

# Candidate Information Booklet



**24539301 - Executive Director People and Development,  
An Garda Síochána**

Garda Head Quarters, Phoenix Park, Dublin 8.

**Closing Date:** 3pm on Thursday 12<sup>th</sup> December 2024



## **24539301 - Executive Director People and Development, An Garda Síochána**

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publicjobs is advertising this post and conducting the selection process including the post interview stage on behalf of An Garda Síochána in compliance with the code of practice for appointment to positions in the Civil Service and Public Service prepared by the Commission for Public Service Appointments (CPSA). Codes of Practice are published by the CPSA and are available on [www.cpsa.ie](http://www.cpsa.ie)

publicjobs refers to Public Appointments Service established under the Public Service Management (Recruitment and Appointments) Acts 2004-2013.

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## **Context**

An Garda Síochána, Ireland's police and security service, is growing at scale and changing at pace to meet the future needs of society in Ireland. In this context, the organisation needs a modern, vibrant Human Resources function, with the capability and capacity to influence, shape and partner with the wider organisation on delivering on its ambitions and goals for the future.

The ideal candidate for this role will have extensive leadership experience at a senior level in large, complex and high performing organisations. They will have built and delivered Human Resource strategies and plans, across all aspects of Human Resources to enable change.

## **About An Garda Síochána**

An Garda Síochána is the national policing service of Ireland which aims to keep people safe through provision of an effective and efficient service that enjoys community support. The organisation has almost 18,000 employees with further plans for growth. The Mission of An Garda Síochána is "Keeping People Safe" with the statutory functions of the organisation set out in Section 7 of the Garda Síochána Act 2005, i.e. to provide policing and security services for the state with the objective of:

- Preserving peace and public order;
- Protecting life and property;
- Vindicating the human rights of each individual;
- Protecting the security of the State;
- Preventing crime;
- Bringing criminals to justice, including by detecting and investigating crime; and
- Regulating and controlling road traffic and improving road safety.

An Garda Síochána also performs a range of immigration and other statutory functions and actively engages with police and security services in other jurisdictions and relevant international organisations.

## **Background to this Role**

A significant change programme is underway at An Garda Síochána, including the introduction of a new Divisional Operating Model, digital and data transformation, modernisation and reform across enabling functions and a programme to build and grow organisation capability.

The introduction of the Policing, Security and Community Safety Act (2024) will provide for a further strengthening of the governance and accountability of An Garda Síochána through changes to the organisation's governance and oversight arrangements. These new arrangements are imminent, including establishing a new independent Board, a National Office for Community Safety, the Policing and Community Safety Authority and the Garda Síochána Ombudsman Commission, known as Fiosrú.

The Act has four main objectives: to make community safety a whole of Government responsibility, to strengthen independent external oversight of An Garda Síochána, to strengthen internal governance in An Garda Síochána and to improve oversight of national security arrangements in the State through the establishment of an Independent Examiner of security legislation. The successful candidate for the role of Executive Director, People and Development will play an essential role supporting the leadership team in relation to the implementation of the Act and the provisions of same.

In support of the objective to ensure the most effective use of resources, the Garda Commissioner now wishes to appoint a suitably qualified person to the role of Executive Director, People and Development and membership of the organisation's Senior Leadership Team. The successful candidate will play a key role in the implementation of the broader organisational change programme and will have direct responsibility for successful delivery of a new programme of Human Resources transformation across the organisation.

### **Responsibilities**

Reporting to the Chief Corporate Officer, the Executive Director will operate in the dynamic environment of a large and complex organisation with a wide geographical spread. As a key member of the Senior Leadership Team, the Executive Director will share organisational responsibility for the leadership, management, policy and strategic direction of An Garda Síochána in delivering its goals.

Primary responsibilities include the development and delivery of people strategies and plans, execution of the HR Transformation programme, including the deployment of large-scale technology change and ensuring delivery of core services to meet the organisation's operational needs. Effective governance and management of risk is a key priority for the role holder.

The person appointed will have responsibility for:

- Leading the development and implementation of the people strategies, policies and plans, aligned to the changing business needs to meet the current and future needs of the organisation
- Building leadership capability at all levels through effective talent management, succession management and leadership development interventions
- Leadership of An Garda Síochána College, partnering with best in class academic institutions to deliver accredited learning and training solutions
- Advising the Senior Leadership Team on best practice organisational design, development and change solutions to address systemic issues
- Developing and communicating a clear narrative to current and future employees that sets out the Purpose and Employee Value Proposition making An Garda Síochána an attractive employer and workplace of choice
- Developing effective and supportive relations with staff associations and unions to enable the required change delivery and to ensure that industrial relations mechanisms are effective
- Ensuring that the processes for addressing employee issues and concerns are transparent, fair and managed through effective case management arrangements and well developed policies
- Championing diversity and inclusion to create an organisation culture where every employee feels welcome, respected and valued

- Partnering with the Occupational Health experts to ensure that welfare and wellbeing interventions meet the unique needs of the organisation in terms of physical and psychological supports
- Manage the Occupational Health and Safety function to best practice standards
- Partnering with senior leaders to develop and execute workforce planning and talent acquisition strategies to ensure the organisation has the right talent in the right roles at the right time
- Drawing on external best practice to transform the HR organisation, ensuring effective management of HR systems, technology, and data analytics to support the business needs.
- Developing and overseeing an appropriate risk based governance framework for the HR function, ensuring appropriate controls are in place
- Assisting the Commissioner, the Chief Corporate Officer and the wider Senior Leadership Team through external participation in public forums and events, representing the brand of An Garda Síochána
- Supporting the executive team in the effective engagement with An Garda Síochána Board and the Audit and Risk Committee through proactive and data-driven transparent engagement.

