeachtach.

Chuir an tSeirbhís um Cheapacháin Phoiblí tús le sraith ceardlann, go himheánach agus le páirtithe leasmhara móra eile, ag baint le forbairt bhreise na Lárshaoráide Iarratas. Tá an obair forbartha seo ag féachaint le forbairt straitéiseach na saoráide amach anseo a leagan amach i gcomhthéacs seirbhíse poiblí níos leithne, agus ag tabhairt aghaidh ar an ngá atá le seirbhísí feabhsuithe d'iarratasóirí ag an am céanna.

Ag Monatórú ár Seirbhíse do Chustaiméirí

CUR I BHFEIDHM ÁR BPLEAN GNÍOMHAÍOCHTA CUSTAIMÉARA

Ó thús 2005 tá clár tomhais cuimsitheach i bhfeidhm ag an oifig chun monatóireacht a dhéanamh ar bhaint amach ár gcaighdeán seirbhíse éagsúil a foilsíodh inár bplean gníomhaíochta custaiméara.

Le linn 2007 eisíodh suirbhéanna cuimsitheacha seachtracha agus inmheánacha ar líne chuig cliaint, iarrthóirí agus baill an bhoird roghnúcháin.

- **Suirbhé na gCliant**

Thaispeáin torthaí an tsuirbhé seo go raibh cliaint an-sásta le caighdeán na foirne a sholáthraigh an tSeirbhís um Cheapacháin Phoiblí tríd an bpróiseas earcaíochta agus roghnúcháin. Thug siad marcanna arda chomh maith do chaighdeán na comhairle a fuair siad ó fhoirne agus do chúirtéis agus leibhéal eolais na foirne sa tSeirbhís um Cheapacháin Phoiblí.

- **Suirbhé na nIarrthóirí**

Le linn 2007 líon níos mó ná 10,000 iarrthóir isteach suirbhé maidir leis an leibhéal seirbhíse a thug an oifig dóibh. Thaispeáin an t-aiseolas ó na suirbhéanna seo leibhéal ard sástachta le publicjobs.ie agus an dóigh inar dhéileáil foireann na Seirbhíse um Cheapacháin Phoiblí le hiarrthóirí.

- **Suirbhé Chomhaltáí an Bhoird Agallaimh**

Is grúpa daoine an-tábhachtach a chabhraíonn leis an tSeirbhís um Cheapacháin Phoiblí agus í ag seachadadh a cuid seirbhísí iad sin atá ina gcomhaltáí den bhord agallaimh. I 2007, thaispeáin ráta freagartha de 60% ón ngrúpa seo ráta sástachta an-suntasach leis an tseirbhís a sholáthraigh foireann na Seirbhíse um Cheapacháin Phoiblí dóibh, ag 97%.

D'úsáideamar ár bPainéil Custaiméirí chomh maith chun aiseolas a fháil ar ár seirbhísí. I measc na bPainéal Custaiméirí a tionóladh i 2007 bhí Painéal de Chliaint le hionadaithe ó aonaid AD i Ranna/Oifigí éagsúla Rialtais agus Painéil de Chustaiméirí Inmheánacha chun aiseolas a fháil ónár bhfoirne maidir le roinnt réimsí tacaíochta.

Consultancy Services

The organisation also continues to provide high quality recruitment and selection related consultancy services to other public service organisations. The Public Appointments Service was approached by the Institutes of Technology for assistance in developing their recruitment and selection processes. Interviews were conducted with the key, appropriate people in the Institutes and a report produced which will be considered by the Institutes in 2008.

Decentralisation - Central Application Facility (CAF)

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

PAS has initiated a series of workshops, both internally and with other major stakeholders, in relation to the further development of the Central Applications Facility. This development work, while addressing the need for enhanced services for applicants, is also seeking to map out the future, strategic development of the facility in a wider public service context

Monitoring our Service to our Customers

IMPLEMENTATION OF CUSTOMER ACTION PLAN

Since the beginning of 2005 the office has had a comprehensive measurement programme in place to monitor the achievement of our various service standards published in our customer action plan.

During 2007 comprehensive external and internal on-line surveys were issued to clients, candidates and selection board members.

- **Client Survey**

The results of this survey showed that clients were very satisfied with the quality of staff provided by the Public Appointments Service through the recruitment and selection process. They also rated highly the quality of advice received from staff and the courtesy and knowledge of staff in PAS.

- **Candidate Survey**

During 2007 in excess of 10,000 candidates completed a survey on the level of service provided to them by the office. The feedback from these surveys showed a high level of approval with both publicjobs.ie and the manner in which the staff of the Public Appointments Service dealt with candidates.

- **Interview Board Member Survey**

A particularly important group of people who assist the Public Appointments Service in delivering its services are those who act as interview board members. In 2007 a 60% response rate to an online survey by this group showed a very significant 97% satisfaction rating with the service provided to them by the staff of PAS.

We have also used Customer Panels to obtain feedback on our services. Customer Panels held in 2007 included a Client Panel with representatives from HR units in various Government Departments/Offices and Internal Customer Panels to get feedback from our staff in relation to a number of support areas.

Recognising that customer surveys/panels and continuous monitoring, while important, are not an

Ag aithint go bhfuil suirbhéanna/painéil de chustaiméirí agus monatóireacht leanúnach tábhachtach, ach nach bhfuil tionchar praiticiúil acu leo féin, chuir an eagraíocht pleananna gníomhaíochta i bhfeidhm i 2007 chun aghaidh a thabhairt ar cheisteanna a tháinig aníos i ngach suirbhé. Bhí aiseolas ó na suirbhéanna seo in úsáid chomh maith mar pháirt d'fhorbairt ár bPlean Gníomhaíochta nua maidir le Cáilíocht Seirbhíse do Chustaiméirí, Cairt na gCustaiméirí agus Caighdeán Sheachadta Seirbhíse do 2008-2010.

Tugtar aitheantas go bhfuil sé tábhachtach a chinntiú go dtugtar faisnéis iomlán do gach ball foirne ar ár gcaighdeán seirbhíse agus an gá atá le baint amach na gcaighdeán seo. Rinneadh faisnéisiú rialta ar an réimse seo do gach ball nua foirne mar pháirt dár gClár Tionscnaimh Corparáideach agus do na foirne ann cheana ag ár Seisiúin Straitéiseacha a reáchtáladh le linn 2007. Tugadh deis do gach bhall foirne freastal ar chúrsaí éagsúla ag baint le seirbhís do chustaiméirí i rith 2007.

end in themselves, the organisation in 2007 put in place action plans to tackle issues raised in each of our surveys. Feedback from these surveys also fed into the development of our new Quality Customer Service Action Plan, Customer Charter and Standards of Service Delivery for 2008-2010.

The importance of ensuring that all members of staff are fully briefed on our service standards and the necessity of achieving these standards is recognised. Regular briefings on this area were conducted for all new staff as part of our Corporate Orientation Programme and for existing staff at our Strategic Away Sessions held in 2007. All staff were also afforded the opportunity to attend a variety of customer service related courses in 2007.

An Gnó a Fhorbairt

Developing our Business

An Gnó a Fhorbairt

Chun a chinntiú go leanfaí ar aghaidh ag cur feabhais ar ár seirbhísí do chliaint, tá sé ríthábhachtach feabhas a chur ar ár struchtúir tacaíochta go leanúnach. Le linn na bliana rinneadh dul chun cinn air seo trí roinnt mórfhorbairtí.

Tionscadal Star

Rinneadh dul chun cinn suntasach ar chlár ríomh-Rialtais na hoifige. Is infheistíocht mhór ana, airgid agus acmhainní foirne don tSeirbhís un Cheapacháin Phoiblí é an tionscadaí Roghnúcháin Trialach, Meansúnaithe agus Earcaíochta (S.T.A.R.). Tá sé mar aidhm ag an tionscadal seo aghaidh a thabhairt ar riachtanais leanúnacha na hoifige maidir le ríomhsheirbhísí an Rialtais trí fhorbairt leanúnach ar sheirbhísí do chustaiméirí agus foirne tríd an suíomh gréasáin publicjobs.ie .

I 2007 chuireamar clár i bhfeidhm chun aghaidh a thabhairt go leormhaith ar ghné bainistíocht athruithe STAR, lena n-áirítear faisnéisiú rialta d'fhoirne ar fhorbairt tionscadail, Ceardlanna Bainistíochta Athruithe ar STAR do gach Bainisteoir Earcaíochta, agus soláthar sainchúnaimh maidir le dearadh, forbairt agus seachadadh na gclár oiliúna do gach ball foirne ar STAR.

Forbairt T.F.

Bhí roinnt forbairtí eile ann le linn 2007 a bhain le TF, ina measc, comhdhlúthú bunseirbhísí tacaíochta teileachumarsáide, gréasáin agus slándála le díoltóirí seachtracha. Siocair mhéid agus chastacht na seirbhísí reatha agus na seirbhísí atá ag fás, atá á soláthar d'iarthóirí agus do Chliaint, agus i dtreo tuilleadh luach ar airgead a chinntiú, rinneadh cinneadh na comhaontuithe tacaíochta a bhí ann a chomhdhlúthú, agus go dtabharfar tacaíocht dóibh le conarthaí bliantúla agus comhaontuithe seirbhíse. Críochnaíodh an próiseas seo go mall i 2007 tar éis cleachtaí soláthair oscailte, as ar tugadh dhá chonradh do dhá chuideachta sheachtracha.

Críochnaíodh obair forbartha le gairid chomh maith ar sholáthar aiseolas uathghinte d'iarthóirí i bhfeachtais earcaíochta éagsúla. Tá marcanna na n-iarthóirí do gach réimse den phróiseas sna litreacha aiseolais seo agus déantar an freagra a chur in oiriúint do gach duine ag brath ar conas a d'fheidhmigh siad i ngach inniúlacht.

Rinne an Oifig socrú le hOifig na gCoimisinéirí Ioncaim le haghaidh óstáil www.publicjobs.ie agus a fheidhmeanna bainteacha. Méadóidh an fhorbairt seo luach ar airgead na hoifige agus soláthróidh sé foinsí eile cumhachta agus nascachta, roghanna athshlánaithe ó anachain agus teorainn spáis seolta. Cuireadh tús le suiteáil agus coimisiúnú bonneagair nua de chuid www.publicjobs.ie ar an láthair ag an Ionad Ríomhaire Ioncaim i lár 2007 agus beidh sé críochnaithe faoi lár 2008.

Forbairt Trialach

Is páirt shuntasach de ghnó na Seirbhíse um Cheapacháin Phoiblí é mór-earcaíocht. Is cuid intreach den mhór-earcaíocht seo úsáid trialacha atá forbartha agus bailíochtaithe go hoiriúnach. Le linn 2007 rinne an oifig dul chun cinn suntasach ar leathnú an tacair uirlisí measúnachta a bhí ar fáil. Ina measc seo bhí forbairt cuid mhór trialacha agus cleachtaí nua agus athbhreithniú ar chur chuige agus uirlisí measúnachta fadbhunaithe, lena n-áirítear:

- Cnusaigh de thrialacha nua Cléireachais agus Céimithe
- Triail uimhreach nua atá oiriúnach do dhaoine faoi mhíchumas le haghaidh Oifigigh Feidhmiúcháin
- Leaganacha nua de thrialacha grúpaí agus trialacha scríofa don Tríú Rúnaí
- Trial Postaithrise Leas-Phríomhoifigigh
- Trialacha nua le haghaidh Ardoifigeach Feidhmiúcháin agus Leas-Phríomhoifigeach
- Cleachtadh Samplach Oibre – Oifigeach Cúnta Fostaithe

Developing our Business

To ensure the continued improvement in our services to clients, it is essential to continually improve our support structures. During the year this was progressed through a number of major developments.

Star Project

The office's eGovernment programme advanced significantly during 2007. The Selection, Testing, Assessment and Recruitment (S.T.A.R.) programme represents a major investment of time, finances and staff resources for the Public Appointments Service. This programme aims to address the ongoing eGovernment requirements of the office through the continuing development of customer and staff services through the publicjobs.ie website.

In 2007 we put a programme in place to adequately address the change management aspect of STAR including regular staff briefings on project progress, Change Management Workshops on STAR for all Recruitment Managers, and the procurement of expert assistance in the design, development and delivery of a training programme for all staff on STAR.

I.T. Development

There were a number of other IT related developments in 2007, including consolidation of key telecommunications, network and security support services with external vendors. Due to the scale and complexity of the current and evolving services being provided to Candidates and Clients, and with a view to ensuring value for money, it was decided to consolidate existing support agreements, to be supported by annual contracts and service level agreements. This process was completed in late 2007 following open procurement exercises which resulted in contracts being awarded to two external companies.

Development work has also just been completed on the provision of automatically generated feedback for candidates in various recruitment campaigns. These feedback letters contain the candidate's scores for each area of the process and the response is tailored for each individual depending on how they performed within each competency.

The Office has entered into an arrangement with the Office of the Revenue Commissioners for the hosting of www.publicjobs.ie and its associated applications. This development will not only increase the office's value for money on investment but will also provide for alternate sources of power and connectivity, disaster recovery options and address space limitations. The work of installing and commissioning the new www.publicjobs.ie infrastructure on-site at the Revenue Computer Centre commenced in mid-2007 and will be completed by mid-2008.

Test Development

Large scale recruitment is a significant part of the business of the Public Appointments Service. An intrinsic part of this high volume recruitment is the use of appropriately developed and validated tests. During 2007 the office made significant advances in expanding the suite of assessment tools available for use. These included the development of many new tests and exercises and the review of existing approaches and assessment tools including:

- New Clerical and Graduate Test Batteries
- A new 'disability friendly' numerical test for Executive Officers
- New versions of group and written tests for Third Secretary
- Assistant Principal Job Simulation Test
- New Tests for Higher Executive Officer and Assistant Principal

- Trialacha nua bunaithe ar fhístéipeanna le haghaidh Rialtóir Leighis Éigeandála

Tugtar aitheantas sa tSeirbhís um Cheapacháin Phoiblí don tábhacht a bhaineann le cinntiú go ndéantar promhadh ar thrialacha le haghaidh comhionannais agus ilchineálachta. Le linn 2007 rinneadh anailís chomhionannais (ceardlanna comhionannais san áireamh) ar earcaíocht d’Altra, Phríomhoifigeach agus Oifigeach Príosúin. Bunaíodh Painéal Athbhreithnithe Cultúrtha chun na Trialacha nuafhorbartha Oifigeach Cléireachais agus Céimithe, a forbraíodh i 2007, a scrúdú. Aistríodh trialacha béil a úsáideadh don fheachtas Garda faoi Oiliúint go Polainnis agus Sínis.

Rinne an tSeirbhís um Cheapacháin Phoiblí, i gcomhar le Bord Seirbhísí Bainistíochta Rialtais Áitiúil, athbhreithniú ar ról an Stiúrtóra Seirbhísí sna hÚdaráis Áitiúla. Ba phríomhspríoc an athbhreithnithe ná anailís poist sonrach a dhéanamh ar an ról agus na hinniúlachtaí riachtanacha a aithint atá de dhíth le haghaidh feidhmiú éifeachtach ag an leibhéal seo. Rinneadh moltaí do chóras roghnúcháin feabhsaithe d’fheachtais Stiúrtóir Seirbhísí amach anseo agus déanfar dul chun cinn orthu seo le linn 2008.