### **Person Specification**

The person appointed will be able to clearly demonstrate the key competencies for effective performance at Executive Director Level as set out on page 6 of this document.

The successful candidate will also be able to demonstrate the following:

- A proven track record in a senior Human Resource, Organisational Development or Change Leadership role in a large and complex organisation
- Experience of achieving significant transformation of a Human Resource, or related function, through rigorous implementation of people, process and technology change
- Experience of building and delivering Human Resource strategies and plans across all aspects of Human Resources to enable change.
- The ability to rapidly understand and adapt to the unique governance and oversight requirements of Public Bodies, in particular the Code of Practice for the Governance of State Bodies, risk and compliance standards and public procurement
- The ability to build trusted professional relationships to develop challenging, constructive and co-operative relationships with senior stakeholders across the organisation and with other stakeholder organisations, including the Department of Justice and the Department of Public Expenditure National Development Plan Delivery and Reform
- The ability to work in a fast-changing and sometimes ambiguous environment, identifying key priorities and driving new solutions
- Demonstrates sound judgement, excellent analytical and decision making skills, together with a proven ability to interpret and use complex data in the development of policy and strategy
- The political awareness necessary to deal with sensitive policy and operational issues and to advise the Garda Commissioner and key senior stakeholders.
- High levels of tenacity and resilience combined with the aptitude and ability to challenge the status quo as necessary
- Experience of building, leading, and engaging teams of professionals through complex change activity, in a dynamic and fast paced organisation
- Expertise at managing high performance through setting expectations and delivering results through others at a management level.

### **Essential Qualifications:**

- A third level qualification in a relevant discipline(s) commensurate with the role, and/or accreditation by an appropriate professional body.

## Key Competencies for effective performance at Executive Director level:

<b>Exemplifies Public Service Values</b>
<ul style="list-style-type: none"> <li>• Serving the Government and people of Ireland</li> <li>• Acting at all times with integrity</li> <li>• Treating others with respect</li> <li>• Being responsible for own actions</li> </ul>
<b>Strategic Thinking</b>
<ul style="list-style-type: none"> <li>• Creating a vision for the organisation &amp; sector and anticipating the requirements to deliver it</li> <li>• Analysing complex issues quickly and anticipating knock-on consequences</li> <li>• Taking a system-wide approach and seeing connections, risks and the potential for innovation in the wider environment</li> <li>• Leading on the implementation of risk assessment practices and engaging in balanced risk taking</li> <li>• Showing courage in making difficult decisions</li> </ul>
<b>Managing Relationships: Leads People</b>
<ul style="list-style-type: none"> <li>• Being a visible and energetic leader who fully engages others</li> <li>• Building and supporting cross functional and interdepartmental teams</li> <li>• Delegating responsibility and ensuring accountability in others</li> <li>• Setting challenging goals and implementing effective performance management</li> <li>• Coaching and supporting others to optimise their contribution and development</li> </ul>
<b>Managing Relationships: Collaborates and Communicates with Conviction</b>
<ul style="list-style-type: none"> <li>• Playing a full and active part on the senior team in shaping and leading the Department</li> <li>• Communicating professionally and credibly, managing the expectations of others</li> <li>• Skillfully negotiating and influencing with conviction</li> <li>• Anticipating political sensitivities and complexities and responding in an informed and constructive manner</li> <li>• Building and maintaining effective working relationships with key stakeholders</li> <li>• Facilitating collaboration, partnerships and networks internally and externally to achieve common goals</li> </ul>
<b>Delivery Focus: High Performance and Delivering Results</b>
<ul style="list-style-type: none"> <li>• Assuming accountability for own actions and decisions</li> <li>• Ensuring the full range of management disciplines are used to deliver quality services at pace and within budget</li> <li>• Challenging processes to improve organisational capacity, responsiveness and citizen focus</li> <li>• Ensuring successful implementation through a range of delivery methods, including use of external parties</li> <li>• Focusing effort on priority tasks to maximise results</li> <li>• Ensuring a strong feedback loop between policy development and operations</li> </ul>
<b>Delivery Focus: Drive and Resilience</b>
<ul style="list-style-type: none"> <li>• Showing initiative and sustaining high levels of personal drive and energy</li> <li>• Leading and managing multiple complex priorities effectively</li> <li>• Speaking own mind with confidence and conviction</li> <li>• Keeping perspective and utilizing personal support strategies to help maintain focus and bounce back from disappointments</li> <li>• Staying positive and professional in the face of difficult situations</li> </ul>
<b>Specialist Expertise and Self-Development</b>
<ul style="list-style-type: none"> <li>• Maintaining a sound knowledge of departmental, sectoral, political and international issues and their wider implications for the citizen and the State</li> <li>• Continuously updating and demonstrating expertise in relevant areas</li> <li>• Being self aware and seeking opportunities to act on areas for own development</li> <li>• Seeking feedback and reviewing own practices and behaviours</li> <li>• Being regarded as an expert in own area(s) of specialism</li> </ul>

## **Eligibility to compete and certain restrictions on eligibility:**

### **Citizenship Requirements**

Eligible candidates must be:

- a) A citizen of the European Economic Area (EEA). The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or
- b) A citizen of the United Kingdom (UK); or
- c) A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
- d) A non-EEA citizen who has a stamp 4 visa<sup>1</sup> or a stamp 5 visa.

**To qualify candidates must be eligible by the date of any job offer.**

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<sup>1</sup> Please note that a 50 TEU visa, which is a replacement for Stamp 4EUFAM after Brexit, is acceptable as a Stamp 4 equivalent.



### **Principal Conditions of Service**

The appointment is subject to the Civil Service Regulations Acts 1956 to 2005 and the Public Service Management (Recruitment and Appointments) Act 2004 and any other Act for the time being in force relating to the Civil Service.

*Please note appointments that occur pre-commencement of the Policing Security & Community Safety Act will be to a Civil Service grade with Civil Service terms and conditions. Appointments that occur post-commencement of the Act will be to the Public Service to a grade with terms and conditions no less favourable than the equivalent Civil Service grade.*

### **Salary**

The salary for the position, effective from 1st October 2024, is as follows:

#### **Assistant Secretary - Personal Pension Contribution (PPC)**

€163,209      €170,626      €178,665      €186,701

The PPC pay rate applies when the individual is required to pay a Personal Pension Contribution (otherwise known as a main scheme contribution) in accordance with the rules of their main/personal superannuation scheme. This is different to a contribution in respect of membership of a Spouses' and Children's scheme, or the Additional Superannuation Contributions (ASC).

A different rate will apply where the appointee is not required to make a Personal Pension Contribution.

**Candidates should note that entry will be at the minimum of the scale and the rate of remuneration, including incremental progression, will not be subject to negotiation and may be adjusted from time to time in line with Government pay policy.**

You will agree that any overpayment of salary, allowances, or expenses will be repaid by you in accordance with Circular 07/2018: Recovery of Salary, Allowances, and Expenses Overpayments made to Staff Members/Former Staff Members/Pensioners.

### **Tenure and Probation**

The appointment is to a permanent position on a probationary contract in An Garda Síochána.

The probationary contract will be for a period of one year from the date specified on the contract. During the period of your probationary contract, your performance will be subject to review by your supervisor(s) to determine whether you –

- i. Have performed in a satisfactory manner,
- ii. Have been satisfactory in general conduct, and
- iii. Are suitable from the point of view of health with particular regard to sick leave.

Prior to the completion of the probationary contract a decision will be made as to whether or not you will be retained pursuant to Section 5A(2) Civil Service Regulation Acts 1956–2005. This decision will be based on your performance assessed against the criteria set out in (i) to (iii) above. The detail of the probationary process will be explained to you by the Office, and you will be given a copy of the Department of Public Expenditure and Reform's guidelines on probation.

Notwithstanding the preceding paragraphs in this section, the probationary contract may be terminated at any time prior to the expiry of the term of the contract by either side in accordance with the Minimum Notice and Terms of Employment Acts, 1973 to 2005.

In the following circumstances your contract may be extended, and your probation period suspended.

- The probationary period stands suspended when an employee is absent due to Maternity or Adoptive Leave.
- In relation to an employee absent on Parental Leave or Carers Leave, the employer may require probation to be suspended if the absence is not considered to be consistent with the continuation of the probation and
- Any other statutory provision providing that probation shall -
  - i. stand suspended during an employee's absence from work, and
  - ii. be completed by the employee on the employees return from work after such absence.

Where probation is suspended, the employer should notify the employee of the circumstances relating to the suspension.

All appointees will serve a one-year probationary period. If an appointee who fails to satisfy the conditions of probation has been a serving civil servant immediately prior to their appointment from this competition, the issue of reversion will normally arise. In the event of reversion, an officer will return to a vacancy in their former grade in their former Department.

#### **Unfair Dismissals Acts 1977-2015**

The Unfair Dismissals Acts 1977-2015 will not apply to the termination of the employment by reason only of the expiry of the probationary contract without it being renewed.

#### **Location**

The position is based in Dublin however, the successful candidate's responsibilities are across locations and will involve attendance at all locations from time to time. When absent from home and headquarters on official duty the appointee will be paid appropriate travelling expenses and subsistence allowances, subject to normal civil service regulations.

#### **Collective Agreement:**

##### **Redundancy Payments to Public Servants**

The Department of Public Expenditure and Reform letter dated 28th June 2012 to Personnel Officers introduced, with effect from 1st June 2012, a Collective Agreement which had been reached between the Department of Public Expenditure and Reform and the Public Services Committee of the ICTU in relation to ex-gratia Redundancy Payments to Public Servants. It is a condition of the Collective Agreement that persons availing of the agreement will not be eligible for re-employment in the Public Service by any Public Service body (as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011) for a period of 2 years from termination of the employment. People who availed of this scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility)

##### **Incentivised Scheme for Early Retirement (ISER):**

It is a condition of the Incentivised Scheme for Early Retirement (ISER) as set out in Department of Finance Circular 12/09 that retirees, under that Scheme, are not eligible to apply for another position in the same employment or the same sector. Therefore, such retirees may not apply for this position.