Ríomhthriail

I 2007 d’fhorbair an tSeirbhís um Cheapacháin Phoiblí straitéis ríomhthrialach bunaithe ar thagarmharcáil fhairsing náisiúnta agus idirnáisiúnta, machnamh sonrach ar na roghanna a thagann as seo, agus as ár dtaithí sa réimse seo. Leagann an Straitéis amach cúig shnáithe ghníomhaíochta chun dul chun cinn a dhéanamh ar an gclár oibre ríomhthrialach agus chun ár gcumas a mhéadú maidir le bainistíocht líon mór iarrthóirí ar bhealach tráthúil éifeachtach, agus chun réitigh só-úsáideacha a thairiscint do chliaint agus d’iarrthóirí. I 2007 d’úsáid an tSeirbhís um Cheapacháin Phoiblí trial ríomhairebhunaithe agus trialacha ar líne. Cuireadh scrúdú ar níos mó ná 3,000

iarrthóir Oifigeach Cléireachais trí thriail ríomhairebhunaithe (TRB) le linn 2007. Thaispeáin suirbhé de rannpháirtithe i TRB a rinneadh i 2007 gur eispéireas dearfach a bhí ann don mhórchuid d’iarrthóirí (80%). Faoi láthair tá an SCP ag scrúdú na bhféidearthachtaí ag baint le húsáid TRB a leathnú go feachtais eile.

Rinneadh dul chun cinn an-mhór i dtrialú le linn 2007 nuair a tugadh trialú ar líne isteach sa tSeirbhís um Cheapacháin Phoiblí den chéad uair. Tugadh cuireadh d’iarrthóirí an fheachtais Oifigeach Feidhmiúcháin a bhí teoranta do dhaoine faoi mhíchumas an triail a dhéanamh ar líne, agus tugadh cuireadh d’iarrthóirí nach raibh in ann an triail ar líne a dhéanamh freastal ar thrialacha ar pháipéar. Bhí an t-aiseolas ó iarrthóirí agus foirne maidir leis an gcur chuige nua seo i dtaobh trialaithe an-dearfach.

Samhail Earcaíochta a Fhorbairt d’Oifigh Feidhmiúcháin don tseirbhís phoiblí

Rinneadh an-dul chun cinn ar shamhail earcaíochta feidhmiúcháin a fhorbairt chomh maith le linn 2007. Tugadh freagracht as forbairt ar ár seirbhísí Roghnúcháin Oifigh Feidhmiúcháin Shinsearach do bhall den Choiste Comhairliúcháin Bainistíochta. Aidhm an chláir seo ná seirbhísí ceannaireachta margaidh maidir le roghnúchán agus measúnú oifigeach feidhmiúcháin sinsearach na hearnála poiblí a sholáthar do chliaint, seirbhísí a chomhlíonann na caighdeáin ghairmiúla is airde agus a aithníonn agus a mheallann bainisteoirí agus gairmithe ardchaighdeáin ó earnálacha eile isteach sa Státseirbhís agus san earnáil phoiblí i gcoitinne.

Marcáladh an tionscnamh nua seo le níos mó cumarsáide leis an gcliant, le hiarrthóirí agus le baill an bhoird roghnúcháin, agus le húsáid ionstraimí pearsantachta agus agallaimh duine le duine. Chomh

- Employee Assistance Officer Work Sample Exercise
- New video based tests for Emergency Medical Controller

The importance of ensuring that tests are equality and diversity proofed is recognised in PAS. During 2007 an equality analysis (including equality workshops) was conducted into Nurse, Principal Officer and Prison Officer recruitment. A Cultural Review Panel was set up to examine the newly developed Clerical Officer and Graduate Tests. Verbal tests used for the Garda Trainee campaign were translated into both Polish and Chinese.

PAS, in conjunction with the Local Government Management Services Board, conducted a review of the Director of Services role in the Local Authorities. The primary objective of the review was to carry out a detailed job analysis of the role and identify the essential competencies required for effective performance at this level. Recommendations for an improved selection system for future Director of Services campaigns were made and will be progressed during 2008.

E-Testing

In 2007 PAS developed an e-testing strategy based on extensive national and international benchmarking, a detailed consideration of the options arising from this, and from our experience in this arena. The Strategy outlines five strands of activity to progress the e-testing agenda and to increase our capability to manage large volumes of candidates in a timely and efficient manner, and to offer user-friendly solutions for both clients and candidates. In 2007 PAS used both computer based testing and on-line tests. Over 3,000 Clerical Officer candidates were tested through computer based testing (CBT) in 2007. A survey of participants in CBT conducted in 2007

showed that the overall experience of most candidates (80%) was a positive one. PAS are currently examining the possibilities for extending the use of CBT to other campaigns.

A major advance in testing was made in 2007 when on-line testing was introduced in the Public Appointments Service for the first time. Candidates for the Executive Officer campaign confined to people with a disability were invited to take the test on-line, while candidates who were unable to complete the on-line test were invited for paper-based tests. The feedback from both applicants and staff on this new approach to testing was extremely positive.

Development of an Executive Recruitment Model for the public service

Another area where much progress was made in 2007 was the development of an executive recruitment model for the public service. A member of the Management Advisory Committee was assigned responsibility for developing our Senior Executive Selection services. The aim of this programme was to provide clients with market leading public sector senior executive selection and assessment services that meet the highest professional standards. It is envisaged that this would assist us in identifying and attracting high quality managers and professionals from other sectors into the Civil Service and the broader public service.

This new initiative was marked by increased communication with the client, candidates and selection board members, and the use of both personality instruments and one-to-one interviews. It also involved collaboration and benchmarking with key players in the executive recruitment industry (nationally and internationally) and increased

maith leis sin bhí comhoibriú agus tagarmharcáil i gceist, le príomhdhaoine sa tionscal earcaíochta, le hoifigigh feidhmiúcháin (go náisiúnta agus go hidirnáisiúnta) agus níos mó taighde ar earnálacha fostaíochta bainteacha. Tá sé beartaithe leanúint ar aghaidh ag fiosrú agus ag forbairt na samhla Earcaíochta d’Oifigigh Feidhmiúcháin Shinsearach sa todhchaí.

Clár Taighde

Chuir an tSeirbhís um Cheapacháin Phoiblí tús le Painéal Comhairliúcháin Taighde i lár 2005 chun cabhrú le dul chun cinn ar earcaíocht, roghnúchán, mheasúnú agus fhorbairt na seirbhíse poiblí trí phlé agus dhíospóireacht a chur chun cinn ar cheisteanna tráthúla a mbeadh suim ag eagraíochtaí na seirbhíse poiblí agus cleachtóirí AD go ginearálta iontu. Tá an painéal déanta suas de bhainisteoirí AD agus saineolaithe ó gach cuid den Státseirbhís/tSeirbhís Phoiblí, ón earnáil oideachais agus ón earnáil phríobháideach. Rinne an painéal maoirseacht ar sholáthar dhá thuarascáil shuntasacha le linn 2007.

- Toisc a bhfuil tionchar acu ar chinntí maidir le gairm i measc bainisteoirí ag meánleibhéal go leibhéal sinsearach i Státseirbhís na hÉireann
- Úsáid an mheasúnaithe pearsantachta i roghnú bainisteora shinsearaigh. Staidéar tagarmharcála ar chleachtas in Éirinn agus go hidirnáisiúnta.

An Cleachtas is Fearr i Seimineáir Roghnúcháin

Tá na seimineáir seo dírithe ar dhaoine ag obair sa réimse AD/earcaíochta ar fud Ranna na Státseirbhíse agus eagraíochtaí na hEarnála Poiblí agus tá siad dírithe go háirithe orthu siúd i ról bhainistíochta ag an meánleibhéal agus an leibhéal sinsearach. D’eagraigh an tSeirbhís um Cheapacháin Phoiblí dhá sheimineár dá leithéid, 'Selection Interviewing: Making it Work' agus 'Best Practice in the Recruitment and Selection of

people with disabilities', i 2007 agus bhí an t-aiseolas a fuarthas uathu sin a d’fhreastail orthu an-dearfach.

Reáchtáladh an chéad seimineár. 'Selection Interviewing: Making it Work' i mí Feabhra. Bhí sé mar aidhm ag an seimineár seo comhairle agus treoir phraiticiúil a sholáthar ar conas éifeachtacht agus cothroime an phróisis agallaimh a chinntiú.

Reáchtáladh an dara seimineár sa tsraith seo, 'Best Practice in the Recruitment and Selection of people with disabilities', i mí Dheireadh Fómhair. Chuir an seimineár seo comhairle agus treoir phraiticiúil ar fáil ó shaineolaithe maidir le leagan amach an phróisis earcaíochta, ag déileáil leis na ceisteanna dlíthiúla, agus straitéiseacha chun ionduchtú agus imeascadh éifeachtach fostaithe faoi mhíchumas a chinntiú.

Margaíocht a Dhéanamh ar an tSeirbhís Phoiblí

I rith na bliana bhain an tSeirbhís um Cheapacháin Phoiblí úsáid as cuid mhór deiseanna chun margaíocht a dhéanamh ar an gcoincheap gairm a bheith agat sa státseirbhís agus sa tseirbhís poiblí leis an lucht éisteachta ba mhó agus ab fhéidir. Trí fhreastal ar choláistí, aontais ghairme agus scoileanna dara leibhéal, rinne baill foirne san oifig iarracht barúil a thabhairt d’ábhar iarrthóirí cad atá i gceist le hobair sa tseirbhís poiblí.

Le linn na bliana thug an oifig isteach cúrsa oiliúna chomh maith a bhí saincheaptha do riachtanais na mball foirne a oibríonn ag ócáidí poiblí, ag déanamh ionadaíochta ar an oifig. Dearadh an cúrsa go speisialta chun baill foirne a réiteach chun na buntáistí a bhaineann le bheith ag obair sa tSeirbhís Phoiblí a chur chun cinn agus chun baill den phobal a spreagadh chun clárú le publicjobs.ie.

research of relevant employment sectors. It is proposed that the Senior Executive Recruitment model will continue to be explored and developed in the future.

Research Programme

PAS initiated a Research Advisory Panel in mid 2005 to help shape the advancement of public service recruitment, selection, assessment and development by promoting discussion and debate on topical issues of particular interest to public service organisations and HR practitioners in general. Membership of the panel represents a cross section of senior HR managers and experts from across the Civil/Public Service, academia and private sector. The panel have overseen the production of two significant reports in 2007:

- Factors affecting career decisions amongst middle to senior level managers in the Irish Civil Service
- The use of personality assessment in senior management selection: A benchmarking study of practice in Ireland and International.

Best Practice in Selection Seminars

These seminars are aimed at people working in the HR/recruitment area across Civil Service Departments and Public Sector organisations and are targeted in particular at those in middle to senior management roles. PAS organised two such seminars, 'Selection Interviewing: Making it Work' and 'Best Practice in the Recruitment and Selection of people with disabilities', in 2007 and feedback on both was very positive.

The first seminar on 'Selection Interviewing: Making it Work' was held in February. This seminar aimed to provide practical advice and guidance on ensuring

the effectiveness and fairness of the interview process.

The second seminar in this series – 'Best Practice in the Recruitment and Selection of people with disabilities', took place in October. This seminar provided practical advice and guidance from expert speakers on designing the recruitment process, handling the legal issues, and strategies for ensuring effective induction and integration of employees with a disability.

Marketing the Public Service

Throughout the year the Public Appointments Service availed of many opportunities to market the concept of a career in the civil and public service to as wide an audience as possible. Through attendance at colleges, careers fairs, and secondary schools, staff in the office attempted to give potential applicants a sense of what it is like to work in the public service.

During the year the office also introduced a training course tailored to the needs of staff who work at public events representing the office. The course was specifically designed to equip staff to promote the benefits of working in the Public Service and to promote and encourage members of the public to register with publicjobs.ie.

Visiting delegations

The office, during 2007, continued to facilitate requests from various international organisations to visit our facilities and hear more about our processes and procedures. During the year the office was pleased to welcome delegations from:

Toscaireachtaí ar cuairt

Lean an oifig ar aghaidh le linn 2007 ag éascú iarratas ó eagraíochtaí idirnáisiúnta éagsúla maidir le cuairt a thabhairt ar ár saoráidí agus níos mó a chloisteáil faoinár bpróisis agus ár ngnáthaimh. Le linn na bliana bhí lúcháir ar an oifig fáilte a chur roimh thoscaireachtaí ó:

- An tSeirbia
- Leosóta
- An Chróit
- Montainéagró
- Ceanada
- An Bheilg

Saineolaí Náisiúnta le hOifig Roghúcháin Pearsanra na hEorpa (ORPE)

Lean an tSeirbhís um Cheapacháin Phoiblí ar aghaidh i mbliana ag soláthar Saineolaí Náisiúnta chun obair in ORPE sa Bhruiséil. Cé gur infheistíocht shuntasach é seo don tSeirbhís um Cheapacháin Phoiblí, aithníonn sé go bhfuil mórthábhacht ag baint lena chinntiú go ndéantar ionadú go maith ar Éirinn ag an Aontas Eorpach sa Bhruiséil.

Príomhláithreoirí ag Comhdhálacha Eorpacha/Idirnáisiúnta

Lean an oifig léi ag scaipeadh thorthaí a taighde, a heolais áirithe earcaíochta agus aaineolais ag comhdhálacha éagsúla.

I mí Bealtaine 2007, ghlac an tSeirbhís um Cheapacháin Phoiblí páirt i gComhdháil Bainistíochta Tallainn..Ba é théama na comhdhála ná "*Talent Acquisition, Management and Retention*". *Leag láithreoireacht na Seirbhíse um Cheapacháin Phoiblí amach "The Emerging Model of Irish Public Sector Recruitment"*.

Rinne an tSeirbhís um Cheapacháin Phoiblí cur i láthair eile ag *Grad Ireland Graduate Recruiters' Conference* &

Awards 2007. D'fhreastail thart ar 150 céimí ar an ócáid seo chomh maith le gairmthreoraithe tríú leibhéal agus bhí sé mar aidhm aige deis a sholáthar chun na forbairtí agus treochtaí atá ag foirmiú earcaíocht chéimithe in Éirinn a phlé. Ag an gcomhdháil seo, fuair an tSeirbhís um Cheapacháin Phoiblí an Gradam AHEAD don chion is fearr do Rochtain agus Míchumas in earcaíocht chéimithe.

Ghlac an tSeirbhís um Cheapacháin Phoiblí páirt i bhFóram Domhanda na hEarnála Poiblí (*Embracing Our Future: Re-think, re-Energise, re-Engage*) i mBúdaipeist i mí Bealtaine. Chuir an tSeirbhís um Cheapacháin Phoiblí dearcadh na hÉireann in iúl agus rinne cainteoirí ón Ungáir, ón nGréig agus ón Fhrainc a dtuairimí a chur in iúl chomh maith.

Tugadh cuireadh do bhall den Fhoireann Bainistíochta labhairt ag an *Federal Dispute Resolution Conference* sna SA i mí Lúnasa. Bhí lúcháir ar an tSeirbhís um Cheapacháin Phoiblí glacadh leis an gcuireadh agus a heispéiris a roinnt le comhghleacaithe ó ar fud na SA agus Ceanada ag an gcomhdháil is mó dá leithéid i Meiriceá Thuaidh.

I mí na Samhna 2007 cuireadh dhá pháipéar i láthair ag Comhdháil Náisiúnta an *Psychological Society of Ireland*. Tá an chomhdháil seo ar cheann de na príomh-shárthaispeántais d'obair i réimse gairmshíceolaíochta, agus fuair sé páipéir ón tSeirbhís um Cheapacháin Phoiblí ar seo a leanas:

- Cleachtaithe Breithiúnais de réir Ócáide: Achoimre ar Thaighde agus Cleachtas
- Toisc go bhfuil tionchar acu ar chinntí maidir le gairm i measc bainisteoirí ag meánleibhéal go leibhéal sinsearach i Státseirbhís na hÉireann.

I mí na Samhna, bhí an Seirbhís um Cheapacháin Phoiblí ar cheann d'urraitheoirí agus rannpháirtithe an chéad *All Ireland Local Government Conference (Shaping the Future of HR)* a tionóladh i dTuaisceart na hÉireann.