### **Department of Health and Children Circular (7/2010):**

The Department of Health Circular 7/2010 dated 1 November 2010 introduced a Targeted Voluntary Early Retirement (VER) Scheme and Voluntary Redundancy Schemes (VRS). It is a condition of the VER scheme that persons availing of the scheme will not be eligible for re-employment in the public health sector or in the wider Public Service or in a body wholly or mainly funded from public moneys. The same prohibition on reemployment applies under the VRS, except that the prohibition is for a period of 7 years. People who availed of the VER are not eligible to compete in this competition. People who availed of VRS and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

### **Department of Environment, Community & Local Government (Circular Letter LG(P) 06/2013)**

The Department of Environment, Community & Local Government Circular Letter LG(P) 06/2013 introduced a Voluntary Redundancy Scheme for Local Authorities. In accordance with the terms of the *Collective Agreement: Redundancy Payments to Public Servants* dated 28 June 2012 as detailed above, it is a specific condition of that VER Scheme that persons will not be eligible for re-employment in any Public Service body [as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011 and the Public Service Pensions (Single Scheme and Other Provisions) Act 2012] for a period of 2 years from their date of departure under this Scheme. These conditions also apply in the case of engagement/employment on a contract for service basis (either as a contractor or as an employee of a contractor).

### **Declaration**

Applicants will be required to declare whether they have previously availed of a Public Service scheme of incentivised early retirement. Applicants will also be required to declare any entitlements to a Public Service pension benefit (in payment or preserved) from any other Public Service employment and/or where they have received a payment-in-lieu in respect of service in any Public Service employment.

### **Employer of Choice**

As an **Employer of Choice** An Garda Síochána has many flexible and family friendly policies e.g. Work-sharing, Shorter Working Year, Remote Working (operated on a 'blended' basis) etc. All elective policies can be applied for in accordance with the relevant statutory provisions and are subject to the business needs of the organisation.

### **Senior Public Service**

Appointees at Assistant Secretary level and above will become a member of the Senior Public Service (SPS). As a member of the SPS, you will have access to tailored learning and development initiatives, Executive Coaching, networking events, and the Executive Leadership programme.

### **Functions, Powers, Duties**

The appointee may not engage in private practice or be connected with any outside business which would interfere with the performance of official duties or conflict in any way with the position of Assistant Secretary.

### **Outside Employment**

The appointee may not engage in private practice or be connected with any outside business, which conflicts in any way with his/her official duties, impairs performance or compromises his/her integrity.

### **Hours of Attendance**

Hours of attendance will be fixed from time to time but will amount to not less than 41 hours 15 minutes gross per week or 35 hours net per week. No additional payment will be made for extra attendance (over and above 41.25 hours gross) as the rate of remuneration payable covers any exceptional extra attendance liability that may arise from time to time.

### **Annual Leave**

In addition to the usual public holidays, the annual leave for this position is 30 working days.

### **Sick Leave**

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service in accordance with the provisions of the sick leave circulars.

Officers paying Class A rate of PRSI will be required to sign a mandate authorising the Department of Social Protection to pay any benefits due under the Social Welfare Acts direct to the Department of Education. Payment during illness will be subject to the officer making the necessary claims for social insurance benefit to the Department of Social Protection within the required time limits.

### **Superannuation and Retirement**

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the Civil Service at the time of being offered an appointment. In general, an appointee who has never worked in the Public Service will be offered appointment based on membership of the Single Public Service Pension Scheme ("Single Scheme"). Full details of the Scheme are at [www.singlepensionscheme.gov.ie](http://www.singlepensionscheme.gov.ie)

Where the appointee has worked in a pensionable (non-Single Scheme terms) public service job in the 26 weeks prior to appointment or is currently on a career break or special leave with/without pay different terms may apply. The pension entitlement of such appointees will be established in the context of their public service employment history.

Key provisions attaching to membership of the Single Scheme are as follows:

- Pensionable Age: The minimum age at which pension is payable is the same as the age of eligibility for the State Pension, currently 66.
- Retirement Age: Scheme members must retire on reaching the age of 70.
- Career average earnings are used to calculate benefits (a pension and lump sum amount accrue each year and are up-rated each year by reference to CPI).
- Post retirement pension increases are linked to CPI.

### **Pension Abatement**

If the appointee has previously been employed in the Civil or Public Service and is in receipt of a pension from the Civil or Public Service or where a Civil/Public Service pension comes into payment during his/her re-employment that pension **will be subject to abatement** in accordance with Section 52 of the Public Service Pensions (Single Scheme and Other Provisions) Act 2012. **Please note: In applying for this position, you are acknowledging that you understand that the abatement provisions, where relevant, will apply. It is not envisaged that the employing Department/Office will support an application for an abatement waiver in respect of appointments to this position.**

However, if the appointee was previously employed in the Civil or Public Service and awarded a pension under voluntary early retirement arrangements (other than the Incentivised Scheme

of Early Retirement (ISER), the Department of Health Circular 7/2010 VER/VRS or the Department of Environment, Community & Local Government Circular letter LG(P) 06/2013, any of which renders a person ineligible for the competition) the entitlement to that pension will cease with effect from the date of reappointment. Special arrangements may, however be made for the reckoning of previous service given by the appointee for the purpose of any future superannuation award for which the appointee may be eligible.