- Serbia
- Lesotho
- Croatia
- Montenegro
- Canada
- Belgium

National Expert to the European Personnel Selection Office (EPSO)

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

Key Presenters in European/International Conferences

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

In May 2007 PAS participated in a Talent Management Conference. The theme of the conference was "*Talent Acquisition, Management and Retention*". The PAS presentation outlined "*The Emerging Model of Irish Public Sector Recruitment*".

PAS also presented at the *Grad Ireland Graduate Recruiters' Conference & Awards 2007*. This event was attended by approx. 150 graduate recruiters and third level careers advisers and aimed to provide the opportunity to discuss the developments and trends that are shaping graduate recruitment in Ireland. At this conference, PAS received the AHEAD Award for the most outstanding contribution to Access and Disability in graduate recruitment.

PAS participated in a Global Public Sector Forum (*Embracing Our Future: Re-think, re-Energise, re-Engage*) in Budapest in May. PAS provided the Irish perspective and speakers from Hungary, Greece, and France also contributed.

A member of the Management Team was invited to speak at the *Federal Dispute Resolution Conference* in the US in August. PAS was pleased to accept the invitation to share experiences with colleagues from throughout the US and Canada at what is the largest conference of its type in North America.

In November 2007 two papers were presented at the Annual Conference of the *Psychological Society of Ireland*. This conference, which is one of the main showcases for work in the area of occupational psychology, received papers from the Public Appointments Service on:

- Situational Judgement Exercises: Synopsis of Research and Practice
- Factors Affecting Career Decisions amongst Middle to Senior Level Managers in the Irish Civil Service.

In November, PAS was also one of the sponsors and contributors to the first *All Ireland Local Government Conference (Shaping the Future of HR)* which was held in Northern Ireland.

An Fhoireann
a Fhorbairt

Developing
our People



An Fhoireann a Fhorbairt

Comhpháirtíocht

Is tríd an tsamhail Chomhpháirtitheach atá an gnáth-chur chuige i dtaobh bainistíocht athruithe, cinnteoireachta agus cumarsáide san Oifig. Le linn na bliana cheap an oifig roinnt ball nua ar an gcoiste Comhpháirtíochta agus dul chun cinn á dhéanamh ar cuid mhór réimsí eile gnó ag an am céanna trí fhochoistí éagsúla a cuireadh le chéile ón chaidre foirne níos leithne. Bhí lúcháir ar an tSeirbhís um Cheapacháin Phoiblí cabhair a thabhairt do roinnt oifigí seirbhíse poiblí eile, lena n-iarraichtaí chun cultúr comhpháirtíochta a bhunú ina n-oifigí.

Oiliúint agus Forbairt

Leanamar ar aghaidh lenár dtiomantas le hoiliúint, forbairt bhreise ar shaineolas foirne agus forbairt ghairmiúil leanúnach. Tá an tábhacht a bhaineann le cinntiú go bhfaigheann gach ball foirne nua ionduchtú maith san eagraíocht ag croílár fhealsúnacht oiliúna na heagraíochta. Tá an Clár Tionscnamh Corparáideach, a rinne gach ball foirne nua san eagraíocht i 2007, deartha chun a chinntiú gur féidir le hiontrálaithe nua taithí a fháil go gasta ar a dtimpeallacht oibre agus timpeallacht earcaíochta na hearnála poiblí, agus bheith ar a suaimhneas leo.

Faomhadh an Plean Foghlama agus Forbartha trí Chomhpháirtíocht. Is iad seo a leanas roinnt de na príomh-idirghabhálacha oiliúna a soláthraíodh le linn 2007:

- Seisiúin Straitéiseacha do gach grád
- Scileanna Teileafóin don tSeirbhís do Chustaiméirí
- Seirbhís do Chustaiméirí i nGaeilge
- Scileanna Margaíochta
- Feasacht ar Mhíchumas
- Feasacht ar Ilchineálacht
- Oiliúint ar Nótaí a Ghlacadh ar an mBord Agallaimh

- Oiliúint ar Éascú Trialach
- Bainistiú Tionscadail
- Oiliúint Foirne
- Ag Bogadh go Bainistíocht
- Oiliúint Garchabhrach agus Athnuachan Garchabhrach
- Láimhseáil
- Oiliúint Sláinte agus Sábháilteachta

I 2007 tugadh tacaíocht do triúr ball déag den fhoireann chun cáilíochtaí gairmiúla/oideachais a bhaint amach tríd an scéim aisíocaíochta táillí. Ina theannta sin, chun an fhoireann a spreagadh chun fanacht suas chun dáta le forbairtí reatha ina réimsí gairmiúla féin, mhaoinigh an Oifig ballraíochtaí éagsúla i gcomhlachtaí gairmiúla, chomh maith le síntiúis le foilseacháin bhainteacha.

Dearadh agus tógadh Córas Measúnachta Oiliúna (CMO) ar líne agus rinneadh é a thriail le linn 2007. Is módúil é an CMO d'Ionad Acmhainne Oiliúna (IAO) nua na Seirbhíse um Cheapacháin Phoiblí bunaithe ar an ngréasán. Tá tairseach lárnach san IAO chun teacht ar an Chóras Measúnachta Oiliúna ar líne agus ar an gCóras Soláthair Oiliúna. Tá a sheoladh féin ag an Ionad Acmhainne Oiliúna agus mar phacáiste comhéadain singil, tá sé ag dul faoi thriail bhrabhsálaí agus chomhoiriúnachta inrochtaineachta. Beidh an córas beo i mí Eanáir 2008 chun a bheith i gcomhréir le tús an Phlean Foghlama agus Forbartha do 2008.

Clár Folláine

Chríochnaíomar clár eile inár sraith de Chláir Folláine le linn 2007, chun a bheith comhsheasmhach le polasaí na hoifige maidir lenár gcion a dhéanamh nuair is féidir le ceisteanna a bhfuil tionchar acu ar cháilíocht maireachtála ár bhfoirne. Mar chuid den chlár seo bhí:

- Trialacha súl do gach ball nua den fhoireann

Developing our People

Partnership

The general approach to change management, decision making and communication in the Office is through the Partnership model. During the year the office introduced a number of new members of staff to the Partnership committee while continuing to progress many other areas of business through various subcommittees drawn from the wider staff cadre. PAS was also pleased to assist a number of other public service offices with their efforts to establish a partnership culture in their offices.

Training and Development

We continued our commitment to training, further developing staff expertise and continuing professional development. Central to the training philosophy in the organisation is the importance of ensuring that all new staff receive a solid induction into the organisation. The Corporate Orientation Programme, which all new staff to the organisation went through in 2007, is designed to ensure that new entrants can quickly become familiar and comfortable with their working surroundings and the public sector recruitment environment.

The Learning and Development Plan for the organisation was approved through Partnership. The following are some of the main training interventions provided in 2007:

- Strategic Away Sessions for all grades
- Customer Service Telephone Skills
- Irish Language Customer Service
- Marketing Skills
- Disability Awareness
- Diversity Awareness
- Interview Board Note Taker Training
- Test Facilitation Training

- Project Management
- Team Training
- Moving into Management
- First Aid and First Aid Refresher Training
- Manual Handling
- Health and Safety Training

In 2007 thirteen staff members were also supported in attaining professional/education qualifications through the refund of fees scheme. In addition, to encourage staff to keep up to date with current developments in their professional field, the Office funded a variety of memberships to professional bodies as well as subscriptions to relevant publications.

An online Training Evaluation System (TES) was designed, built and has undergone testing in 2007. The TES is a module of the new web based Public Appointments Service Training Resource Centre (TRC). The TRC encompasses a central portal to access the online Training Evaluation System and the Training Procurement System. The Training Resource Centre has its own dedicated web address and as a single interface package is undergoing browser and accessibility compatibility testing. The system will go-live in January 2008 to correspond with the commencement of the Learning and Development Plan for 2008.

Wellness Programme

Consistent with the office's policy of contributing, where possible, to issues affecting the quality of life of staff, we completed another in our series of Wellness Programmes during 2007. This programme included:

- Eye Tests for all new staff
- An Information Session from the Employee Assistance Officer

- Seisiún Faisnéise ón Oifigeach Cúnaimh Fostaithe
- Seisiún Faisnéise le AWARE
- Ranganna Tai Chi ar feadh sé seachtaine
- Oiliúint Feasachta ar Bhulaíocht agus Ciapadh
- Tabhairt isteach Polasaí maidir le Timpeallacht Oibre Folláin
- Tabhairt isteach gnáthamh do bhaill foirne ag déanamh scrúduithe ag suímh éagsúla ar fud na tíre.

Dílárú

Le linn 2007 bhog Oifig na nOibreacha Poiblí céim eile níos cóngaraí do shuíomh a fháil d'oifig nua dhíláraithe na Seirbhíse um Cheapacháin Phoiblí in Eochaill, i gCo. Chorcaí, le dréacht-chonradh atá le díol tugtha faoi bhráid. Go dtí seo, chláraigh roinnt daoine chun aistriú leis an oifig go Co. Chorcaí. Mar an gcéanna le hoifigí státseirbhíse eile, chailleamar roinnt ball foirne a bhí an-mhaith chomh maith go hoifigí díláraithe eile, agus iad ag coinneáil lena ngairm in áiteanna eile sa tír.

Gníomhaíocht Tagarmharcála

TAGARMHARCÁIL IDIRNÁISIÚNTA

Aithníonn an tSeirbhís um Cheapacháin Phoiblí an gá atá le tagarmharcáil chomhsheasmhach a dhéanamh ar a gníomhaíochtaí in aghaidh ceannasaithe eile sa réimse earcaíochta agus roghnúcháin. Trí fhoghlaím ó eagraíochtaí eile, is féidir clár feabhsúcháin leanúnach a chothú san oifig. Le linn 2007 rinneadh dul chun cinn mór ar an bpróiseas tagarmharcála trí theagmháil fhoirmiúil idir an oifig seo agus comhghleacaithe sna háiteanna seo a leanas:

- Tuaisceart na hÉireann
- An Ríocht Aontaithe
- An Bheilg
- Na Stáit Aontaithe
- Ceanada

NA CUIDEACHTAÍ IS FEARR LE HOIBRIÚ DÓIBH

Bhí lúcháir ar an tSeirbhís um Cheapacháin Phoiblí gur roghnaíodh arís í ar cheann de na 50 Cuideachta is Fearr le hOibriú Dóibh in Éirinn i 2007. Tá an comórtas ina pháirt de thionscnaimh Choimisiún na hEorpa chun aird an phobail a tharraingt ar na háiteanna oibre forásacha go léir ar fud na hEorpa. Is é aidhm an chomórtais ná aitheantas a thabhairt d'eagraíochtaí ina soláthraítear timpeallacht oibre shármhaith d'fhostaithe. Is é atá i gceist leis an gcomórtas ná iniúchtaí cultúrtha a chríochnaíonn gach eagraíocht agus tabhairt isteach ábhar tacaíochta. B'fhéidir gurb é an ghné is tábhachtaí den phróiseas seo ná an t-eolas luachmhar a fhaigheann an oifig ón tsuirbhéireacht neamhspleách a dhéanann eagraithe an chomórtais ar gach fostaí mar pháirt den phróiseas breithiúnais.

Freagracht Shóisialta Chorporáideach

TIONSCADAL CÁRTA NOLLAIG 2007

Fuair an tSeirbhís um Cheapacháin Phoiblí cabhair arís ó leanaí an phobail áitiúil chun cárta Nollag corporáideach na hoifige a dhearadh. I mbliana d'oibríomar le Tionscadal Comhphobail Éis-Scoile (CASPr) suite in Oirthuaisceart Ionchathrach Bhaile Átha Cliath a bhfuil baint aige le hoideachas leanaí áitiúla i dtionscnamh a dearadh chun cabhrú le leanaí a n-obair bhaile a chríochnú agus i soláthar gníomhaíochtaí club. Roghnaigh foireann na Seirbhíse um Cheapacháin Phoiblí na hiarrachtaí a bhuaigh agus úsáideadh iad mar dhearadh ár gCárta Nollag corporáideach. Gineann an tionscnamh seo aiseolas an-dearfach go fóill ó fhoirne agus ónár gcomharsana sa phobal áitiúil.

OIBRÍOCHT LEANBH NA NOLLAG

Seoladh an tionscnamh seo san oifig i 2006 agus leanadh ar aghaidh leis i 2007. Tá an tionscadal seo deartha chun bronnantais a bhailiú chun tabhairt do leanaí i dtíortha atá ag forbairt. Ghlac cuid mhór ball foirne páirt chun tacaíocht a thabhairt do chúis mhaith.

- An Information Session from AWARE
- Tai Chi Classes for six weeks
- Bullying and Harassment Awareness Training
- Introduction of a Healthy Working Environment Policy
- Introduction of Health & Safety procedures for staff attending exams at different locations around the country.

Decentralisation

During 2007 the Office of Public Works moved closer to securing a site for the Public Appointments Service's new decentralised office in Youghal, Co. Cork with a draft contract for sale now under consideration. To date a number of people have signed up to transfer with the office to Co. Cork. Similar to other civil service offices, we have also lost some very good members of staff to other decentralising offices as they choose to pursue their careers elsewhere in the country.

Benchmarking Activity

INTERNATIONAL BENCHMARKING

The Public Appointments Service recognises the need to consistently benchmark its activities against other recognised leaders in the area of recruitment and selection. Through learning from other organisations, a programme of constant improvement can be maintained in the office. During 2007 major strides were made in this benchmarking process through formal contact between this office and colleagues in:

- Northern Ireland
- UK
- Belgium
- US
- Canada

BEST COMPANIES TO WORK FOR

The Public Appointments Service was pleased to be again selected as one of the 50 Best Companies to Work for in Ireland for 2007. The contest is part of an initiative by the European Commission to draw public attention to the many progressive workplaces throughout Europe. The purpose of the contest is to recognise organisations in which employees are provided with a great work environment. The contest consists of culture audits completed by each organisation and the submission of supporting material. Perhaps the most important aspect of this process is the invaluable information that the office receives from the independent surveying of all employees by the contest organisers as part of the adjudication process.

Corporate Social Responsibility

CHRISTMAS CARD PROJECT 2007

Once again PAS sought the help of children from the local community to assist in the design of the office's corporate Christmas card. This year we worked with a Community After Schools Project (CASPr) situated in the North East Inner City of Dublin which is involved with the education of local children in an initiative designed to assist children with homework completion and the provision of club activities. The winning entries were selected by PAS staff and were used as the design on our corporate Christmas Card. This initiative continues to generate very positive feedback from both staff and our neighbours in the local community.

OPERATION CHRISTMAS CHILD

This initiative, launched in the office in 2006, was continued in 2007. This project is designed to gather presents to dispatch to children in developing countries. Staff participated in large numbers to support what is a very worthwhile cause.

INTÉIRNEACHTAÍ

Rinneadh dul chun cinn ar roinnt intéirneachtaí chomh maith le linn na bliana, ina measc:

- **Intéirneacht Síceolaíochta**
Le linn 2007 thug an eagraíocht deis do bheirt Shíceolaithe a cháiligh le gairid, oibriú lenár bhfoireann gairmshíceolaithe féin ar roinnt tionscadal tábhachtach ag baint le trialacha.
- **Oiliúnaithe FÁS**
Tugadh socrúcháin de 10 seachtaine ar fhad do sheisear Oiliúnaithe de chuid FÁS chun roinnt taithí oibre luachmhar a thabhairt dóibh.
- **Seirbhísí Óige agus Phobail Lourdes**
Is tionscadal forbartha pobail é Lourdes Youth & Community Services (L.Y.C.S.) atá bunaithe ar Shráid Seán Mac Diarmada, atá gar dúinn. Sholáthraigh an tSeirbhís um Cheapacháin Phoiblí socrúchán de 10 seachtaine ar fhad d'oiliúnaí óg. D'éirigh go han-mhaith leis seo, ó thaobh an oiliúnaí de agus ó thaobh na heagraíochta de agus tá sé ar intinn againn leanúint ar aghaidh leis an gcomhpháirtíocht seo sa todhchaí.
- **Intéirneach ó Choláiste na hOllscoile, Corcaigh**
Ghlacamar le hIntéirneacht fochéimí go sealadach ó Choláiste na hOllscoile, Corcaigh ar feadh tréimhse deich seachtaine mar pháirt dár gclár Rialtais BSc. Sholáthraigh sé roinnt tionscadal taighde tábhachtach.

GRÚPA COMHPHOBAIL

I 2007 bhunaigh an tSeirbhís um Cheapacháin Phoiblí Grúpa Trádálaithe Áitiúla chun réimsí comhleasa a scrúdú i gcomharsanacht Áras na Caibidle agus bhí sé mar aidhm aige oibriú le chéile chun an ceantar áitiúil a fheabhsú. Bhunaigh an tSeirbhís um Cheapacháin Phoiblí an grúpa seo agus tá sé déanta suas de ghnóthaí

áitiúla, ionadaithe de chuid An Gharda Síochána, Comhairle Cathrach Bhaile Átha Cliath agus Luas.

Comhionannas agus Ilchineálacht

MONATÓIREACHT

Bhuail Coiste Monatóireachta Comhionannais na hoifige le chéile i rith na bliana chun monatóireacht a dhéanamh ar an méid atáimid ag cloí le riachtanais an Achta um Míchumas agus ár bPolasaí Comhionannais agus Ilchineálachta féin. Soláthraíodh tuairiscí ar chomhlíonadh riachtanais an Achta um Míchumas agus riachtanais an Pholasaí Chomhionannais agus Ilchineálachta don choiste agus go dtí seo comhlíonadh gach gné den dá cheann.

Chinntigh an Coiste chomh maith go ndearnadh na hiniúchtaí a bhí de dhíth de réir Gradam Cáilíochta – Feabhas trí Infhaighteacht an NDA.

OIFIGEACH IDIRCHAIDRIMH UM MÍCHUMAS

Cuireadh ról an Oifigigh Idirchaidrimh um Míchumas (OIM) chun cinn le linn na bliana. Bhuail an OIM leis an bhfoireann go léir agus thairg sí tacaíocht do bhainisteoirí na ndaoine faoi mhíchumas. Chuaigh an OIM i dteagmháil chomh maith leis na grúpaí ionadaithe foirne éagsúla chun a fháil amach cibé acu an raibh aon cheist ann a gcaithfeadh an Oifig déileáil léi. D'fhreastail sí ar chruinnithe an DLO Network chomh maith agus ghlac sí páirt iomlán sna cruinnithe seo.

INTERNSHIPS

A number of internships were also progressed during the year including:

- **Psychology Internship**
During 2007 the organisation gave an opportunity to two recently qualified Psychologists to work with our own team of occupational psychologists on a number of important testing related projects.
- **FAS Trainees**
Six FAS Trainees were facilitated with 10 week placements to afford them some valuable work experience.
- **Lourdes Youth and Community Services**
Lourdes Youth & Community Services (L.Y.C.S.) is a community development project based in nearby Sean Mac Dermott Street. PAS provided a 10 week work placement to a young trainee. This was hugely successful for both the trainee and the organisation and we intend to continue this partnership into the future.
- **UCC Intern**
We took on a temporary undergraduate Intern from UCC for a ten week period as part of their BSc Government programme. He delivered a number of important research projects.

COMMUNITY GROUP

In 2007 PAS established a Local Traders' Group to examine areas of common interest in the environs of Chapter House with the aim of working together to improve the local area. This group was set up by PAS and consists of local businesses, representatives of An Garda Síochána, Dublin City Council and Luas.

Equality and Diversity

MONITORING

The office's Equality Monitoring Committee met throughout the year to monitor compliance with the requirements of the Disability Act and our own Equality and Diversity Policy. Reports on compliance with the Disability Act requirements and the requirements of the Equality and Diversity Policy were provided to the committee, and to date all aspects of both have been fully complied with.

The Committee also ensured that the audits required under the NDA Excellence through Accessibility Quality Award were conducted.

DISABILITY LIAISON OFFICER

The role of the Disability Liaison Officer (DLO) was promoted throughout the year. The DLO met with all staff with a disability and offered support to managers of staff with a disability. The DLO also made contact with the various staff representative groups to ascertain whether there were any issues for the Office to deal with. She also attended meetings of the newly formed DLO Network and participated fully in these meetings.

EQUALITY AND DIVERSITY INITIATIVES

A range of equality and diversity related initiatives were introduced in 2007, including:

- A customised Anti-Racism and Intercultural Awareness Programme (FETAC Accreditation) was offered to all staff. This course has been designed to raise staff awareness of the greater diversity of people living in Ireland, their cultural uniqueness, and to gain a better understanding of their experiences.

TIONSCNAIMH CHOMHIONANNAIS AGUS ILCHINEÁLACHTA

Tugadh isteach raon tionscnamh bainteach le comhionannas agus ilchineálacht le linn 2007, ina measc:

- Tairgeadh Clár Feasachta Fhrithchhiníochais agus Idirchultúrachais (Creidiúnú FETAC) do gach ball foirne. Dearadh an cúrsa seo chun feasacht na foirne maidir le hilchineálacht méadaithe na ndaoine atá ina gcónaí in Éirinn a mhéadú, chomh maith le huathúlacht chultúrtha na ndaoine sin, agus chun tuiscint níos fearr a thabhairt dóibh ar a n-eispéiris.
- I 2007 bhunaigh an tSeirbhís um Cheapacháin Phoiblí Gréasán Ilchineálachta Fostóirí. Tá an Gréasán seo déanta suas d'fhostóirí Éireannacha a bhfuil suim acu san ilchineálacht agus i bhforbairt á gcóras earcaíochta agus roghnúcháin chun a chinntiú go bhfuil siad ag teacht leis an gcleachtas is fearr. D'éascaigh an tSeirbhís um Cheapacháin Phoiblí cruinnithe ina mbuaileann eagraíochtaí rannpháirteacha le chéile chun eolas a roinnt ar ábhair ag baint le heagraíochtaí a thógáil atá ilchineálach cuimsitheach. Cuireann an gréasán deis ar fáil chomh maith do chomhoibriú agus don phlé neamhfhoirmiúil idir rannpháirtithe. Déantar nuashonrú rialta maidir le taighde agus tionscnaimh ilchineálachta sa ghrúpa chomh maith.
- Cuireadh Clár Oiliúna Feasachta ar Mhíchumas saincheaptha i bhfeidhm. Tugann sé aghaidh faoi leith ar riachtanais ár bhfoirne agus iad ag cur seirbhís chustaiméara ardchaighdeáin ar fáil d'iarrthóirí atá faoi mhíchumas. Mar pháirt den chúrsa chomh maith tá úsáid phraiticiúil de theicneolaíocht mheasúnachta chabhrach.

- Rinneadh dul chun cinn sa bhreis ar ár dtiomantas agus iarrachtaí rochtain a chinntiú do gach custaiméir ar an bpróiseas earcaíochta nuair a seoladh seomraí trialach sainithe d'iarrthóirí le riachtanais speisialta. DORAS a thugtar ar an tseirbhís seo (Seirbhís Earcaíochta agus Measúnachta Dírithe ar Mhíchumas). Is é atá i gceist leis ná triail na n-iarrthóirí i seomraí trialacha sainithe ina bhfuil an teicneolaíocht thrialach chabhrach is deireanaí. Cuireadh an teicneolaíocht ann chun cabhair agus tacaíocht a thabhairt don iarrthóir atá faoi thriail agus an ball foirne ag ullmhú ábhar na trialach. Bhí an t-aiseolas luath ar an tionscnamh seo an-dearfach.
- Reáchtáladh Seisiún Sosa Tae i mí na Samhna chun Seachtain Áit Oibre Fhrithchhiníoch a chomóradh. Rinne cainteoir ón gCoiste Náisiúnta Comhairliúcháin ar Chiníochas agus Idirchultúrachas cur i láthair le lucht éisteachta mór.

- In 2007 PAS established an Employers' Diversity Network. This Network comprises a group of Irish employers that are interested in the subject of diversity and in developing their recruitment and selection systems to ensure they are in line with best practice. PAS facilitated quarterly meetings, where participant organisations meet face-to-face to share information on topics related to building organisations that are diverse and inclusive. The network also provides the opportunity for informal collaboration and discussion between participants. Regular updates in relation to diversity research and initiatives are also circulated within the group.
- A customised Disability Awareness Training Programme was put in place. It specifically addresses the needs of our staff in providing a quality customer service to candidates with a disability. The course also entails practical use of assistive assessment technology.
- Our commitment and efforts to ensure access for all customers to the recruitment process was further advanced with the launch of a designated testing suite for candidates with special needs. This service has been branded DORAS (Disability Orientated Recruitment & Assessment Service). This involves the testing of candidate(s) in a designated testing suite which has been equipped with the latest assistive testing technology. The technology has been installed both to help and support the candidate being tested and the staff member in preparing the test material. Initial feedback on this initiative has been extremely positive.

- A Tea Break Session to mark Anti Racist Workplace Week was held in November. A speaker from the National Consultative Committee on Racism and Interculturalism made a presentation to staff.

Luach ar **Airgead**_{agus}
Rialachas Corparáideach
^aSheachadadh

Delivering
Value for Money and
Corporate
Governance



Luach ar Airgead agus Rialachas Corparáideach a Sheachadadh

Bord na Seirbhíse um Cheapacháin Phoiblí

Bhuail Bord na Seirbhíse um Cheapacháin Phoiblí le chéile sé huaire le linn na bliana agus, faoi chathaoirleacht Frank Murray, d'oibrigh sé go rianúil trí chlár oibre substaintiúil. Thug an Bord aird faoi leith ar cheisteanna ag baint le feidhmíocht ar bhuntosaíochtaí straitéiseacha, forbairt Ráitis Straitéise nua, rialachas airgeadais agus bainistíocht riosca.

Chríochnaigh Bord na Seirbhíse um Cheapacháin Phoiblí a théarma 3 bliana ar an 18 Deireadh Fómhair 2007. Lean an tUasal Frank Murray ar aghaidh ina Chathaoirleach go dtí an 31 Nollaig 2007.

Bhí an chomhairle agus an treoir a sholáthraigh an Bord, in éineacht lena eolas dlúth féin maidir le timpeallacht earcaíochta na hearnála poiblí, le linn a théarma 3 bliana ina mhór-thoisic ag ráth leanúnach na Seirbhíse um Cheapacháin Phoiblí.

Iniúchadh Inmheánach

Chuir Cathaoirleach an Choiste Iniúchta Inmheánaigh Tuarascáil Bhliantúil an Choiste i láthair, chomh maith le Plean Iniúchta Straitéisigh trí bliana nua don Bhord i mí Márta 2007. Bhí an mhodheolaíocht a úsáideadh agus an plean nua iniúchta inmheánaigh seo á ullmhú bunaithe ar mheasúnacht riosca de ghníomhaíochtaí agus phróisis ar fud na hoifige. Tá dul chun cinn á dhéanamh anois ar an bplean, agus ar chur i bhfeidhm na moltaí iniúchta go léir ó iniúchtaí eile roimhe seo.

Tháinig deireadh leis an gcéad téarma trí bliana de chuid an Choiste Iniúchta Inmheánaigh i mí Bealtaine 2007 agus rinneadh an coiste a athbhunú. Tharla athrú suntasach sa choiste nuair a glacadh ball isteach air de chuid Bhord na Seirbhíse um Cheapacháin Phoiblí, rud a chinntíonn nasc níos láidre idir an Bord agus an ghníomhaíocht iniúchta san oifig.

Bainistíocht Riosca

Tháinig an Grúpa Bainistíochta Riosca le chéile cúig huaire le linn 2007 agus rinne athbhreithniú mór ar a théarmaí tagartha, rud a léirigh chomh tábhachtach is atá sé go gcinntítear go n-aithneofar gach riosca agus go ndéantar bearta oiriúnacha chun na héifeachtaí a mholadh. Mhéadaigh gníomhaíochtaí an ghrúpa feasacht ar cheisteanna ag baint le riosca trí chur i láthair don fhoireann go léir ag Laethanta Feasachta Gnó agus Seisiúin Straitéiseacha.

Rialachas Tionscadail

Is gné thábhachtach de rialachas corparáideach sa tSeirbhís um Cheapacháin Phoiblí an bhainistíocht ghníomhach ar na tionscadail straitéiseacha go léir chun luach agus an t-aischur is fearr a chinntiú ó gach tionscadal a sheoltar. Tá obair an Bhoird Tionscadail agus na hOifige Tionscadail inmheánaigh ag croilár na sprice seo. Tháinig an Bord le chéile ocht n-uaire le linn 2007 agus is é freagracht an Bhoird gach tionscadal straitéiseach san oifig a rianú agus monatóireacht a dhéanamh ar an leibhéal d'acmhainní atá á n-infheistiú agus an dul chun cinn atá á dhéanamh.

Soláthar

Faigheann an oifig treoir ó na Treoirlínte Soláthair Phoiblí agus na Polasaithe a d'fhoilsigh an tAonad Soláthair sa Roinn Airgeadais. Chun a chinntiú go gcleonnn an Oifig leis an gcleachtas soláthair is fearr chuir an tSeirbhís um Cheapacháin Phoiblí tús le forbairt Creat agus Plean Soláthair chun patrúin caiteachais na Seirbhíse um Cheapacháin Phoiblí a léiriú. Rinneadh dul chun cinn ar phróisis soláthair na hoifige chomh maith trí cheardlanna a sholáthar agus a chur i láthair do gach sealbhóir buiséid le linn na bliana.

Delivering Value for Money and Corporate Governance

Board of the Public Appointments Service

Meeting on six occasions during the year the Board of the Public Appointments Service, under the chairmanship of Mr. Frank Murray, systematically worked its way through a substantial work agenda. The Board gave particular attention to issues relating to performance on key strategic priorities, the development of a new Strategy Statement, financial governance and risk management.

The Board of the Public Appointments Service completed its 3 year term on the 18th of October 2007. Mr. Frank Murray continued as Chairman until the 31st of December 2007.

The advice and direction provided by the Board, coupled with its own intimate knowledge of the public sector recruitment environment, throughout its 3 year term has been a major pillar in the ongoing success of the Public Appointments Service.

Internal Audit

The Chairman of the Internal Audit Committee presented the Annual Report of the Committee and a new three-year Strategic Audit Plan to the Board in March 2007. The methodology adopted in preparing this new internal audit plan was based on a risk assessment of activities and processes throughout the office. The plan is now being progressed as is the implementation of all of the audit recommendations arising from previous audits.

The first three year term of office of the Internal Audit Committee ended in May 2007 and the committee was re-constituted. A significant change in the committee was the inclusion of a member of the Board of the Public Appointments Service thus ensuring a stronger link between the Board and the audit activity in the office.

Risk Management

Reflecting the importance of ensuring that, where possible, all risks are identified and appropriate measures taken to mitigate the effects, the Risk Management Group met on five occasions in 2007 and conducted a major review of their terms of reference. The group's activities raised awareness of issues relating to risk through presentations for all staff at Business Awareness Days and Strategic Away Sessions.

Project Governance

An important feature of corporate governance in the Public Appointments Service is the active management of all strategic projects to ensure maximum value and output from each project launched. Central to this objective is the work of the Project Board and the internal Project Office. Meeting on eight occasions during 2007 it is the Board's responsibility to track all strategic projects in the office and monitor the level of resources being invested and the progress being made.

Procurement

The office is guided by the Public Procurement Guidelines and Policies published by the Procurement Unit in the Department of Finance. To ensure that the Office adheres to best procurement practice, PAS commenced the development of a Procurement Framework and Plan to reflect the spending patterns of the Public Appointments Service. Further advances were made in the office's procurement processes through the provision of workshops and presentations to all budget holders during the year.