### **Department of Education and Skills Early Retirement Scheme for Teachers Circular 102/2007**

The Department of Education and Skills introduced an Early Retirement Scheme for Teachers. It is a condition of the Early Retirement Scheme that with the exception of the situations set out in paragraphs 10.2 and 10.3 of the relevant circular documentation, and with those exceptions only, if a teacher accepts early retirement under Strands 1, 2 or 3 of this scheme and is subsequently employed in any capacity in any area of the public sector, payment of pension to that person under the scheme will immediately cease. Pension payments will, however, be resumed on the ceasing of such employment or on the person's 60th birthday, whichever is the later, but on resumption, the pension will be based on the person's actual reckonable service as a teacher (i.e., the added years previously granted will not be taken into account in the calculation of the pension payment).

### **Ill-Health Retirement**

Please note any person who previously retired on ill health grounds under the terms of a superannuation scheme are required to declare, at the initial application phase, that they are in receipt of such a pension to the organisation administering the recruitment competition.

Applicants will be required to attend the CMO's office to assess their ability to provide regular and effective service taking account of the condition which qualified them for IHR.

### **Appointment post Ill-health retirement from Civil Service**

If successful in their application through the competition, the applicant should be aware of the following:

1. If deemed fit to provide regular and effective service and assigned to a post, their civil service ill-health pension ceases.
2. If the applicant subsequently fails to complete probation or decides to leave their assigned post, there can be no reversion to the civil service IHR status, nor reinstatement of the civil service IHR pension, that existed prior to the application nor is there an entitlement to same.
3. The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

### **Appointment post Ill-health retirement from public service:**

1. Where an individual has retired from a public service body his/her ill-health pension from that employment may be subject to review in accordance with the rules of ill-health retirement under that scheme.
2. If an applicant is successful, on appointment the applicant will be required to declare whether they are in receipt of a public service pension (ill-health or otherwise) and their public service pension may be subject to abatement.
3. The applicant will become a member of the Single Public Service Pension Scheme

(SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

Please note more detailed information in relation to pension implications for those in receipt of a civil or public service ill-health pension is available [via this link](#) or upon request to publicjobs.

### **Pension Accrual**

A 40-year limit on total service that can be counted towards pension where a person has been a member of more than one pre-existing public service pension scheme (i.e., non-Single Scheme) as per the 2012 Act shall apply. This 40-year limit is provided for in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012. This may have implications for any appointee who has acquired pension rights in a previous public service employment.

### **Additional Superannuation Contribution**

This appointment is subject to the Additional Superannuation Contribution (ASC) in accordance with the Public Service Pay and Pensions Act 2017. **Note:** ASC deductions are in addition to any pension contributions (main scheme and spouses' and children's contributions) required under the rules of your pension scheme.

### **Secrecy, Confidentiality and Standards of Behaviour: Official Secrecy and Integrity**

During the term of the probationary contract, an officer will be subject to the Provisions of the Official Secrets Act, 1963, as amended by the Freedom of Information Act 2014. The officer will agree not to disclose to unauthorised third parties any confidential information either during or subsequent to the period of employment.

### **Civil Service Code of Standards and Behaviour**

The appointee will be subject to the Civil Service Code of Standards and Behaviour.

### **Ethics in Public Office Acts**

The Ethics in Public Office Acts will apply, where appropriate, to this appointment.

### **Prior Approval of Publications**

An officer will agree not to publish material related to his or her official duties without prior approval.

### **Political Activity:**

During the term of employment, the officer will be subject to the rules governing public servants and politics.

### **IMPORTANT NOTICE**

Candidates should note that different terms and conditions may apply if, immediately prior to appointment, the appointee is a serving civil or public servant.

**The above represents the principal conditions of service and is not intended to be the comprehensive list of all terms and conditions of employment which will be set out in the employment contract to be agreed with the successful candidate.**

## **THE SELECTION PROCESS**

### **How to Apply**

Applications must be made by submitting an online application through [www.publicjobs.ie](http://www.publicjobs.ie) and attaching a single document with the following elements included:

- **A comprehensive CV, including an organisation chart** (See *Senior Executive CV Guidance note* [here](#))
- **The ‘Key Achievements Form’** (Available [here](#))
- **A short cover letter/personal statement** (i.e. no more than 2 pages) outlining why you wish to be considered for the post and where you believe your personal qualities, qualifications, specialist knowledge, experience and values meet the requirements of the position.

**Closing Date: 3pm, Thursday 12th of December.**

Applications not submitted in the required format or after the closing time / date will not be considered / accepted.

**The following completed application documents should be combined and submitted together in one single PDF document.** (*CV, Cover Letter / Personal Statement, Key Achievements Form and Organisation Chart*)

### **Selection Process:**

The Selection Process may include:

- shortlisting of candidates, on the basis of the information contained in their application;
- a competitive preliminary interview;
- completion of an online questionnaire(s);
- Executive Assessment Centre
- case study/work sample/role play/media exercise, and any other tests or exercises that may be deemed appropriate;
- a competitive interview, which may include a presentation.