Forbairt Ráitis Straitéise nua

Cuireadh tús le forbairt ár Ráitis Straitéise 2008-2010 i mí Márta, le ceardlann éascaithe leis an gCoiste Comhairliúcháin Bainistíochta. Reáchtáladh ceardlanna eile leis an nGrúpa Ardbhainistíochta agus tionóladh Seisiúin Straitéise don fhoireann. Eisíodh Ceistneoir Straitéise don Bhord. Fuarthas aiseolas ó chustaiméirí trí Phainéil de Chliaint agus suirbhéanna ar líne i measc Cliant, Baill an Bhoird Roghnúcháin agus larrthóirí. Ag cruinniú deireanach an bhoird rinneadh an Ráiteas Straitéise nua a phlé go domhain. Reáchtáladh tuilleadh ceardlann Ardbhainistíochta i mí Dheireadh Fómhair agus i mí na Samhna chun dul chun cinn a dhéanamh ar fhorbairt an Ráitis Straitéise agus chun comhaontas deireanach a fháil ar na príomhspríocanna, straitéiseacha agus buntáscairí feidhmíochta. Foilseofar an Ráiteas Straitéise nua go luath i 2008.

Caidreamh leis an Ard-Reachtaire Cuntas agus Ciste (ARCC) agus leis an gCoimisiún um Cheapacháin na Seirbhíse Poiblí (CCSP)

Is gnáthrud agus páirt dhosheachanta é láithreacht iniúcháirí seachtracha den ghnó earcaíochta san earnáil phoiblí. Taobh amuigh den scrúdú bliantúil a dhéanann oifig an ARCC ar ár gcuid airgeadais, bíonn teagmháil rialta ag an tSeirbhís um Cheapacháin Phoiblí leis an CCSP chomh maith maidir lena iniúchadh ar ár gcumas feachtais earcaíochta a reáchtáil chuig na caighdeáin a bunaíodh ina gCóid Chleachtais foilsithe.

Cuireann an oifig fáilte roimh neamhspleáchas na n-iniúchtaí seo mar bhealach chun a chinntiú go gcothaítear caighdeáin arda i ngach gné den ghnó earcaíochta.

Development of new Statement of Strategy

The development of our Strategy Statement 2008-2010 commenced in March with a facilitated workshop with the Management Advisory Committee. Further workshops were held with the Senior Management Group and Strategic Away Sessions were held for staff. A Strategy Questionnaire was issued to the Board. Feedback was obtained from customers by means of Client Panels and online surveys of Clients, Selection Board Members and Candidates. At the final meeting of the Board the new Strategy Statement was discussed in detail. Further Senior Management workshops were held in October and November to progress the development of the Strategy Statement and to achieve final agreement on the main goals, strategies and key performance indicators. The new Strategy Statement will be published early in 2008.

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

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

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

AGUISÍNÍ

Aguisín I

GNÍOMHAÍOCHT EARCAÍOCHTA

Tá an Aguisín déanta suas de shraith de tháblaí staidrimh a thugann achoimre ar ár ngníomhaíocht earcaíochta le linn 2007.

Le haghaidh fheidhm na tuarascála seo, tá an ghníomhaíocht earcaíochta go léir atá cosúil tugtha le chéile faoi cheannteidil singil. Is fiú nótaíl chomh maith go gcuireann na táblaí an ghníomhaíocht go léir atá bainteach agus a rinneadh le linn na bliana le chéile. Is féidir go gcúiseoidh seo cosúlacht neamh-chomhsheasmhachtaí – mar shampla, is féidir go mbeidh an líon iarrthóirí a cuireadh faoi agallamh do ghrád áirithe níos mó ná an líon iarratas a fuarthas sa bhliain faoi chaibidil mar gur chuir roinnt díobh sin a cuireadh faoi agallamh iarratas isteach ag freagairt d’fheachtas earcaíochta ó bhliain roimhe sin.

Tugtar sonraí inscne áit a bhfuil sé ar fáil.

APPENDICES

Appendix I

RECRUITMENT ACTIVITY

This Appendix consists of a series of statistical tables which summarise our recruitment activity during 2007.

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

Gender data is supplied wherever it was available.

AGUISÍN I

Achoimre ar Ghníomhaíocht Earcaíochta

1 Eanáir - 31 Nollaig 2007

	Líon Iomlán na nIarratas a Fuarthas	Uimhrithe agus Curtha Faoi Agallamh	Líon a Sannadh/ Moladh
Státseirbhís			
• Cléireachais (téarma san áireamh)	28,262	3,291	2,827
• Riaracháin	14,730	1,155	659
• Bainistíocht Shinsearach & Gairmiúil	5,305	1,185	474
IOMLÁN	48,297	5,631	3,960
Ceapacháin Áitiúla			
• Údaráis Áitiúla	3,225	1,243	219
• Earnáil Sláinte	1,173	668	193
IOMLÁN	4,398	1,911	412
Gníomhaíocht Eile			
• Earcaíocht an Gharda Síochána	2,832	2,463	1,252
• Garda Cúltaca	558	897	527
• Oifigeach Príosúin/Trádáil	6,973	639	252
IOMLÁN	10,363	3,999	2,031
	Líon Iomlán na nIarratas a Fuarthas	Uimhrithe agus Curtha Faoi Thriail	Líon na nAinmeacha a cuireadh ar aghaidh
Seirbhís Roghnúcháin/Trialach sa bhreis a Soláthraíodh			
• Údaráis Áitiúla	10,804	7,365	4,281
• Feidhmeannacht na Seirbhíse Sláinte	870	289	178
• Státseirbhís	1,925	2,441	1,711
• Ilghnéitheach	2,845	1,629	1,135
IOMLÁN	16,444	11,724	7,305
MÓR-IOMLÁN	79,502	11,541	6,403

APPENDIX I

Summary of Recruitment Activity

1 January - 31 December 2007

	Total Number of Applications Received	Numbered Interviewed	Number Assigned/ Recommended
Civil Service			
• Clerical (including term time)	28,262	3,291	2,827
• Administrative	14,730	1,155	659
• Senior Management & Professional	5,305	1,185	474
TOTAL	48,297	5,631	3,960
Local Appointments			
• Local Authorities	3,225	1,243	219
• Health Sector	1,173	668	193
TOTAL	4,398	1,911	412
Other Activity			
• Garda Recruitment	2,832	2,463	1,252
• Garda Reserve	558	897	527
• Prison Officer/Trades	6,973	639	252
TOTAL	10,363	3,999	2,031
	Total Number of Applications Received	Numbered Tested	Number Names Forwarded
Additional Selection/Testing Service Provided			
• Local Authorities	10,804	7,365	4,281
• Health Service Executive	870	289	178
• Civil Service	1,925	2,441	1,711
• Miscellaneous	2,845	1,629	1,135
TOTAL	16,444	11,724	7,305
OVERALL TOTAL	79,502	11,541	6,403

Státseirbhís – Gníomhaíocht Earcaíochta Sheirbhís Ghinearálta
1 Eanáir - 31 Nollaig 2007

	Líon Iarrthóirí	Líon a rinne Trialacha Roghnúcháin	An Líon a d'fhreastail ar an bPríomhbhord	An Líon ar Éirigh leo san Agallamh	Líon Sannachán
Gráid Chléireachais	19,254	11,930	2,340	2,136	2,003
Gráid Chléireachais (Le linn an Téarma)	9,008	-	951	-	824
Oifigeach Foirne	-		125	106	64
Oifigeach Feidhmiúcháin	575	250	568	435	399
Ard-Oifigeach Feidhmiúcháin	4,353	2,675	108	66	59
Príomh-Oifigeach Cúnta	2,225	1,449	72	36	30
Príomh-Oifigeach	1,346	957	146	118	23
Oifigeach Riaracháin / Tríú Rúnaí	6,118	3,360	136	91	84
Oifigeach Feidhmiuchain le líofacht sa Ghaeilge, An tSeirbhís Phoiblí (EO)	113	68	-	-	-
Garda faoi Oiliúint	2,832	1,565	2,463	1,252	1,252
Cúltaca an Gharda Síochána	558	-	897	527	527
Oifigeach Príosúin - Earcaíocht	6,199	2,420	484	368	252
Oifigeach Príosúin - Ceirdeanna	774	-	155	Leanfar ar aghaidh leis i 2008	
IOMLÁIN	53,355	24,674	8,445	5,135	5,517

Civil Service - General Service Recruitment Activity
1 January - 31 December 2007

	Number of Applicants	Number who sat Selection Tests	Number attended Main Board	Number successful at interview	Number of Assignments
Clerical Grades	19,254	11,930	2,340	2,136	2,003
Clerical Grades (Term Time)	9,008	-	951	-	824
Staff Officer	-		125	106	64
Executive Officer	575	250	568	435	399
Higher Executive Officer	4,353	2,675	108	66	59
Assistant Principal Officer	2,225	1,449	72	36	30
Principal Officer	1,346	957	146	118	23
Admin Officer /Third Secretary	6,118	3,360	136	91	84
Oifigeach Feidhmiuchain le líofacht sa Ghaeilge, An tSeirbhís Phoiblí (EO)	113	68	-	-	-
Garda Trainee	2,832	1,565	2,463	1,252	1,252
Garda Reserve	558	-	897	527	527
Recruit Prison Officer	6,199	2,420	484	368	252
Prison Officer - Trades	774	-	155	continued in 2008	
TOTALS	53,355	24,674	8,445	5,135	5,517

Seirbhísí Roghnúcháin/Trialach a Soláthraíodh

	Líon Iomlán Iarratas a Fuarthas	An méid uimhrithe a tástáladh	An Líon Ainmneacha a Cuireadh ar Aghaidh
Údaráis Áitiúla			
Oifigigh Chléireachais:			
• Comhairle Contae Chorcaí	493	336	180
• Comhairlí Contae Luimnigh/An Chláir	773	609	442
• Comhairlí Contae Lú/na Mí	1,209	740	432
• Comhairlí Contae an Chabháin/na Gaillimhe /Uíbh Fhailí/Mhaigh Eo	2,996	2,282	1,072
• Comhraiceoir Dóiteáin (Comhairle Cathrach Bhaile Átha Cliath)	5,333	3,398	2,155
Feidhmeannacht na Seirbhíse Sláinte:			
Rialtóir Leighis Géarchéime	315	62	27
• Teicneoir Leighis Géarchéime	555	227	151
Státseirbhís:			
• Comórtas Inmheánach OF - an tÚdarás Clárúcháin Maoine, Dlí agus Cirt, agus Talmhaíocht	1,925	1,135	764
• Comórtas Inmheánach OS - an tÚdarás Clárúcháin Maoine, Dlí agus Cirt, agus Talmhaíocht		1,306	947
Ilghnéitheach:			
• Oifigeach Cléireachais leis An Bord Pleanála	332	211	132
• Altranas Cóid Lánfhásta	1,973	1,418	1,003
• Oifigeach Cléireachais leis an mBord Náisiúnta Leasa Oideachais	540	Tosóidh tástáil i 2008	
IOMLÁIN	16,444	11,724	7,305

Additional Selection/Testing Services Provided

	Total Number of Applications Received	Numbered Tested	Number Names Forwarded
Local Authorities:			
Clerical Officers:			
• Cork County Council	493	336	180
• Limerick/Clare County Councils	773	609	442
• Louth/Meath County Councils	1,209	740	432
• Cavan/Galway/Offaly/Mayo Co. Councils	2,996	2,282	1,072
• Firefighter (Dublin City Council)	5,333	3,398	2,155
Health Service Executive:			
• Emergency Medical Controller	315	62	27
• Emergency Medical Technician	555	227	151
Civil Service:			
• EO Internal Competition- Property Registration Authority, Justice and Agriculture	1,925	1,135	764
• SO Internal Competition - Property Registration Authority, Justice, Agriculture and Foreign Affairs		1,306	947
Miscellaneous:			
• Clerical Officer with An Bord Pleanála	332	211	132
• Mature Code Nursing	1,973	1,418	1,003
• Clerical Officer with the National Educational Welfare Board	540	Testing will commence in 2008	
TOTALS	16,444	11,724	7,305

Státseirbhís – Ceapacháin Ardbhainistíochta & Gairmiúla
1 Eanáir - 31 Nollaig 2007

	Líon larrthóirí			Líon a d'fhreastail ar an bPríomhagallamh			Líon Sannachán		
CATAGÓIR GHAIRMIÚIL	M	F	T	M	F	T	M	F	T
Cuntasaíocht									
Stiúrthóir Cúnta Airgeadais, SPÉ	18	14	32	7	2	9	Sannacháin i 2008		
Anailísí Coireachta Airgeadais, BSC	52	39	91	4	7	11	1	0	1
Iniúcháir Cúnta, an Roinn Comhshaoil & Rialtais Áitiúil	53	51	104	12	5	17	4	0	4
Cuntasóir Gairmiúil	55	45	100	19	14	33	2	0	2
Cuntasóir	Fógartha roimh 2007						1	1	2
Iniúcháir faoi Oiliúint	Fógartha roimh 2007						27	12	39
Dlíthiúil									
Dréachtóir Comhairleach Grád III, Oifig an Ard-Aighne	38	33	71	9	9	18	5	3	8
Dréachtóir Parlaiminte Cúnta, Oifig na nDréachtóirí Parlaiminte I	18	19	37	5	6	11	Sannacháin i 2008		
Cláraitheoirí Contae	11	13	24	2	6	8	0	1	1
Ceannaire an Aonaid Polasaí Ionchúisimh, Stiúrthóir Ionchúiseamh Poiblí	10	11	21	3	2	5	0	1	1
Comhairleoir Dlí	Fógartha roimh 2007						1	1	2
Feidhmeannach Dlí	21	59	80	6	18	24	2	2	4
Oifigeach Dlí	Fógartha roimh 2007						0	2	2
Taighdeoir Dlí	18	17	35	0	4	4	5	7	12
Aturnae Ionchúisimh /Aturnaetha	18	26	44	0	0	0	10	21	31
Aturnae Stáit in Oifig an Phríomh-Aturnae Stáit	22	48	70	10	22	32	6	17	23
Ailtireacht & Innealtóireacht									
Comhairleoir ar Chaighdeáin Tógála, an Roinne Comhshaoil, Oidhreachta agus Rialtais Áitiúil	11	1	12	7	0	7	1	0	1
Seandálaí	Fógartha roimh 2007						1	1	2
Ailtire/Comhairleoir/Cigire Ailtireachta	10	5	15	9	3	12	3	6	9
Cigire Ceantair, Oifig na nOibreacha Poiblí	88	3	91	25	1	26	8	0	8
Innealtóirí (Grád II agus Grád III - OOP agus an Roinn Gnóthaí Pobail, Tuaithe agus Gaeltachta)	37	5	42	26	4	30	2	1	3
Suirbhéirí Cainníochta, OOP	21	4	25	9	0	9	0	0	0
Cléireach Oibre Sinsearach, OOP	11	0	11	6	0	6	1	0	1
Cúntóir Teicniúil (Troscán)	5	0	5	5	0	5	1	0	1

Civil Service - Senior Management & Professional Appointments
1 January - 31 December 2007

	Number Applied			Number Attended Main Interview			Number of Assignments		
PROFESSIONAL CATEGORY	M	F	T	M	F	T	M	F	T
Accountancy									
Assistant Director of Finance, IPS	18	14	32	7	2	9	Assignments in 2008		
Financial Crime Analyst, CAB	52	39	91	4	7	11	1	0	1
Assistant Auditor, D/Environment & Local Government	53	51	104	12	5	17	4	0	4
Professional Accountant	55	45	100	19	14	33	2	0	2
Accountant	Advertised prior to 2007						1	1	2
Trainee Auditor	Advertised prior to 2007						27	12	39
Legal									
Advisory Counsel Grade III, Office of the AG's	38	33	71	9	9	18	5	3	8
Asst Parliamentary Counsel, Office of the Parliamentary Counsel	18	19	37	5	6	11	Assignments in 2008		
County Registrars	11	13	24	2	6	8	0	1	1
Head of Prosecution Policy Unit, DPP	10	11	21	3	2	5	0	1	1
Legal Advisor	Advertised prior to 2007						1	1	2
Legal Executive	21	59	80	6	18	24	2	2	4
Legal Officer	Advertised prior to 2007						0	2	2
Legal Researcher	18	17	35	0	4	4	5	7	12
Professional Officer Grade IV, DPP	14	14	28	7	10	17	1	1	2
Prosecution Solicitor /Solicitors	18	26	44	0	0	0	10	21	31
State Solicitor in the CSSO	22	48	70	10	22	32	6	17	23
Architectural & Engineering									
Advisor Building Standards, Department EHLG	11	1	12	7	0	7	1	0	1
Archaeologist	Advertised prior to 2007						1	1	2
Architect/Architectural Adviser/Inspector	10	5	15	9	3	12	3	6	9
District Inspector OPW	88	3	91	25	1	26	8	0	8
Engineers (Grade II and Grade III - OPW and CRAGA)	37	5	42	26	4	30	2	1	3
Quantity Surveyors, OPW	21	4	25	9	0	9	0	0	0
Senior Clerk of Works, OPW	11	0	11	6	0	6	1	0	1
Technical Assistant (Furniture)	5	0	5	5	0	5	1	0	1

	Líon larrthóirí			Líon a d'fhreastail ar an bPríomhagallamh			Líon Sannachán		
CATAGÓIR GAIRME	M	F	T	M	F	T	M	F	T
Bainistíocht Shinsearach									
Stiúrthóir Comhlíonta Chearta Fostaíochta	Fógartha roimh 2007			4	2	6	1	0	1
Príomhfheidhmeannach, Gníomhaíocht Forbartha Ghráinseach Ghormáin	42	7	49	7	0	7	1	0	1
Coimisinéir um Rialú Tacsaithe	31	3	34	6	2	8	0	1	1
Príomh-Oifigeach Riaracháin An Garda Síochána	51	6	57	4	1	5	1	0	1
Stiúrthóir Cumarsáide An Garda Síochána	10	10	20	2	2	4	0	1	1
Coimisinéir um Rialú Cumarsáide	35	1	36	5	0	5	1	0	1
Rialtóir na bPaitinní, an Roinn Fiontar, Trádála & Fostaíochta	11	2	13	6	0	6	1	0	1
Príomh-Oifigeach Feidhmiúcháin, Comhairle um Ghairmithe Sláinte agus Cúraim Shóisialaigh	18	15	33	Leanfar ar aghaidh leis i 2008					
Príomh-Oifigeach Cúnta (Teoranta)	Fógartha roimh 2007						5	2	7
Poist Chigireachta (Príomh-Oifigeach Cúnta)	166	57	223	55	16	71	29	9	38
Ceannaire Cumarsáide & Taighde, Oifig an Ombudsman	1	1	2	1	0	1	0	0	0
Stiúrthóir i nGarda Cóstá na hÉireann	21	0	21	12	0	12	1	0	1
Ceannaire AD in Teagasc	4	2	6	4	1	5	1	0	1
Ceannaire Taighde, An Chomhairle Náisiúnta um Oideachas Speisialta	11	5	16	2	1	3	1	1	2
Ball den Údarás um Chosaint Iascaigh Mhara	18	3	21	6	0	6	1	0	1
Cigire Aerthimpistí	Fógartha roimh 2007						1	0	1
Bainisteoir/Coimeádaí an Ard-Mhúsaeim	Fógartha roimh 2007						1	0	1
Stiúrthóir Airgeadais, SPÉ	24	4	28	6	1	7	Sannacháin i 2008		
Stiúrthóir Cúraim Sláinte i Seirbhís Phríosúin na hÉireann	12	9	21	Leanfar ar aghaidh leis i 2008					
Príomh Oifigeach Cúnta, Oifig an Choimisinéara Teanga	6	2	8	3	2	5	Sannacháin i 2008		

	Number Applied			Number Attended Main Interview			Number of Assignments		
PROFESSIONAL CATEGORY	M	F	T	M	F	T	M	F	T
Senior Management									
Director of Employment Rights Compliance	Advertised prior to 2007			4	2	6	1	0	1
Chief Executive Grangegorman Development Agency	42	7	49	7	0	7	1	0	1
Commissioner for Taxi Regulation	31	3	34	6	2	8	0	1	1
Chief Administrative Officer An Garda Síochána	51	6	57	4	1	5	1	0	1
Director of Communications An Garda Síochána	10	10	20	2	2	4	0	1	1
Commissioner for Communication Regulation	35	1	36	5	0	5	1	0	1
Controller of Patents, D/ E T& E	11	2	13	6	0	6	1	0	1
Chief Executive Officer, HSCP Council	18	15	33	Continued in 2008					
Assistant Principal (Confined) - Equality Authority	Advertised prior to 2007						5	2	7
Investigator Positions (Assistant Principal)	166	57	223	55	16	71	29	9	38
Head of Communications & Research, Office of the Ombudsman	1	1	2	1	0	1	0	0	0
Director in the Irish Coast Guard	21	0	21	12	0	12	1	0	1
Head of HR in Teagasc	4	2	6	4	1	5	1	0	1
Head of Research NCSE	11	5	16	2	1	3	1	1	2
Member of the Sea Fisheries Protection Authority	18	3	21	6	0	6	1	0	1
Inspector of Air Accidents	Advertised prior to 2007						1	0	1
Manager/Keeper National Museum	Advertised prior to 2007						1	0	1
Director of Finance, IPS	24	4	28	6	1	7	Assignments in 2008		
Director of Healthcare in the Irish Prison Service	12	9	21	Continued in 2008					
Príomh Oifigeach Cúnta, Oifig an Choimisinéara Teanga	6	2	8	3	2	5	Assignments in 2008		

	Líon Iarrthóirí			Líon a d'fhreastail ar an bPríomhagallamh			Líon Sannachán		
CATAGÓIR GAIRME	M	F	T	M	F	T	M	F	T
Leigheas / Paramhíochaine									
Príomh-Oifigeach Altranais i Seirbhís Phríosúin na hÉireann	8	10	18	3	3	6	Sannacháin i 2008		
Leas-phaiteolaí Stáit/Leas-phaiteolaí Stáit gníomhach, an Roinn Dlí agus Cirt	2	0	2	2	0	2	1	0	1
Bainisteoir Altranais Cúraim Sláinte, Seirbhís Phríosúin na hÉireann	12	9	21	6	3	9	2	0	2
Oifigigh Altranais, SPÉ agus an Roinn Sláinte & Leanaí	40	43	83	14	31	45	6	6	12
Síceolaí	Fógartha roimh 2007						1	0	1
Riarachán									
Cúntóir le Comhairleoir Gnó Corparáideach	6	4	10	Leanfar ar aghaidh leis i 2008					
Oibrí Cásanna in Oifig an Ombudsman	4	9	13				1	1	2
Oifigeach Meáin - Oifig an Ombudsman do Leanaí	Fógartha roimh 2007						0	1	1
Comhordaitheoir Gnó - Oifig an Ombudsman do Leanaí	Fógartha roimh 2007						1	0	1
Oifigeach Polasaí agus Taighde in Oifig an Ombudsman do Leanaí	4	0	4	Leanfar ar aghaidh leis i 2008					
Oifigeach Sábháilteacht Dóiteáin I Seirbhís Phríosúin na hÉireann	4	0	4	Leanfar ar aghaidh leis i 2008					
Oifigeach Achomhairc Sealadach	11	10	21	Leanfar ar aghaidh leis i 2008					
Aistritheoir Ghrád 111 sa Stait Seirbhise	5	7	12	1	1	2	Sannacháin i 2008		
Oifigeach Oideachais & Rannpháirtíochta, Oifig an Ombudsman do Leanaí	9	38	47	2	10	12	0	1	1
Cúntóir Riaracháin - BNLO	34	143	177	1	8	9	0	1	1
Oifigigh Leasa Oideachais, an Bord Náisiúnta Leasa Oideachais	50	139	189	10	31	41	0	2	2
Bainisteoir Réigiúnach - BNLO	2	3	5	1	1	2	0	0	0
Oifigeach Sinsearach Leasa Oideachais - BNLO	4	13	17	2	5	7	0	1	1
Bainisteoir Airgeadais - BNLO	19	11	30	4	3	7	1	0	1
Feidhmeannach Airgeadais - BLNO	12	30	42	1	7	8	0	1	1
Riarthóir Feidhmiúcháin - BLNO	9	39	48	0	10	10	0	1	1
Bainisteoirí Oibríochtaí Réigiúnacha, an tÚdarás um Fhaisnéis agus Cáilíocht Sláinte	49	40	89	Leanfar ar aghaidh leis i 2008					
Stiúrthóir Cúnta – PRTB	23	11	34	Leanfar ar aghaidh leis i 2008					

	Number Applied			Number Attended Main Interview			Number of Assignments		
PROFESSIONAL CATEGORY	M	F	T	M	F	T	M	F	T
Medical / Paramedical									
Chief Nurse Officer in the Irish Prison Service	8	10	18	3	3	6	Assignments in 2008		
Deputy State Pathologist/Acting Deputy State Pathologist, D/Justice	2	0	2	2	0	2	1	0	1
Health Care Nurse Manager, Irish Prison Service	12	9	21	6	3	9	2	0	2
Nurse Officers, IPS & Department H&C	40	43	83	14	31	45	6	6	12
Psychologist	Advertised prior to 2007						1	0	1
Administrative									
Assistant to Corporate Business Advisor	6	4	10	Continued in 2008					
Caseworker in the Office of the Ombudsman	4	9	13				1	1	2
Media Officer - Office of the Ombudsman for Children	Advertised prior to 2007						0	1	1
Business Co-Ordinator - Office of the Ombudsman for Children	Advertised prior to 2007						1	0	1
Policy and Research Officer in the Office of the Ombudsman for Children	4	0	4	Continued in 2008					
Fire Safety Officer in the Irish Prison Service	4	0	4	Continued in 2008					
Temporary Appeals Officer	11	10	21	Continued in 2008					
Aistritheoir Ghrád 111 sa Stait Seirbhise	5	7	12	1	1	2	Assignments in 2008		
Education & Participation Officer, Office of the Ombudsman for Children	9	38	47	2	10	12	0	1	1
Admin Assistant - NEWB	34	143	177	1	8	9	0	1	1
Educational Welfare Officers - National Educational Welfare Board	50	139	189	10	31	41	0	2	2
Regional Manager - NEWB	2	3	5	1	1	2	0	0	0
Senior Educational Welfare Officer - NEWB	4	13	17	2	5	7	0	1	1
Finance Manager - NEWB	19	11	30	4	3	7	1	0	1
Finance Executive - NEWB	12	30	42	1	7	8	0	1	1
Executive Administrator - NEWB	9	39	48	0	10	10	0	1	1
Regional Operations Managers, Health Information & Quality Authority	49	40	89	Continued in 2008					
Assistant Director - PRTB	23	11	34	Continued in 2008					

	Líon Iarrthóirí			Líon a d'fhreastail ar an bPríomhagallamh			Líon Sannachán		
CATAGÓIR GAIRME	M	F	T	M	F	T	M	F	T
Eolaíocht									
Cigirí Talmhaíochta Cúnta	Fógartha roimh 2007						24	16	40
Eolaithe Fóiréinseacha	Fógartha roimh 2007						3	4	7
Cigire Pléascán an Rialtais	Fógartha roimh 2007						1	0	1
Anailísithe Saotharlainne	106	229	335	22	34	56	4	7	11
Oifigeach Meitéareolaíochta	Fógartha roimh 2007						6	2	8
Meitéareolaí	Fógartha roimh 2007						1	2	3
Príomh-Bhithcheimiceoir	Fógartha roimh 2007						0	1	1
Geolaí Sinsearach	3	3	6	3	3	6	0	1	1
Comhairleoir Teiripeora, an Roinn Sláinte & Leanaí	3	17	20	Leanfar ar aghaidh leis i 2008					
Cigirí Tréidliachta	Fógartha roimh 2007						7	4	11
Oideachas									
Síceolaí Oideachais - an tSeirbhís Náisiúnta Síceolaíochta Oideachais	21	102	123	0	0	0	1	13	14
Stiúrthóir, Curaclam & Measúnú	4	6	10	1	3	4	1	0	1
Bainsíteoirí Scrúdaithe & Measúnaithe	5	7	12	0	2	2	0	0	0
Cigirí Iar-bhunscoile - Matamaitic	4	4	8	1	2	3	1	1	2
Cigire Ceantair Bunscoile	Fógartha roimh 2007						6	5	11

	Number Applied			Number Attended Main Interview			Number of Assignments		
PROFESSIONAL CATEGORY	M	F	T	M	F	T	M	F	T
Science									
Assistant Agricultural Inspectors	Advertised prior to 2007						24	16	40
Forensic Scientists	Advertised prior to 2007						3	4	7
Government Inspector of Explosives	Advertised prior to 2007						1	0	1
Laboratory Analysts	106	229	335	22	34	56	4	7	11
Meteorological Officer	Advertised prior to 2007						6	2	8
Meteorologist	Advertised prior to 2007						1	2	3
Principal Biochemist	Advertised prior to 2007						0	1	1
Senior Geologist	3	3	6	3	3	6	0	1	1
Therapist Adviser, Dept of Health & Children	3	17	20	Continued in 2008					
Veterinary Inspectors	Advertised prior to 2007						7	4	11
Educational									
Educational Psychologist, NEPS	21	102	123	0	0	0	1	13	14
Director, Curriculum & Assessment	4	6	10	1	3	4	1	0	1
Examination & Assessment Managers	5	7	12	0	2	2	0	0	0
Post Primary Inspectors - Maths	4	4	8	1	2	3	1	1	2
Primary District Inspector	Advertised prior to 2007						6	5	11

	Líon Iarrthóirí			Líon a d'fhreastail ar an bPríomhagallamh			Líon Sannachán		
CATAGÓIR GAIRMIÚIL	M	F	T	M	F	T	M	F	T
Ilghnéitheach									
Cartlannaí sa Chartlann Náisiúnta	8	4	12	1	0	1	0	0	0
Comhairleoir Dóiteáin Cúnta, an Roinn Comhshaoil, Oidhreachta agus Rialtais Áitiúil	10	1	11	Leanfar ar aghaidh leis i 2008					
Leabharlannaí Cúnta/Leabharlannaí Faoi Oiliúint/Leabharlannaí Luibheolaí / Luibheolaí Cúnta, Garraithe Náisiúnta na Lus	16	42	58	1	9	10	1	2	3
Maor caomhnúcháin (an Roinn Comhshaoil)	53	39	92	9	5	14	1	2	3
Oifigeach Forbartha, an tÚdarás Comhionannais	294	104	398	65	46	111	Leanfar ar aghaidh leis i 2008		
Stiúrthóir an Chomhairle Náisiúnta um Aosú agus Daoine Aosta	Fógartha roimh 2007						0	3	3
Tástálai Tiománaí, an tÚdarás um Shábháilteacht ar Bhóithre	19	11	30	4	4	8	0	0	0
Cigire Saothair - OF	Fógartha roimh 2007			9	3	12	8	4	12
Teicneoir Léarscáilithe GIS	44	111	155	6	20	26	0	2	2
Cigire Tithíochta	Fógartha roimh 2007						1	3	4
Bainisteoir Faisnéise / Leabharlannaí, Coimisiún Ombudsman an Gharda Síochána	Fógartha roimh 2007			9	0	9	1	0	1
Línitheoir Léarscáilithe	8	8	16	3	5	8	Sannacháin i 2008		
Measúnóir Leighis	146	97	243	43	35	78	11	9	20
Anailísí Beartas Sóisialach, an Oifig Náisiúnta d'Fhorbairt Eacnamaíoch agus Shóisalta	29	17	46	17	12	29	4	1	5
Eacnamaí, an Oifig Náisiúnta d'Fhorbairt Eacnamaíoch agus Sóisialta	11	11	22	Leanfar ar aghaidh leis i 2008					
Altra Cúraim Ceirde	15	3	18	Leanfar ar aghaidh leis i 2008					
Oifigeach Raidió, Grád III, Garda Cóstá na hÉireann	0	13	13	0	11	11	0	1	1
Poist sa Choimisiún Sábháilteachta Iarnróid	52	2	54	24	1	25	2	0	2
Bainisteoir Taifead, Oideachas agus Eolaíocht	Fógartha roimh 2007						1	0	1
Oifigigh Taighde	1	2	3	0	1	1	0	1	1
Taighdeoir - Eolaíocht an Chomhshaoil	40	85	125	15	25	40	4	7	11
Taighdeoir - Dlí	30	31	61	5	9	14	Sannacháin i 2008		
	18	23	41	6	8	14	1	0	1