**Interviews will take place in person.**

### **Please Note**

We acknowledge receipt of all applications. If you do not receive an acknowledgement within 3 days of applying, please email [seniorexec@publicjobs.ie](mailto:seniorexec@publicjobs.ie) You can expect to receive emails from us at the relevant stages notifying you to check your secure publicjobs.ie message board for campaign updates. We endeavour to give as much notice as possible for interview dates etc. Candidates should make themselves available on the date(s) specified by publicjobs

### **Shortlisting**

The number of applications received for a position generally exceeds that required to fill the position. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, publicjobs may decide that a smaller number will be called to the next stage of the selection

process. In this respect, publicjobs provide for the employment of a shortlisting process to select a group who, based on an examination of the application forms, appear to be the most suitable for the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates who, based on their application, appear to be better qualified and/or have more relevant experience.

An expert board will examine the application forms against agreed shortlisting criteria based on the requirements of the position. The shortlisting criteria may include both the essential and desirable criteria specified for the position. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/experience in your application.

### **References**

It would be useful if you would begin to consider names of people who would be suitable referees and whom we might consult (2 names and contact details should be provided). The referees do not have to include your current employer but should be in a position to provide a reference for you; at least one of these should be a person to whom you have had a direct reporting relationship. The referees should be able to provide relatively recent information on your performance and behaviour in a work context. You may wish to select referees who can provide such information from different perspectives or in different work contexts. Please be assured that we will only contact referees should you come under consideration after the preliminary interview stage.

Please note, should you be successful at the final interview, we will require a reference from your current employer prior to recommendation for appointment. Successful candidates may be required to complete a number of pre-employment checks such as Health and Character Declaration, Garda Vetting, and any other relevant checks required for the particular role.

**If you feel you would benefit from a confidential discussion about any aspect of this significant opportunity, please contact Ms. Sinéad Coleman by email at [sinead.coleman@publicjobs.ie](mailto:sinead.coleman@publicjobs.ie)**

### **Candidates with Disabilities**

publicjobs has a key role to play in attracting candidates from all sectors of society, ensuring that routes to career opportunities are accessible to all who are interested. We are committed to equality of opportunity for all candidates. If you have a disability or need reasonable accommodations made during the selection process, we strongly encourage you to share this with us so that we can ensure you get the support you need.

Reasonable accommodation in our selection process refers to adjustments and practical changes which would enable a disabled candidate to have an equal opportunity for this competition.

Examples of adjustments we provide include the use of assistive technology, extra time, scribes and/or readers or a range of other accommodations.

Please be assured that having a disability or requiring adjustments will not impact on your progress in the selection process; you will not be at a disadvantage if you disclose your disability or requirements to us. Your disability and/or adjustments will be kept entirely confidential. Should you be successful, the disclosure of a disability for this stage of the process will not be passed onto the employing department unless you request that we do so.



If you have indicated on your application/profile that you require reasonable accommodations, please submit a psychologist/medical report to [ASU@publicjobs.ie](mailto:ASU@publicjobs.ie). The purpose of the report is to provide publicjobs with information to act as a basis for determining reasonable accommodations, where appropriate. The information within these reports that is useful for us to see includes the outcome of any diagnostic tests conducted by your psychologist/doctor, and their summary of recommendations in relation to your requirements. You may redact (block out) parts of medical reports/psychologists' reports that you feel are sensitive or unnecessary for the decision to make reasonable adjustments. These reports must be forwarded to the Assessment Services Unit by close of business on **Thursday, 12th of December 2024**. You should email a scanned copy of the report to [asu@publicjobs.ie](mailto:asu@publicjobs.ie)

**If you have previously applied for a competition with publicjobs and submitted a report, please email [asu@publicjobs.ie](mailto:asu@publicjobs.ie) to confirm that your report is still on file.**

**If you would like to talk about your application or any accommodations that may be of benefit during the recruitment process, please contact our Disability Champion, Amanda Kavanagh, at [amanda.kavanagh@publicjobs.ie](mailto:amanda.kavanagh@publicjobs.ie).**

**For further information on the accessibility of our service please see our [accessibility page](#).**

### **General information**

publicjobs will not be responsible for refunding any expenses incurred by candidates.

The admission of a person to a competition, or invitation to attend interview, or a successful result letter, is not to be taken as implying that publicjobs is satisfied that such a person fulfils the requirements or is not disqualified by law from holding the position.

publicjobs will make all such enquiries that are deemed necessary to determine the suitability of candidates for recommendation. Until all stages of the recruitment process have been fully completed a final determination cannot be made nor can it be deemed or inferred that such a determination has been made. Should the person recommended for appointment decline, or having accepted it, relinquish it, or should additional vacancies arise, publicjobs may at its discretion, select and recommend another person for appointment on the results of this selection process.

### **Specific candidate criteria**

Candidates must:

- Have the knowledge and ability to discharge the duties of the post concerned
- Be suitable on the grounds of character
- Be suitable in all other relevant respects for appointment to the post concerned;
- and if successful, they will not be appointed to the post unless they:

Agree to undertake the duties attached to the post and accept the conditions under which the duties are, or may be required to be, performed. Be fully competent and available to undertake, and fully capable of undertaking, the duties attached to the position.