	Number Applied			Number Attended Main Interview			Number of Assignments		
PROFESSIONAL CATEGORY	M	F	T	M	F	T	M	F	T
Miscellaneous									
Archivist National Archives	8	4	12	1	0	1	0	0	0
Assistant Fire Advisor Dept, EHLG	10	1	11	Continued in 2008					
Asst Librarian/Library Trainee/Librarian	16	42	58	1	9	10	1	2	3
Botanical Asst/Botanist, Botanic Gardens	53	39	92	9	5	14	1	2	3
Conservation Ranger (Dept of Environment)	294	104	398	65	46	111	Assignments in 2008		
Development Officer, Equality Authority	Advertised prior to 2007						0	3	3
Director of NCAOP	19	11	30	4	4	8	0	0	0
Driver Tester Road Safety Authority	Advertised prior to 2007			9	3	12	8	4	12
EO Labour Inspector	44	111	155	6	20	26	0	2	2
GIS Mapping Technician	Advertised prior to 2007						1	3	4
Housing Inspector	Advertised prior to 2007			9	0	9	1	0	1
Information Manager/Librarian, GSOC	8	8	16	3	5	8	Assignments in 2008		
Mapping Draughtperson	146	97	243	43	35	78	11	9	20
Medical Assessor	29	17	46	17	12	29	4	1	5
Social Policy Analyst, National Economic & Social Development Office	11	11	22	Continued in 2008					
Economist, National Economic & Social Development Office	15	3	18	Continued in 2008					
Occupational Health Nurse	0	13	13	0	11	11	0	1	1
Radio Officer Grade III, Irish Coastguard	52	2	54	24	1	25	2	0	2
Railway Safety Commission Posts	Advertised prior to 2007						1	0	1
Records Manager, Education & Science	1	2	3	0	1	1	0	1	1
Research Officers	40	85	125	15	25	40	4	7	11
Researcher - Environmental Science	30	31	61	5	9	14	Assignments in 2008		
Researcher - Law	18	23	41	6	8	14	1	0	1

Oifigeach Iascaigh Mhara, an tÚdarás um Chosaint Iascaigh Mhara	58	19	77	37	12	49	23	5	28
Ard-Anailísí Coireacta agus Póilíneachta	112	78	190	4	7	11	0	2	2
Anailísí Sinsearach Coireachta agus Póilíneachta	39	16	55	4	2	6	1	0	1
Taighdeoir Sinsearach - Riarachán Poiblí	5	9	14	3	4	7	Sannacháin i 2008		
Taighdeoir Sinsearach - Eolaíocht Shóisialach	9	13	22	3	1	4	0	1	1
Staitisteoir	241	148	389				2	0	2
Teicneoir Teileachumarsáide	231	13	244	23	1	24	5	0	5
Ilghnéitheach (ar lean)									
Luachálaí	Fógartha roimh 2007						3	2	5
Tástálai Feithiclí	Fógartha roimh 2007						2	0	2
Cigirí Fiadhúlra	7	3	10	5	2	7	0	1	1
IOMLÁIN	2,941	2,364	5,305	664	521	1,185	266	208	474

Sea Fisheries Officer, SFPA	58	19	77	37	12	49	23	5	28
Higher Crime & Policing Analyst	112	78	190	4	7	11	0	2	2
Senior Crime & Policing Analyst	39	16	55	4	2	6	1	0	1
Snr. Researcher - Public Admin	5	9	14	3	4	7	Assignments in 2008		
Snr. Researcher - Social Science	9	13	22	3	1	4	0	1	1
Statistician	241	148	389				2	0	2
Telecommunications Technician	231	13	244	23	1	24	5	0	5
Miscellaneous									
Valuer	Advertised prior to 2007						3	2	5
Vehicle Tester	Advertised prior to 2007						2	0	2
Wildlife Inspectors	7	3	10	5	2	7	0	1	1
TOTALS	2,941	2,364	5,305	664	521	1,185	266	208	474

Gníomhaíocht Earcaíochta na nÚdarás Áitiúla
1 Eanáir - 31 Nollaig 2007

	Líon larrthóirí			Líon a d'fhreastail ar an bPríomhagallamh			Líon Sannachán		
CATAGÓIR GHAIRME	M	F	T	M	F	T	M	F	T
Gairmiúil agus Teicniúil									
Príomh-Luachálaí, Comhairle Cathrach Bhaile Átha Cliath	3	0	3	3	0	3	1	0	1
Ailtirí Feidhmiúcháin Sinsearacha Cathrach/Contae/Feidhmiúcháin	40	7	47	36	9	45	5	2	7
Leabharlannaí Contae/Cathrach	6	6	12	2	1	3	1	0	1
Stiúrthóir, Údarás Réigiúnach an Iarthair Láir	25	2	27	10	1	11	1	0	1
Bainisteoir Forfheidhmiúcháin, Comhairle Cathrach BÁC	10	0	10	5	0	5	1	0	1
Cuntasóirí Airgeadais/Bainistíocht Airgeadais	11	4	15	10	4	14	1	0	1
Ceannasaí Bainistíocht Flít, Comhairle Cathrach Bhaile Átha Cliath	Fógartha roimh 2007						1	0	1
Ceannaire Bainistíochta Dramhaíola Comhairle Cathrach Bhaile Átha Cliath	Fógartha roimh 2007						1	0	1
Leabharlannaí	1	6	7	0	6	6	0	1	1
Bainisteoir, Suirbhéireacht agus Léarscáiliú Talún	13	3	16	Leanfar ar aghaidh leis i 2008					
Oifigeach Feidhmiúcháin Sinsearach Eastáit - Comhairle Contae Chorcaí	Fógartha roimh 2007						0	0	0
Oifigeach Feidhmiúcháin Sinsearach do Chosc Dóiteáin	7	4	11	5	4	9	2	0	2
Stiúrthóir Feidhmiúcháin Sinsearach Páirceanna	Fógartha roimh 2007							0	1 1
Suirbhéir Feidhmiúcháin Sinsearach Cainníochta, Comhairle Contae Chorcaí	6	0	6	6	0	6	2	0	2
Eolaí Feidhmiúcháin Sinsearach Stiúrthóir Sinsearach Páirceanna, Comhairle Contae Dheiscirt Bhaile Átha Cliath	10	0	10	9	0	9	1	0	1
Luachálaí Sinsearach, Comhairle Cathrach BÁC	5	1	6	4	1	5	2	0	2
Oifigigh Shinsearacha/Cúnta/Feidhmiúcháin Dóiteáin	45	6	51	46	6	52	8	0	8
Innealtóirí Sinsearacha/ Feidhmiúcháin/ Feidhmiúcháin Sinsearacha	757	72	829	278	28	306	72	10	82
Pleanálaithe Sinsearacha/ Feidhmiúcháin/ Feidhmiúcháin Sinsearacha	230	146	376	90	78	168	17	12	29
Aturnaetha Sinsearacha/ Feidhmiúcháin Sinsearacha	22	30	52	4	18	22	0	4	4
Cigire Treidliachta	9	3	12	8	3	11	1	0	1

Local Authority Recruitment Activity
1 January - 31 December 2007

	Number Applied			Number Attended Main Interview			Number of Assignments		
PROFESSIONAL CATEGORY	M	F	T	M	F	T	M	F	T
Professional and Technical									
Chief Valuer, Dublin City Council	3	0	3	3	0	3	1	0	1
Senior Executive Architects City/County/Executive	40	7	47	36	9	45	5	2	7
County/City Librarian	6	6	12	2	1	3	1	0	1
Director, Mid-West Regional Authority	25	2	27	10	1	11	1	0	1
Enforcement Manager, Dublin City Council	10	0	10	5	0	5	1	0	1
Finanacial / Financial Management Accountants	11	4	15	10	4	14	1	0	1
Head of Fleet Management, Dublin City Council	Advertised prior to 2007						1	0	1
Head of Waste Management - Dublin City Council	Advertised prior to 2007						1	0	1
Librarian	1	6	7	0	6	6	0	1	1
Manager, Land Surveying and Mapping	13	3	16	Continued in 2008					
Senior Executive Estates Officer - Cork County Council	Advertised prior to 2007						0	0	0
Senior Executive Fire Prevention Officer	7	4	11	5	4	9	2	0	2
Senior Executive Parks Superintendent	Advertised prior to 2007						0	1	1
Senior Executive Quantity Surveyor, Cork County Council	6	0	6	6	0	6	2	0	2
Senior Executive Scientist	Advertised prior to 2007						1	0	1
Senior Parks Superintendent, South Dublin County Council	10	0	10	9	0	9	1	0	1
Senior Valuer, Dublin City Council	5	1	6	4	1	5	2	0	2
Senior/ Assistant/Chief Fire Officers	45	6	51	46	6	52	8	0	8
Senior/Executive/Senior Executive Engineers	757	72	829	278	28	306	72	10	82
Senior/Executive/Senior Executive Planners	230	146	376	90	78	168	17	12	29
Senior/Senior Executive Solicitors	22	30	52	4	18	22	0	4	4
Veterinary Inspector	9	3	12	8	3	11	1	0	1

	Líon Iarrthóirí			Líon a d'fhreastail ar an bPríomhagallamh			Líon Sannachán		
PROFESSIONAL CATEGORY	M	F	T	M	F	T	M	F	T
Riarachán									
Bainisteoir Contae/Bainisteoir Cathrach	75	7	82	14	1	15	5	1	6
Bainisteoir Cúnta Contae	Fógartha roimh 2007			5	1	6	2	0	2
Bainisteoir Cúnta TFC, Comhairle Cathrach BÁC	66	16	82	13	6	19	1	2	3
Príomh-Oifigeach Feidhmiúcháin, Coiste Gairmoideachais	22	13	35	12	6	18	2	1	3
Stiúrthóir Sheirbhísí	359	68	427	144	30	174	12	3	15
Bainisteoir Rannóige	Fógartha roimh 2007						1	0	1
Bainisteoirí Feidhmiúcháin	Fógartha roimh 2007			10	4	14	2	4	6
Ceannaire Córais Faisnéise	37	2	39	12	2	14	1	0	1
Ceannaire Cúnta ar Chórais Faisnéise	35	5	40	8	3	11	0	1	1
Ceannaire Gnóthaí Corparáideacha	25	2	27	15	1	16	1	0	1
Oifigigh Feidhmiúcháin Shinsearacha	591	317	908	168	86	254	22	7	29
Stiúrthóir Bhord Seirbhísí Rialtais Áitiúil	32	1	33	5	0	5	1	0	1
POF An Bord Iascaigh Réigiúnach	23	12	35	9	0	9	2	0	2
Ceannaire Airgeadais	22	5	27	12	1	13	Sannacháin i 2008		
FOR-IOMLÁN	2,487	738	3,225	943	300	1,243	170	49	219

	Number Applied			Number Attended Main Interview			Number of Assignments		
PROFESSIONAL CATEGORY	M	F	T	M	F	T	M	F	T
Administrative									
County Manager/ City Manager	75	7	82	14	1	15	5	1	6
Assistant City Manager	Advertised prior to 2007			5	1	6	2	0	2
Assistant ICT Manager, Dublin City Council	66	16	82	13	6	19	1	2	3
Chief Executive Officer, VEC	22	13	35	12	6	18	2	1	3
Director of Services	359	68	427	144	30	174	12	3	15
Divisional Manager	Advertised prior to 2007						1	0	1
Executive Managers	Advertised prior to 2007			10	4	14	2	4	6
Head of Information Systems	37	2	39	12	2	14	1	0	1
Assistant Head of Information Systems	35	5	40	8	3	11	0	1	1
Head of Corporate Affairs	25	2	27	15	1	16	1	0	1
Senior Executive Officers	591	317	908	168	86	254	22	7	29
Director Local Government Services Board	32	1	33	5	0	5	1	0	1
CEO Regional Fisheries Board	23	12	35	9	0	9	2	0	2
Head of Finance	22	5	27	12	1	13	Assignments in 2008		
OVERALL TOTAL	2,487	738	3,225	943	300	1,243	170	49	219

Gníomhaíocht Earcaíochta san Earnáil Sláinte
1 Eanáir - 31 Nollaig 2007

	Líon Iarrthóirí			Líon a d'fhreastail ar an bPríomhagallamh			Líon Sannachán		
CATAGÓIR GHAIRME	M	F	T	M	F	T	M	F	T
Riarachán									
Príomh-Oifigeach Cúnta Otharcharranna	15	3	18	15	3	18	1	0	1
Poist Stiúirthóir Cúnta Náisiúnta - FSS	27	2	29	22	2	24	1	2	3
Príomh-Oifigeach Bainisteora Géarchéime	70	14	84	29	8	37	4	1	5
Bainisteoir Caidrimh Fostaithe	2	5	7	1	3	4	0	1	1
Bainisteoir Feidhmeach - Cur chun cinn Sláinte	4	14	18	1	11	12	0	3	3
Poist Bainisteora Ginearálta - FSS	83	37	120	60	29	89	29	16	45
Bainisteoir Sláinte Áitiúil	17	11	28	9	3	12	1	1	2
Poist Speisialaithe - CPCL	27	55	82	27	47	74	5	13	18
Leighis									
Lianna Comhairleacha	243	87	330	113	47	160	47	29	76
Príomh-Oifigeach Leighis	0	2	2	0	2	2	0	1	1
Oifigigh Shinsearacha Leighis Limistéir	1	1	2	1	1	2	0	1	1
Speisialtóir i Leigheas Sláinte	3	4	7	3	4	7	1	0	1
Para-Mhíochaine									
Príomh-Chógaiseoir I (Ospidéal Dr. Steevens)	4	0	4	3	0	3	1	0	1
Príomh-Chógaiseoir I (Nás)	1	1	2	0	1	1	0	1	1
Príomh-Chógaiseoir II (Ospidéal Dr. Steevens)	1	3	4	1	3	4	0	1	1
Príomh-Chógaiseoir II (Nás)	1	0	1	1	0	1	1	0	1
Príomh-Fhisicí, Ospidéal Naomh Lúcas, BÁC	3	1	4	Leanfar ar aghaidh leis i 2008					
Fisicí Sinsearach, FSS	3	3	6	Leanfar ar aghaidh leis i 2008					
Fisicí faoi Oiliúint, FSS	72	43	115	Leanfar ar aghaidh leis i 2008					
Príomh-Chógaiseoir II (Oinceolaíocht)	2	0	2	1	0	1	1	0	1
Stiúirthóir /Stiúirthóir Cúnta Altranais	2	5	7	2	5	7	0	2	2
Príomh-Bhithcheimiceoir	Fógarthar roimh 2007							1	0
Oifigeach Sláinte Comhshaoil Príomh/ Sinsearach/Grád Bunúsach	13	10	23	12	9	21	2	1	3
Anailísí Poiblí Réigiúnach	15	13	28	10	8	18	4	0	4
Síceolaí Sinsearach Cliniciúil, FSS ar fud na tíre	24	93	117	20	83	103	Leanadh ar aghaidh leis i 2008		
Síceolaí Sinsearach, FSS ar fud na tíre	22	83	105	10	35	45	Leanadh ar aghaidh leis i 2008		
Síceolaí Sinsearach/Grád Bunúsach	2	4	6	2	1	3	1	0	1
Speisialtóir in Ortadóntaic	11	11	22	10	10	20	10	10	20
IOMLÁIN	668	505	1173	353	315	668	110	83	193

Health Sector Recruitment Activity
1 January - 31 December 2007

	Number Applied			Number Attended Main Interview			Number of Assignments		
PROFESSIONAL CATEGORY	M	F	T	M	F	T	M	F	T
Administrative									
Assistant Chief Ambulance Officer	15	3	18	15	3	18	1	0	1
Assistant National Director Posts - HSE	27	2	29	22	2	24	1	2	3
Chief Emergency Management Officer	70	14	84	29	8	37	4	1	5
Employee Relations Manager	2	5	7	1	3	4	0	1	1
Functional Manager - Health Promotion	4	14	18	1	11	12	0	3	3
General Manager Posts - HSE	83	37	120	60	29	89	29	16	45
Local Health Manager	17	11	28	9	3	12	1	1	2
Specialist Posts - PCCC	27	55	82	27	47	74	5	13	18
Medical									
Medical Consultants	243	87	330	113	47	160	47	29	76
Principal Medical Officer	0	2	2	0	2	2	0	1	1
Senior Area Medical Officers	1	1	2	1	1	2	0	1	1
Specialist in Public Health Medicine	3	4	7	3	4	7	1	0	1
Para-Medical									
Chief I Pharmacist (Dr. Steevens Hosp)	4	0	4	3	0	3	1	0	1
Chief I Pharmacist (Naas)	1	1	2	0	1	1	0	1	1
Chief II Pharmacist (Dr. Steevens Hosp)	1	3	4	1	3	4	0	1	1
Chief II Pharmacist (Navan)	1	0	1	1	0	1	1	0	1
Principal Physicist, St Luke's Hospital, Dublin	3	1	4	Continued in 2008					
Senior Physicist, HSE	3	3	6	Continued in 2008					
Trainee Physicist, HSE	72	43	115	Continued in 2008					
Chief II Pharmacist (Oncology)	2	0	2	1	0	1	1	0	1
Director/Assistant Director of Nursing	2	5	7	2	5	7	0	2	2
Principal Biochemist	Advertised prior to 2007						1	0	1
Principal/Senior/Basic Grade Environmental Health Officer	13	10	23	12	9	21	2	1	3
Regional Public Analyst	15	13	28	10	8	18	4	0	4
Senior Clinical Psychologist, HSE Nationwide	24	93	117	20	83	103	Continued in 2008		
Senior Psychologist, HSE Nationwide	22	83	105	10	35	45	Continued in 2008		
Senior/Basic Grade Psychologist	2	4	6	2	1	3	1	0	1
Specialist in Orthodontics	11	11	22	10	10	20	10	10	20
TOTALS	668	505	1173	353	315	668	110	83	193

An Coiste um Cheapacháin ag an Leibhéal is Airde (TLAC)

Rúnaí Cúnta	An Roinn Cosanta
Rúnaí Cúnta (Oscailte)	An Roinn Gnóthaí Pobail, Tuaithe agus Gaeltachta
Rúnaí Cúnta, Rannóg Buiséid agus Eacnamaíochta (oscailte)	An Roinn Airgeadais
Rúnaí Cúnta (Oscailte)	An Roinn Fiontar, Trádála agus Fostaíochta
Rúnaí Cúnta (Oscailte)	Oifig na gCoimisinéirí Ioncaim
Rúnaí Cúnta (Oscailte)	An Roinn Ealaíon, Spóirt agus Turasóireachta
Rúnaí Cúnta, Rannóg na gCustam	Oifig na gCoimisinéirí Ioncaim
Rúnaí Cúnta (Oscailte)	Roinn an Taoisigh
Rúnaí Cúnta	Oifig na gCoimisinéirí Ioncaim
Ceannaire Rialtais Áitiúil	An Roinn Comhshaoil, Oidhreachta agus Rialtais Áitiúil
Rúnaí Cúnta, Ceannaire Rannóg na mBeartas Earnála	An Roinn Airgeadais
Stiúrthóir Cúnta	
Déimeagrafaic agus Staitisticí (Oscailte)	An Phríomh-Oifig Staidrimh
Rúnaí Cúnta (Oscailte)	Oifig na gCoimisinéirí Ioncaim
Stiúrthóir Ginearálta na Seirbhísí Leasa Shóisialaigh (Oscailte)	An Roinn Gnóthaí Sóisialacha agus Teaghlaigh
Rúnaí Cúnta (Oscailte)	An Roinn Fiontar, Trádála agus Fostaíochta

Top Level Appointments Committee (TLAC)

Assistant Secretary	Department of Defence
Assistant Secretary (open)	Department of Community, Rural and Gaelteacht Affairs
Assistant Secretary, Budget & Economic Division (open)	Department of Finance
Assistant Secretary (open)	Department of Enterprise, Trade and Employment
Assistant Secretary (open)	Office of the Revenue Commissioners
Assistant Secretary (open)	Department of Arts, Sport and Tourism
Assistant Secretary Customs Division	Office of the Revenue Commissioners
Assistant Secretary(open)	Department of the Taoiseach
Assistant Secretary	Office of the Revenue Commissioners
Head of Local Government (open)	Department of Environment, Heritage & Local Government
Assistant Secretary	
Head of Sectoral Policy Division (open)	Department of Finance
Assistant Director	
Demographics & Statistics (open)	Central Statistics Office
Assistant Secretary (open)	Office of the Revenue Commissioners
Director General Social Welfare Services (open)	Department of Social and Family Affairs
Assistant Secretary (open)	Department of Enterprise, Trade & Employment

AGUISÍN II

Torthaí ar Shuirbhéanna Iarrthóra, Baill an Bhoird agus Cliaint

TORHAÍ SHUIRBHÉANNA IARRTHÓIRÍ		
Caighdeáin Seirbhíse	Ráta Dearfach Freagartha Suirbhé 1	Ráta Dearfach Freagartha Suirbhé 2
Fógra an triail faighte 10 lá roimh ré	87%	89%
Fógra agallaimh faighte 5 lá roimh ré	87%	89% - 92%
Torthaí trialach faighte laistigh de 2 sheachtain tar éis na trialacha (do 80% de na trialacha)	25%	37%
Torthaí agallaimh faighte laistigh de 10 lá tar éis agallaimh	47%	44% - 57%
Aiseolas eisithe laistigh de 3 lá tar éis é a iarraidh	30%	29% - 57%
Admháil tugtha ar ríomhphoist ar an lá céanna	60%	61%
Admháil tugtha ar chomhfhreagras scríofa laistigh de 3 lá	45%	48%
Freagairt iomlán faighte laistigh de 10 lá	49%	55%
Gach comhfhreagras tugtha i bhfriotal soiléir simplí	67%	71%
Foilseacháin curtha ar fáil i nGaeilge ar bhealach tráthúil nuair a iarradh iad	50%	67%
Seirbhís curtha ar fáil I nGaeilge nuair a iarradh í (12%)	44% (12% go páirteach)	50%
Réimsí eile a clúdaíodh sna suirbhéanna		
Bhí an fhoireann modhúil	79%	82%
Bhí an fhoireann eolach	70%	74%
Bhí an fhoireann cuidiúil	78%	81%
Bhí an fhoireann éifeachtúil	72%	76%
Suíomh Gréasáin		
Soiléireacht	Thug 87% ráta maith/sármhaith dó	Thug 89% ráta maith/sármhaith dó
Éasca le húsáid	Dúirt 86% go raibh sé éasca/measartha éasca a úsáid	Dúirt 85% go raibh sé éasca/measartha éasca a úsáid
Caighdeán Faisnéise	Dúirt 78% go raibh sé faisnéiseach/an-fhaisnéiseach	Dúirt 78% go raibh sé faisnéiseach/an-fhaisnéiseach

APPENDIX II

Results of Candidate, Board Member and Client Surveys

RESULTS OF CANDIDATE SURVEYS		
Service Standards	Survey 1 Positive Response Rate	Survey 2 Positive Response Rate
Test notice received 10 days in advance	87%	89%
Interview notice received 5 days in advance	87%	89% - 92%
Test results received within 2 weeks of test (for 80% tests)	25%	37%
Interview Results received within 10 days of interviews	47%	44% - 57%
Feedback issued within 3 days of request	30%	29% - 57%
E-mails acknowledged on the same day	60%	61%
Written correspondence acknowledged within 3 days	45%	48%
Full response received within 10 days	49%	55%
All correspondence in clear and simple language	67%	71%
Requested publications made available in Irish in a timely manner	50%	67%
Requested service provided through Irish	44% (partially 12%)	50%
Other areas covered in the surveys		
Staff were courteous	79%	82%
Staff were knowledgeable	70%	74%
Staff were helpful	78%	81%
Staff were efficient	72%	76%
Website		
Clarity	87% rated it good/excellent	89% rated it good/excellent
Ease of use	86% rated it easy/fairly easy to navigate	85% rated it easy/fairly easy to navigate
Quality of information	78% rated it informative/very informative	78% rated it informative/very informative

Torthaí ar Shuirbhé Bhaill an Bhoird

Caighdeáin Seirbhíse	Ráta Dearfach Freagartha
Páipéir an Bhoird ar fáil 3 lá roimh ré	68%
90% Sásamh leis na háiseanna	Fáiltiú - 90% Seomraí Agallaimh - 80% Sólaistí - 75% Lón - 53%
<i>Réimsí eile a clúdaíodh sa suirbhé</i>	
Ag fáil páipéir an bhoird in am trátha le bheith ullamh	91%
Faisnéisiú ó ionadaithe SCP roimh an mbord leasa	97%
An seirbhís fhorleathan a sholáthraíonn fhoireann SCP	Thug 97% rátáil mhaith/shármhaith dó

Torthaí Shuirbhé na gCliant

Conas mar a d’fheidhmiomar maidir le riachtanais ár gcliant a chomhlíonadh	Sásta/An-sásta
Ár dtuiscint ar riachtanais earcaíochta na gcliant	86%
Amscálaí an phróisis earcaíochta	70%
Cáilíocht na foirne a sannadh/moladh	85%
Ábaltacht na foirne déileáil le fiosrúcháin	80%
Cáilíocht na comhairle a fuarthas	90%
Modhúlacht na foirne agus iad ag soláthar seirbhíse	93%
Eolas na foirne	96%
Chomh gasta/héifeachtach is a déileáladh le fiosrúcháin	85%
<i>Ráitis faoi SCP</i>	<i>Rátálacha Aontaím/Aontaím go mór</i>
Mholfadh SCP do dhaoine eile bunaithe ar an chaighdeán seirbhíse a fuarthas	73%
D’éirigh SCP níos dírithe ar chustaiméirí le blianta beaga anuas	71%
Tháinig feabhas ar an tseirbhís a sholáthraítear le blianta beaga anuas	74%

Results of Board Member Survey

Service Standards	Positive Response Rate
Board papers available at least 3 days in advance	68%
90% satisfaction with the facilities	Reception - 90% Interview Suites - 80% Refreshments - 75% Lunch - 53%
<i>Other areas covered in the survey</i>	
Receipt of board papers in adequate time to prepare	91%
Information briefing from PAS representative in advance of the board of benefit	97%
Overall service provided by the staff of PAS	97% rated it good/excellent

Results of Client Survey

Our Performance in relation to meeting Client needs	Very Satisfied/Satisfied
Our understanding of client recruitment needs	86%
Recruitment process timescales	70%
Quality of staff assigned/recommended	85%
Availability of staff to handle queries	80%
Quality of advice received	90%
Courtesy of staff in providing the service	93%
Knowledge of staff	96%
Speed/efficiency which queries were dealt with	85%
<i>Statements about PAS</i>	<i>Ratings of Agree/Strongly Agree</i>
Would recommend PAS to others on the basis of quality of service received	73%
PAS has become more customer focused in recent years	71%
Service provided has improved in recent years	74%

Caighdeáin Seirbhíse Eile

Seirbhís	Caighdeán	Cur i gCrích
Inmheánach		
Clár Cuimsitheach Foghlama agus Forbartha i bhfeidhm	Cur i nGníomh Plean	Baineadh amach
Iomlán na gCustaiméirí		
Suíomh Gréasáin	Aga fónaimh 99% seirbhís cóirithe laistigh de 2 uair a chloig	Baineadh amach
Fiosrúcháin Teileafóin	Freagairt phras tugtha ar scairteanna gutháin (10 soicind an aidhm)	63% laistigh de 10 soicind 76% laistigh de 20 soicind
Comhionannas/Ilchineálacht	Promhadh comhionannais ar fheachtais le níos mó ná 100 iarrthóir	Baineadh amach

Other Service Standards

Service	Standard	Achievement
Internal		
Comprehensive Learning and Development Programme in place	Implementation of Plan	Achieved
All Customers		
Website	99% uptime - service restored within 2 hours	Achieved
Telephone Queries	Calls answered promptly (aim 10 seconds)	63% within 10 seconds 76% within 20 seconds
Equality/Diversity	Equality proofing of all campaigns with over 100 candidates	Achieved

AGUISÍN III

Achomhairc

ACHOMHAIRC AG NA LEIBHÉIL ÉAGSÚLA 2007

		Líon a Fuarthas
Athbhreithniú Tionscanta	SCP Leibhéal 1	157
	SCP Leibhéal 2	41
Eadránaí Cinnidh	SCP Leibhéal 3	11

APPENDIX III

Appeals

APPEALS AT THE DIFFERENT LEVELS IN 2007

		Number Received
Initial Review	PAS Level 1	157
	PAS Level 2	41
Decision Arbitrator	PAS Level 3	11

AGUISÍN IV

Tuarascáil Airgeadais

CAITEACHAS

Tá ár gcaiteachas le linn 2007 leagtha amach thíos:

	€000
Tuarastail	6,699
Taisteal agus Cothú	540
Costais Theagmhasacha (Oiliúint san áireamh)	421
Seirbhísí Poist agus Teileachumarsáide	175
Innealra Oifige	1,965
Costais Áitribh Oifige	260
Seirbhísí Comhairleoireachta	1,271
Fógraíocht, Cóiríocht agus Priontáil Pháipéir Scrúdaithe	2,158
Oll-iomlán	13,489
Leithghabháil i gCabhair	444
Iomlán Glan:	13,045

Ar an 7 Lúnasa 2002, tháinig Rialacháin na gComhphobal Eorpach (Íocaíochtaí Mall ar Idirbhearta Tráchtála) 2002 i bhfeidhm agus laghdaigh siad an méid laethanta le héileamh a íoc ó 45 lá go 30 lá. Sa bhliain 2007, bhí 21 cás ann áit nár íocadh na héilimh laistigh den amscala ordaithe. Íocadh €670.00 san iomlán ar ús pionósach le linn 2007.

APPENDIX IV

Financial Report

EXPENDITURE

Our expenditure during 2007 is set out below:

	€000
Salaries	6,699
Travel & Subsistence	540
Incidental Expenses (incl. Training)	421
Postal and Telecommunications Services	175
Office Machinery	1,965
Office Premises Expenses	260
Consultancy Services	1,271
Advertising, Accommodation and Printing of Test Papers	2,158
Gross Total	13,489
Appropriation-in-Aid	444
Net Total:	13,045

On 7 August 2002 the European Community (Late Payments in Commercial Transactions) Regulations 2002 came into effect and reduced the number of days for paying claims from 45 to 30 days. In 2007, there were 21 cases, where payments were not made within the prescribed time frame. A total of €670.00 was paid in penalty interest during 2007.

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