### **Deeming of candidature to be withdrawn**

Candidates who do not attend for interview or other test when and where required by publicjobs, or who do not, when requested, furnish such evidence as the publicjobs require in regard to any matter relevant to their candidature, will have no further claim to consideration.

Candidates are expected to provide all requested documentation to publicjobs, including all forms issued by publicjobs for completion, within five days of request. Failure to do so will result in the candidate being deemed to have withdrawn from the competition and their candidature will receive no further consideration.

### **Quality Customer Service**

We aim to provide an excellent quality service to all our customers. If, for whatever reason, you are unhappy with any aspect of the service you receive from us, we urge you to bring this to the attention of the unit or staff member concerned. This is important as it ensures that we are aware of the problem and can take the appropriate steps to resolve it.

### **Confidentiality**

Candidates can expect that all enquiries, applications and all aspects of the proceedings to the extent that they are managed by publicjobs are treated as strictly confidential subject to the provisions of the Freedom of Information Act 2014. However, candidates should note that all application material may be made available to the employing authority/organisation. Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

### **Review and Complaint Procedures under the Code of Practice for Appointments to Positions in the Civil and Public Service**

If a candidate is unhappy following the outcome of any stage of a selection process, they can either:

1. Request a **Review of a decision** made during the process
- or**
2. **Make a Complaint** that the selection process followed was unfair

A candidate can follow either one of the two procedures in relation to the same aspect of a selection process, but not both. Where a review of a selection process has taken place under Section 7 (as detailed below), a complainant may not seek a further review of the same process under Section 8, other than in the most exceptional circumstances that will be determined by the Commission for Public Service Appointments (CPSA) **at its sole discretion**.

There is no obligation on publicjobs to suspend an appointment process while a Review or Complaint is being considered. However, the CPSA expects that, where possible, publicjobs will intervene in cases where it finds an error is likely to have occurred.

## Requesting a Review under Section 7

A request for review may be taken by a candidate should they be dissatisfied with an action or decision taken by publicjobs. publicjobs will consider requests for review in accordance with the provisions of **Section 7** of the Code of Practice for Appointments to Positions in the Civil and Public Service published by the CPSA.

When making a request for a review, the candidate must support their request by outlining the facts they believe show that the action taken, or decision reached was wrong. A request for review may be refused if the candidate cannot support their request.

The Informal Review will consist of a desk-based examination of any available information in relation to the recruitment process and the decision taken regarding the candidate's application. The outcome of the Informal Review Process will be communicated to the requester in writing.

- A request for Informal Review must be made within 5 working days of notification of the decision and will normally take place between the candidate and a representative of publicjobs who had played a key role in the administration of the selection process.
- Where a candidate remains dissatisfied following any such informal communication, they may adopt the formal procedures set out below.

A request for Formal Review must be made within 5 working days of either the notification of the selection decision, or the notification of the outcome of the Informal Review process. Any extension of these time limits will only be granted in the most exceptional of circumstances and will be at the sole discretion of the Chief Executive.

- The candidate must address their concerns in relation to the process in writing to the Chief Executive (via email to [ceomailbox@publicjobs.ie](mailto:ceomailbox@publicjobs.ie), or in writing to Chief Executive Officer, publicjobs Chapter House, 26/30 Abbey Street Upper, Dublin 1), outlining the facts that they believe show an action taken or decision reached was wrong.
- The Formal Review will be conducted by a person who is completely independent of the selection process.
- The outcome of the Formal Review must generally be notified to the candidate within 25 working days of receipt of the request for review. If the investigation does not produce a decision within this time, publicjobs must keep the candidate informed of the status of the review and the reasons for the delay.

## Making a Complaint under Section 8

A candidate may believe there was a breach of the Commission's Code of Practice by publicjobs that may have compromised the integrity of the decision reached in the appointment process. The complaints process enables candidates to make a complaint under Section 8 to publicjobs in the first instance, and to the Commission for Public Service Appointments subsequently on appeal if they remain dissatisfied.

On foot of a Section 8 Complaint process, either publicjobs or the CPSA may find that the recruitment and selection process in question has not adhered to the standard set out in the Code of Practice. In such cases, publicjobs and the CPSA may make recommendations in order to prevent such issues from reoccurring in the future. **The CPSA cannot instruct publicjobs to reverse a decision taken in the course of an appointment process.** Any candidate wishing for an investigation into the decision taken regarding their application as part of a selection process should request a Review under Section 7, as outlined above.

The complainant must outline the facts that they believe show that the process followed was wrong. The complainant must also identify the aspect of the Code they believe has been infringed and enclose any relevant documentation that may support the allegation. A complaint may be dismissed if the complainant cannot support their allegations by setting out how the publicjobs has fallen short of the principles of this Code.

The Informal Complaint will consist of a desk-based examination of any available information in relation to the recruitment process. The outcome of the Informal Complaint will be communicated to the requester in writing.

- An Informal Complaint must be made within 5 working days of notification of the decision and will normally take place between the candidate and a representative of publicjobs who had played a key role in the administration of the selection process.
- Where a candidate remains dissatisfied following any such informal communication, they may adopt the formal procedures set out below.

A Formal Complaint must be made within 5 working days of either the notification of the selection decision, or the notification of the outcome of the Informal Complaint. Any extension of these time limits will only be granted in the most exceptional circumstances and will be at the sole discretion of the Chief Executive.

- The candidate must address their concerns in relation to the process in writing to the Chief Executive (via email to [ceomailbox@publicjobs.ie](mailto:ceomailbox@publicjobs.ie), or in writing to Chief Executive Officer, publicjobs, Chapter House, 26/30 Abbey Street Upper, Dublin 1), outlining the facts that they believe show an action taken or decision reached was wrong.
- The Formal Complaint will be investigated by a person who is completely independent of the selection process.
- The outcome of the Formal Complaint must generally be notified to the candidate within 25 working days of receipt of the request for review. If the investigation does not produce a decision within this time, publicjobs must keep the candidate informed of the status of the review and the reasons for the delay.

**For further information on the above Review and Complaint procedures please see the *Code of Practice for Appointments to Positions in the Civil and Public Service* which is available on the website of the Commission for Public Service Appointments, [www.cpsa.ie](http://www.cpsa.ie)**

Please note that where a formal review of a recruitment and selection process has taken place under Section 7 of this Code of Practice, a complainant may not seek a further review of the same process under Section 8, other than in the most exceptional circumstances that will be determined by the Commission at its sole discretion.

### **Requests for Feedback**

Feedback in relation to the selection process is available on written request. There are no specific timeframes set for the provision of feedback or for carrying out rechecks.

Please note that the Review Process as set out in the Code of Practice is a separate process with specified timeframes that must be observed. Receipt of feedback is not required to invoke a review. It is not necessary for a candidate to compile a detailed case prior to invoking the review mechanism. The timeframe set out in the CPSA Code cannot be extended for any reason including the provision of feedback and/or the outcome of rechecks.

## **Candidates' Obligations**

Candidates must not:

- knowingly or recklessly provide false information
- canvass any person with or without inducements
- personate a candidate at any stage of the process
- interfere with or compromise the process in any way

It is important to remember that this is a competitive process for a role where integrity is paramount. Sharing information on the selection process e.g. through social media or any other means, may result in you being disqualified from the competition.

A third party must not impersonate a candidate at any stage of the process.

Please note that all assessment and test materials are subject to copyright and all rights are reserved. No part of the test material (including passages of information, questions or answer options), associated materials or interview(s) may be reproduced or transmitted in any form or by any means including electronic, mechanical, photocopying, photographing, recording, written or otherwise, at any stage. To do so is an offence and may result in you being excluded from the selection process. Any person who contravenes this provision, or who assists another person(s) in contravening this provision, is liable to prosecution and/or civil suit for loss of copyright and intellectual property.

## **Contravention of the Code of Practice**

Any person who contravenes the above provisions or who assists another person in contravening the above provisions is guilty of an offence. A person who is found guilty of an offence is liable to a fine or imprisonment.

In addition, if a person found guilty of an offence was, or is a candidate at a recruitment process,

- they will be disqualified as a candidate and excluded from the process.
- has been appointed to a post following the recruitment process, they will be removed from that post.

## **Use of Recording Equipment**

publicjobs does not allow the unsanctioned use of any type of recording equipment. This applies to any form of sound recording and any type of still picture or video recording, whether including sound recording or not, and covers any type of device used for these purposes.

Any person wishing to use such equipment for any of these purposes must seek written permission in advance. This policy is in place to protect the privacy of staff and customers and the integrity of our assessment material and assessment processes.

Unsanctioned use of recording equipment by any person is a breach of this policy. Any candidate involved in such a breach could be disqualified from the competition and could be subject to prosecution under section 55 of the Public Service Management (Recruitment & Appointments) Act, 2004.

In addition, where a person found guilty of an offence was or is a candidate at a recruitment process, then:

- Where he/she has not been appointed to a post, he/she will be disqualified as a candidate, and
- Where he/she has been appointed subsequently to the recruitment process in question, he/she shall forfeit that appointment.

### **General Data Protection Regulation (GDPR)**

The General Data Protection Regulation (GDPR) came into force on the 25th May 2018, replacing the existing data protection framework under the EU Data Protection Directive. When you register with publicjobs.ie or submit an application for a competition, we create a computer record in your name. Information submitted with a job application is used in processing your application. Where the services of a third party are used in processing your application, it may be required to provide them with information, however all necessary precautions will be taken to ensure the security of your data.

If you are successful in the recruitment and selection competition, your application may be made available to the Human Resources section of the organisation to which you have been assigned.

To make a request to access your personal data please submit your request by email to: [dpo@publicjobs.ie](mailto:dpo@publicjobs.ie) ensuring that you describe the records you seek in the greatest possible detail to enable us to identify the relevant record(s).

Information in relation to a candidate's personal data held by publicjobs are set out on the Data Protection page of [www.publicjobs.ie](http://www.publicjobs.ie).

### **Protected Disclosures**

The publicjobs Protected Disclosures Policy (including Reporting Options for all those covered by the Policy) is available [here](#)

### **Canvassing**

Candidates should note that canvassing will disqualify and will result in their exclusion from the process.

### **Other**

Elements of the selection process may be undertaken by other parties. In such circumstances it will be necessary for your information to be shared between publicjobs and these parties in order for your application to be processed.



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You can also keep up to date  
on [publicjobs.ie](https://publicjobs.ie) and follow us  
on our social platforms:

