



poistphoiblí
publicjobs

Quality Customer Service Action Plan 2026-2028



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

Table of Contents

Introduction from the Chief Executive	3
The Role of publicjobs	4
Quality Customer Service Action Plan	6
Implementing the Principles of Quality Customer Service	19
Social and Digital Media Policy	41
Customer Charter	43
Appendix I – Contact Details	
Appendix II – Standards of Service Delivery	
Appendix III – Guidelines on Freedom of Information; Dealing with Customer Complaints; Dealing with Appeals in Relation to Decisions Taken in a Recruitment Process	

Introduction from CEO

I am pleased to present this Customer Action Plan for the period 2026–2028, which sets out our commitment to deliver a recruitment, assessment and advisory service of the highest standard for our clients and candidates and aims to provide a supportive and learning environment for all staff members. We are committed to ensuring that a customer service ethos is reflected in everything we do.

This Action Plan is predicated on our vision, to be recognised as a centre of excellence in recruitment, trusted by those we serve. Our mission requires engagement with all our customers to recruit a diversity of people for the public service, with the talent, character and commitment to deliver for Ireland.

In conjunction with our Strategy Statement, this Action Plan provides a clear framework for publicjobs to achieve new standards of excellence in the sourcing, assessment and delivery of quality people to a complex array of roles across a diverse range of clients in an integrated public service.

It is underpinned by a set of important and meaningful core values. It sets out a framework of performance and outcome targets to ensure we continue to achieve a high level of client and customer satisfaction in all areas of service.

I look forward to working with the management team, our board, all of our staff, and crucially engaging with our clients, to deliver on the key objectives of our Strategy Statement and Customer Action Plan.

Paul Geraghty

CEO, publicjobs

The role of publicjobs



Our Mission

Recruiting a diversity of people for the public service with the talent, character and commitment to deliver for Ireland

Our Vision

Recognised as the centre of excellence in recruitment, trusted by those we serve

About publicjobs

The organisation was established in October 2004. The Public Service Management (Recruitment & Appointments) Act 2004 dissolved the Office of the Civil Service and Local Appointments Commissioners. This Office was replaced with two separate organisations: the Commission for Public Service Appointments (CPSA) and the Public Appointments Service.

We are the recruitment and resourcing service provider for client organisations in the civil and public service and are responsible for the sourcing, assessment and delivery of quality candidates to public service clients. We run a wide range of 'openly advertised' recruitment competitions and 'interdepartmental' promotion

competitions within the civil service. Our activities are primarily focused on the sourcing of candidates for roles in the civil service; the most senior roles in Local Authorities; trainee Garda, internal promotion and senior level competitions for An Garda Síochána; and a range of management, executive and specialist roles across the civil and public service. We also have a key role in the identification of suitable members for State Boards.

Amongst our programme of activities, we:

- fill key positions through recruitment and promotion;
- recruit openly for essential positions in the public service;
- select candidates for promotion within the civil service by means of competitive inter-departmental assessments;
- attract talent from marginalised backgrounds and assist clients to design inclusive, well-promoted entry routes into the civil service;
- run open processes to provide Ministers with suitable candidates for consideration for appointment to State Boards;
- assist other public sector organisations in meeting their essential recruitment needs;
- assist clients in promoting and advertising the positions they require to be filled, by increased usage of social media and executive search.

Our role also includes training, advisory and other related services which complement our recruitment and selection services and which fall within our remit.



Quality Customer Service Action Plan

Development of the Quality Customer Service Action Plan

This Action Plan has been developed to complement our Statement of Strategy ([Link](#)), and our commitment to customers and service delivery set out in that document. It reflects our commitment to quality service delivery to both external and internal customers. Arrangements will be made for the monitoring of and reporting on the commitments contained in this document. The various commitments to quality customer services will be reflected in unit business plan and as part of the objectives specified for staff member as part of the PMDS (Performance Management and Development System) process.

Our customers and the services we provide to them

All customers can expect to be treated by us in a professional, fair and impartial manner with the utmost courtesy and respect. We will endeavour to deliver a quality service in accordance with the highest standards of effectiveness, efficiency, equality and integrity.

The specific services we provide for each of our customer groups are set out below:

Client Organisations

This group includes Government Departments/Offices, Local Authorities, the Health Services Executive (HSE), An Garda Síochána, other public service bodies and non-commercial semi-state agencies for whom we have a legislative mandate to recruit for, and who avail of the recruitment, selection and advisory services that we provide. We will help them to publicise the positions which they require to be filled, including through increased usage of digital advertising. We are also open to providing assistance to clients with any other matters where they feel our expertise might be of assistance to them.

Applicants for Public Service Positions

This group includes members of the public who apply for any public service positions we run, and who are entitled to have their applications dealt with fairly, impartially and in an efficient and courteous manner. As part of our recruitment and selection service we provide services to applicants to allow them to participate fully in the relevant recruitment and selection process, including information on posts available and guidance on interview/test preparation.

Services for Applicants with a Disability

We encourage people with disabilities to apply for any position in the Public Service for which they hold the basic entry requirements. It is our policy to ensure that recruitment and selection activity is carried out in accordance with our core principles of fairness, equality and merit-based selection. We will ensure that all applications are fully considered on the basis of abilities, qualifications and suitability for the work in question. We are also happy to make all reasonable efforts to accommodate any requirements which applicants might have, in order to enable applicants to participate fully and fairly in the selection process. We have a dedicated Equality, Diversity and Inclusion team, headed up at senior management

level to optimise impact. A dedicated Disability Champion is in place to support all recruitment and selection processes.

The General Public

This includes members of the public who may be interested in applying for a public service position, or who have an interest in knowing that such positions are filled in an open and transparent manner. We also have a duty to account publicly for our use of the public funds entrusted to us and to demonstrate that such monies are spent properly, sensibly and with due consideration for value for money.

A range of information is provided on publicjobs.ie in relation to the types of careers in the public service. There is also a facility for members of the public to register their interest in particular types of posts and to receive an email notification when a post is advertised. We also promote positions advertised on publicjobs.ie via social media outlets.

Our primary customer service channels are online (publicjobs.ie and social media), email, and telephone. Full details on these are set out on the 'Contact Us' page of publicjobs.ie.

Services for Irish Speakers

Irish speakers have the right to choose to conduct any business with us through Irish and/or bilingually. We are committed to providing a full, quality service through the Irish language to those who make request such a service. Every reasonable effort is made to ensure high quality services are provided in Irish.

Selection Board Members

The office relies heavily on the valuable contribution of all selection board members. Providing them with every possible assistance to carry out their task is essential to ensure a positive experience while working with us. A suite of e-learning modules was developed and rolled out to assist in the training of Selection Board members. These modules cover the approach to interviewing, relevant legislation, questioning, assessment, unconscious bias, disability awareness, as well as specific modules for different roles within the process such as the publicjobs Representative and Chairperson.

Internal Customers

We believe that internal staff members should be considered as customers and should be entitled, as are all customers, to expect the highest standards of service delivery in their dealings with the organisation.

Developments in Service Delivery

Providing excellent customer service is a priority for publicjobs. To achieve and maintain high standards the following initiatives are in place:

Customer Charter

In conjunction with this Action Plan, we have developed a Customer Charter. The Customer Charter sets out the level of service a customer can expect from us. This Action Plan sets out how it will be achieved. We will continue to monitor and report on our performance and customer satisfaction levels to ensure we are reaching the required standards and are delivering a high-quality service to all our customers.

Customer Consultation

Meeting the needs and expectations of our customers is of the utmost importance to the Office. Through ongoing consultation, we are able to keep in touch with our customers and have gained valuable feedback on our services.

publicjobs has always valued highly the contribution of our customers in the development of our services. As part of our commitment to providing quality customer care, we use regular Customer Surveys and other customer feedback mechanisms in order to ascertain whether we are achieving all the service standards set for all our customer groups and how these groups rate the services we provide. Feedback is sought from Selection Board Members, Clients, Staff and Candidates. Action Plans are put in place where applicable to address issues identified.

Client Relations Management (CRM)

The CRM team, along with client managers, act as the primary interface between publicjobs and our client organisations. Over the period of this Action Plan, the CRM team will continue to build on our model of client engagement to provide an enhanced customer centric focus that actively listens to the feedback provided by our clients to improve service delivery.

The CRM team act as the primary point of contact for all clients on service delivery queries and our aim is to respond to clients within 3 days – the success rate achieved to-date has been high and we want to build on these standards going forward. The CRM team are also responsible for processing the requests for new staff and/or new recruitment campaigns. As part of this, the team work with individual clients to identify their resourcing needs so that the model of recruitment and selection activity (or part services) can be tailored to best meet those needs. The team is also

in daily contact with our client organisations, responding to queries and providing status updates in relation to campaigns and requests. We will continue to share relevant information and updates with our clients on a regular basis through a quarterly Client Newsletter.

As part of our client management, meetings take place with clients to further develop the relationship and gain a greater understanding of the needs and challenges of each client organisation. Client management meetings provide a dedicated space for clients to discuss their staffing requirements (including future plans), current recruitment campaigns and to facilitate two-way communication and feedback on the service provided.

In addition to recruitment, assessment and selection, our remit also includes the provision of an advisory service on recruitment matters. We will continue to focus on strengthening this aspect of our role, through the provision of relevant guidance across the public service (including e-Learning modules) and the sharing of best practice through the Public Service Recruiters Network.

We will continue to monitor our performance and customer satisfaction levels to ensure that we are reaching the required standards and are delivering a high-quality service to our clients.

Our new Recruitment System

Our new system is designed to enhance the services we provide to all customer groups.

Candidates

Application Process: The application process for most of our recruitment competitions is now completely digital, without the need to download, populate, and re-upload an application form.

Candidate Portal: The design, layout, and functionality of the candidate portal has changed, including how candidates can manage, track, and receive notifications about roles they have applied for. Candidates can now view the status of their applications, communicate with our recruitment units using the new platform's messaging functionality, and access vacancy adverts and Candidate Information Booklets after competition closing dates.

Compliance and Corporate Governance (including review procedures)

CPSA Code of Practice

Our Compliance Unit manages the formal review process under the CPSA Codes of Practice and ensures that there is a system in place to act on feedback from these reviews in order to continually improve the business processes and customer service in the organisation.

The review process entails reviewing all relevant information from the selection process, ensuring that critical information is made available, and developing an understanding of the process involved in the specific competition under review. Consultations are held with selection board members in the majority of cases. The Reviewer may, from time to time, make recommendations on foot of their review findings. The recommendations are generally made to the internal Quality and Governance Unit and/or to the Recruitment Manager.

FOI and Data Protection

We have designated FOI Decision Makers and an Internal Reviewer (with an alternative for each role should the Decision Makers/Internal Reviewer be absent or

involved in the subject matter in any way). The FOI Decision Maker co-ordinates all requests made under FOI.

The Data Protection Officer co-ordinates and responds to all requests made under Data Protection. A range of documentation, incorporating obligations under the Data Protection Legislation (General Data Protection Regulation and the Data Protection Act, 2018) were developed and published on the Publicjobs.ie website in May 2018. These documents are revised on a regular basis and updates are published on the website.

The process for conducting Data Protection Impact Risk Assessments is in place and is being used in advance of all new projects or the introduction of new ways of processing data to ensure that the data we are collecting is necessary, to minimise the amount of data being collected and to ensure that it is only retained for as long as is strictly necessary for the purposes for which we are collecting it.

A record of processing activity (ROPA) is also in place.

Digital Transformation

The aim of the publicjobs website (publicjobs.ie) is to provide a comprehensive online recruitment facility that is easy to use and effective for both clients and candidates.

Technology is key to ensuring delivery of a quality, timely, responsive service to both clients and candidates. The support and ongoing development of our website is a significant element of the overall digital marketing and communications strategy and our objective of attracting a high quality, diverse pool of candidates.

The security of our systems and the data we store is a key priority. We have introduced new technology solutions to protect against the latest cyber threats. We are committed to providing innovative technology solutions to streamline business processes and improve the staff, candidate and client experience. We have leveraged the power of Cloud computing to deliver many of the services we provide, and that will continue throughout the lifetime of our new Strategy.

Developing e-Learning led solutions to support Interviewer skills training

A suite of e-learning modules was developed and rolled out to assist in the training of Selection Board members. These modules cover the approach to interviewing, relevant legislation, questioning, assessment as well as specific modules for different roles within the process such as the publicjobs Representative and Chairperson. An e-learning module on Unconscious Bias was also rolled out as was a module on interviewing candidates with a disability. These modules continue to be rolled out and are well received by participants. We continue to add to the suite of resources available to support people serving on our interview boards, such as the Capability Framework module introduced in 2024. The e-Learning modules are also available to client organisations, to build their capacity in relation to best practice in recruitment and include bespoke modules for recruitment staff covering the design of quality selection processes, the development of job descriptions and person specifications, and shortlisting.

Online Assessment

We have an ongoing programme of online assessment that has become established as an appropriate and efficient approach to managing significant volumes of candidates. The feedback from both candidates and staff members is that it is a fair approach to testing and candidates prefer taking tests at their convenience. In moving to an online approach, we were very mindful of the importance of adhering

to best practice under the nine grounds of the equality legislation and online campaigns are designed in such a way as to use a range of assessment instruments and to avoid adverse impact; we monitor all the online assessments very carefully to this end. We also devote significant resources to facilitating people with disabilities and the experience is that online tests are very helpful and fair in this regard. Online assessment has become established as an appropriate and efficient approach to managing significant volumes of candidates and to allow us to assess candidate remotely.

We use video technology to conduct interviews remotely and use asynchronous interviews where candidates are shortlisted based on a video recorded interview. Remote proctoring is also used for virtual assessment centres and a range of exercises previously conducted on a face-to-face basis.

Engagement with Selection Board Members

To enhance the approach to engagement with and training of Selection Board Members, our Selection Board Member Unit works with our Selection Board members and Recruitment Units to ensure that the Selection Board Members are suitably trained, flexible and agile to deliver the high quality candidates, reflective of the diverse nature of society, required by our clients, having regard to the digital challenges faced by the organisation and our clients, selection board members and candidates.

Irish Services

We are committed to reaching our customers and corresponding with them in either Irish or English, according to their preference. We provide a range of training interventions for staff to enable them to communicate with customers in the official language of their choice.

We ensure that our staff working as receptionists and in candidate support, who are normally the first points of contact with the public, are familiar with basic greetings in Irish and use these greetings. We have arrangements in place to put members of the public in touch, with minimum delay, with an appropriate member of staff who can deal with their business, whether in Irish or English. Reception and candidate support staff have access to a list of the staff members competent in Irish, to whom such callers may be directed. A number of staff members of the Candidate Support Unit also have a sufficient level of Irish to respond to queries and to direct candidates and will deal with all queries to info@publicjobs.ie.

Many of our general service competitions at Clerical and Executive Officer levels have separate Irish language streams, or separate competitions to facilitate demand for fluent Irish speakers in the civil service. We also run the process to recruit Garda Trainees with fluency in the Irish Language. Recruitment and selection processes are also conducted to fill specialist positions which require fluency in the Irish language, at the request of the client.

Equality, Diversity and Inclusion

Equality, diversity and inclusion (ED&I) are central to the culture of the organisation. A commitment was given to a new and ambitious approach to putting ED&I at the centre of what we do. In this way the organisation demonstrated a commitment to our values, particularly those values that motivate a concern for equality and human rights and supporting implementation of the Public Sector Equality and Human Rights Duty. While we conducted an assessment of human rights and equality issues relevant to our role as part of the development of our first ED&I Strategy 2021-2023 and are satisfied that we are fulfilling our public sector duty as set out in the Irish Human Rights and Equality Commission Act 2014, we recognise the key role we can

play as leaders in the ED&I space. Our commitment to promoting human rights and equality principles is reflected in a number of actions, including the appointment of Head of ED&I, the establishment of an ED&I function and the development of an Equality, Diversity and Inclusion Strategy. This work is supported by the publicjobs ED&I Advisory Board, a group of experts from Government, the wider public service, NGOs and private industry.

Training and Awareness Raising

Training in the provision of a quality customer service is central to our annual training programme. To highlight the importance of our service standards, Customer Service Awareness Raising sessions have been developed as an online module which is available to all staff. The focus of these sessions is on the provision of a quality customer service, covering how each staff member can contribute to this, what exactly the service standards are, and how any barriers to achieving them can be removed. The achievement of service standards and the provision of a quality customer service also form part of a module of our Orientation Programme for all new staff.

Training support is available and offered to staff through the One Learning catalogue to develop team members skills in dealing with customers at all levels within the organisation. These courses include Delivering Excellent Customer Service, Effective Writing for Quality Customer Service and Telephone Skills. To supplement this offering, bespoke training modules on Equality Awareness and Inclusive Communication and Language are offered to staff regularly, via external training providers.

Internal Customer Service

We are assessed for the *NSAI Excellence Through People (ETP) accreditation* annually and were upgraded to the ETPI000:2017 platinum standard in 2023 (and have maintained this level of accreditation since). The focus of ETP is to get organisations to look at their people as a key source of competitive advantage. The model helps organisations achieve business improvement by:

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

The sections covered were:

- Business Planning and Continuous Improvement
- Communication and Collaboration;
- Leadership and People Management;
- Learning and Development;
- HR Systems and Employee Wellbeing.

In 2025, we were awarded 5-star recognition from the *European Foundation for Quality Management (EFQM)*, making us the first civil or public service organisation in Ireland to achieve 5-star accreditation. Achieving 5-star accreditation from the EFQM was a landmark achievement for publicjobs, and testament to the continuous emphasis we place on quality, change and transformation, and performance improvement.



Implementing the 12 Principles of Quality Customer Service

Quality Service Standards

Publish a statement that outlines the nature and quality of service which customers can expect and display it prominently at the point of service delivery.

With our Customer Charter we have committed to providing all our customers with a high-quality service. We will publicise the Customer Charter to ensure all our customers are aware of the level of service they can expect. Along with the Customer Charter, our Customer Action Plan outlines how the service commitments will be delivered and evaluated over the next three years.

Key Action points

- Publish our Customer Action Plan, which will be made available to all customers on our website;
- Publish and prominently display our Customer Charter in our offices and on publicjobs.ie;
- Develop a revised and improved set of Standards of Service Delivery;
- Communicate our Customer Charter and Customer Action Plan (including Standards of Service Delivery) to all our staff to encourage shared ownership of the goals and objectives set out in this Plan;
- Use methods to allow customers provide feedback to us on an ongoing basis.

Equality and Diversity

Ensure the rights to equal treatment established by equality legislation, and accommodate diversity, so as to contribute to equality for the groups covered by the equality legislation (under the grounds of gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the Traveller Community).

Identify and work to eliminate barriers to access to services for people experiencing poverty and social exclusion, and for those facing geographic barriers to services.

We are committed to providing a service that complies fully with all equality legislation and accommodates the specific needs of all our customers.

Key Action points

- Protect and respect equality, diversity and human rights in all dealings with our customers, and within our services, procedures and processes, in accordance with Public Sector Duty principles;
- Comply with our “Charter on Positive Supports for Candidates with Disabilities”. A process map outlines the process for providing reasonable accommodations, “Reasonable Accommodations Requests – Process Flowchart” (*both documents are in a prominent position under our “Disability and Accessibility” area of www.publicjobs.ie*);
- Provide a service that complies fully with all Equality Legislation, the Public Sector Equality and Human Rights Duty (Section 42 of the Irish Human Rights and Equality Commission Act 2014), the Disability Act 2005 and the Code of Practice for the Employment of People with a Disability in the Irish Civil Service;

- Continue to exceed the Government target for the employment of people with disabilities in publicjobs and develop best practice approaches. The Disability Act 2005 sets out a minimum statutory target for the employment of disabled people across the public sector of 3%. Under the Assisted Decision-Making (Capacity) (Amendment) Act 2022, the minimum statutory target increased to 4.5% in 2024 and to 6% in January 2025. Compliance is monitored annually by the National Disability Authority.
- Continue to work towards exceeding the Government target of 1% for the employment of migrants and develop best practice approaches;
- Continue to engage with national policy and implement actions set out in national strategies on ED&I issues related to gender, ethnicity (Travellers and Roma), migrants, LGBTI+, disability;
- Encourage the widest possible pool of applicants for public service appointments;
- Continue to promote Equality Awareness on all training provided in relation to recruitment and selection;
- Continue to provide Equality, Diversity and Disability Awareness Training for all staff;
- Engage with our customers (clients and candidates) to grow and enhance understanding of ED&I in the civil and public service, to share information and to collaborate on development of inclusive leadership and good practice;
- Proactively support Government Departments and Offices in the recruitment and employment of people from diverse backgrounds;
- Implement all actions from our ED&I Strategy and all ED&I related audits.

Physical Access

Provide clean, accessible public offices that ensure privacy, comply with occupational and safety standards and, as part of this, facilitate access for people with disabilities and others with specific needs.

Recruitment and selection services will be provided in clean, accessible public offices that ensure privacy, comply with occupational and safety standards, and are accessible to all, including persons with disabilities.

Key Action points

- Provide a clean, safe and comfortable environment, with facilities for private and confidential discussions;
- Provide access and facilities to meet all our customers' needs, including those who require reasonable accommodation(s);
- Always ensure that office accommodation is conducive to maximum mobility for all customers;
- Ensure high standards of physical access at all points of service delivery e.g. careers fairs, external training, etc.;
- Strive to deliver the highest standards of accessibility and universal access;
- Ensure health and safety policy and procedures have regard to physical accessibility;
- Ensure that our approach to ED&I takes full account of physical environmental factors
- Ensure that staff receive up to date training and information on accessibility and universal access.

Information

Take a proactive approach in providing information that is clear, timely and accurate, is available at all points of contact, and meets the requirements of people with specific needs. Ensure that the potential offered by Information Technology is exploited and that the information available on our website follows the guidelines on web publication.

Continue the drive for simplification of rules, regulations, forms, information leaflets and procedures.

We provide accurate, up-to-date and comprehensive information on job opportunities within the civil service and on the selection process. We also offer applicants feedback on their performance during the selection process. Our website contains details of employment opportunities available and facilitates candidates to apply online. Information is provided to candidates on their right to request a review a decision in relation to their candidature or to make a complaint in relation to the process carried out under the Code of Practice.

We are committed to developing stronger public recognition of publicjobs.ie. To this end, there has been a significant investment in a marketing and communications programme and in initiatives to enhance the diversity of the candidate pool.

We use social media to promote our services and to publicise positions advertised on publicjobs.ie. For specific roles, Executive Search is used to reach a wider, more relevant, audience of prospective suitable candidates for senior positions in the civil and public service.

Key Action points

- Provide general information on a broad variety of careers in the public service in order to inform new visitors to publicjobs.ie;
- Provide a facility for members of the public to register with publicjobs.ie to set up alerts to receive the latest opportunities within the civil and public service;
- Bring vacancies to the attention of potential applicant pools by using an appropriate method and style of marketing;
- Use social media to promote the civil and public service and to publicise various positions advertised on publicjobs.ie;
- Ensure that the material provided in relation to each post is accurate, up-to-date, clear and easy to understand;
- Ensure all generally available information is accessible in both electronic and printed formats where required (e.g. Customer Action Plan, Annual Report, Familiarisation material etc.);
- Provide detailed information on all the stages involved in campaigns and the implications of these for candidates;
- Provide information to prospective candidates about the post and the type of person required which accurately reflect the requirements of the post;
- Ensure information is available in an accessible format, on request, for customers who may require it;
- Continue to make efforts to simplify the application process;
- Provide information to applicants on their responsibilities under the Code of Practice and how decisions can be reviewed;
- Provide "test familiarisation" information material for all tests to help inform applicants in relation to issues such as the format of the test; answer sheets; the scoring system; and the time limits involved;
- Give clients access to up-to-date information tailored to their interests;

- Ensure all existing and potential clients understand the skills, expertise and capability of the organisation as a shared recruitment service;
- Continue to up-grade our web-site facility to increase access to a wider range of services;
- Capture feedback from clients and candidates to get an understanding of their needs;
- Ensure information on publicjobs.ie is accurate, up-to-date and useful, and is tailored to our different customer groups;
- Continue the use tablets for on-site interviews. In addition to improving the Selection Board Member experience and reducing paper reliance, it also has the potential to improve information governance of personal data;
- Continue to use video technology to conduct interviews remotely;
- Provide meaningful feedback to candidates in respect of selection processes.

Timeliness and Courtesy

Deliver quality services with courtesy, sensitivity and the minimum delay, fostering a climate of mutual respect between provider and customer.

Give contact names in all communications to ensure ease of ongoing transactions.

Key Action points

- Ensure our staff provide a friendly, courteous, efficient, timely and punctual service;
- Ensure staff provides their names when answering or making phone calls;
- Ensure contact details are provided in all communications;
- All communications must issue from a named individual;
- Provide documentation to applicants in a timely manner (e.g. test/interview information) (*we aim for 7 days in advance*);
- Provide adequate notice to applicants in advance of tests and interviews (*we aim for 7 days in advance*);
- Supply results and feedback on tests and interviews to applicants as early as possible (*we aim for within 10 days following the final test/interview*);
- Develop and deepen our Customer Relations Management approach to serving our clients with a designated member of the CRM team to contact and deal with any queries. We also have a Client Manager assigned to those client's that we engage with on an ongoing basis;
- Provide cost effective recruitment and selection solutions and related services to clients;
- Consult and involve clients when planning recruitment competitions on their behalf;

- Continue to adopt a systematic approach to project planning and management for all campaigns;
- Continue the in-house development of assessment tools and techniques;
- Continue to monitor selection methods and their efficiency and effectiveness;
- Provide Selection Board Members with timely relevant briefing/training/e-learning as appropriate (including training on new approaches, where required);
- Provide adequate notice to Selection Board Members for attendance at interview boards and provide board member documentation in a timely manner (e.g. Board papers) (*we aim for 7 days for notice to attend interviews and 3 days' notice to receive all documentation*);
- Conduct applicable recruitment and selection processes in line with the relevant CPSA Code of Practice (ensuring probity and a fair, consistent and transparent process in which appointment is on merit and in line with best practice);
- Maintain adequate records to prove that the above recruitment and selection processes were conducted in line with the relevant Code of Practice;
- Monitor customer satisfaction with the timeliness and courtesy of staff and act on any issues arising.

Complaints

Maintain a formalised well-publicised, accessible, transparent and simple to-use system of feedback/complaints for customers who are dissatisfied with the service they have received.

We have formal systems in place to deal with customer feedback/complaints in relation to service delivery (*outlined in Appendix 3*). There is a “Contact Us” link in 2 places on each page of our website. A “Customer Charter” link is on each page of our website and is also on the “Contact Us” page.

Key Action points

- Ensure our customer complaints and comments system is widely known and available to our clients/customers;
- Raise awareness of staff in relation to the causes of complaints and effective complaint handling;
- Prepare management information reports on complaints in order to contribute to the future development of services.

Appeals

Maintain a formalised well-publicised, accessible, transparent and simple to-use system of appeal/review for customers who are dissatisfied with decisions in relation to their application or who believe that there has been a breach of the Code of Practice that may have compromised the integrity of the recruitment and selection process.

We have formal systems in place to deal with requests for review in relation to selection decisions or complaints where it is believed that the integrity of the recruitment and selection process was compromised (*outlined in Appendix 3*). There is a “Review Process” link on each page of our website and the Review Process is explained in the Information Booklet accompanying each campaign at advertisement stage.

Key Action points

- Provide information to candidates on the review process in place in Candidate Information Booklets and Circulars;
- Clarify request with candidates where necessary;
- Conduct a robust review, taking account of all relevant information;
- Maintain database to record all relevant details to facilitate reporting;
- Adhere to the timelines provided in the Code of Practice when conducting reviews;
- Prepare management information reports on requests for review received and provide learnings to contribute to the future development of services.

Consultation and Evaluation

Provide a structured approach to meaningful consultation with, and participation by, the customer in relation to the development, delivery and review of services. Ensure meaningful evaluation of service delivery.

In developing our services, we have utilised the valuable contribution of customers. The office regularly consults with clients on service development and delivery through the Client Relations Management Team. In developing our Customer Charter and the Standards of Service Delivery we were guided by the Customer surveys and ongoing discussion with client on satisfaction, to ensure appropriate standards were set.

We have put a programme in place to ensure appropriate monitoring, evaluating and reporting on the achievement of our commitments. We will evaluate the level of achievement of all commitments to ensure accountability and to facilitate learning and continuous improvement. The results will be used to identify more challenging customer service commitments.

We will use our Annual Report to report on customer feedback; how performance has been measured; and the next steps in the customer service improvement process.

Key Action points

- Continue to conduct regular surveys of key customers groups (Clients, Selection Board Members, Staff and Candidate Surveys);
- Evaluate progress on achieving our Standards of Service Delivery;

- Use feedback from the surveys, focus groups, comment cards, and other monitoring systems to improve performance, by identifying common issues and putting measures in place to address these issues (and benchmark progress over time);
- Ensure the commitments in this Action Plan are adequately reflected in relevant business plans, and in all individual PMDS objectives;
- Provide regular reports to the Executive Team and to the Board on the achievement of standards of service delivery and on measures being introduced to improve areas in which we might not be achieving the standards set;
- Provide reports to the Executive Team or Senior Management Team and to the Board following customer surveys on the feedback received and any actions being recommended as a result of the feedback received;
- Publish a statement of progress on achieving Standards of Service Delivery, and results of surveys conducted in our Annual Reports;
- Provide reports on the status of campaigns and panel availability;
- Provide relevant guidance across the public service, along with the sharing of best practice;
- Host client events to facilitate networking and the dissemination of relevant guidance/information.

Choice

Provide choice, where feasible, in service delivery including payment methods, location of contact points, opening hours and delivery times. Use available and emerging technologies to ensure maximum access and choice, and quality of delivery.

Our Recruitment Teams plays a vital role in tailoring recruitment services to suit the specific needs of individual client organisations on an ongoing basis.

Key Action points

- Continue to provide an on-line application process for all campaigns and provide results and other campaign related correspondence to applicants on-line (including making available on-line assessment material for general service entry level posts);
- Continue to provide a testing facility that will allow candidates conduct tests from a location of their choice;
- Continue development of website to provide additional electronic services;
- Continue development of our social media presence to provide information and to interact with customers/clients, where possible;
- Provide video and tele-conference facilities for interviews, where required;
- Client Relations Management Team to continue to provide a single point of contact for client organisations on service delivery matters;
- Provide tailored recruitment and selection services (or part services) to clients on request;
- Provide a variety of recruitment and selection options to clients for their senior management and professional positions which are in line with best practice.

Official Languages Equality

Provide quality services through Irish and/or bilingually and inform customers of their right to choose to be dealt with through one or other of the official languages.

We encourage all customers to exercise their right to choose to be dealt with by us through Irish or English or bilingually, if preferred.

Key Action points

- Continue to fulfil our obligations outlined in our Scheme under the Official Languages Act, 2003, and ensure that all members of the public are facilitated in using Irish, if they so choose;
- Ensure all correspondence (written/electronic) received in Irish is responded to in Irish;
- Provide all key publications bilingually, as set out in our Language Scheme;
- Ensure all candidate facilities available on the www.publicjobs.ie website are bilingual;
- Continue to encourage and support staff in developing or improving their Irish skills at Beginners, Intermediate and Advanced Level courses.

Better Co-ordination

Foster a more co-ordinated and integrated approach to delivery of public services.

Through the Client Relations Management Unit and individual Recruitment Teams we are proactively planning service delivery in partnership with our clients. This approach of tailoring our services to meet the specific needs of clients.

Key Action points

- Continue to provide a recruitment service for the public service;
- Provide responsive, quality, timely recruitment and resourcing services to our core public service clients;
- Continue to build on our model of client engagement to provide an enhanced customer centric focus that actively listens to the feedback provided by our clients to improve service delivery;
- Continue to introduce process improvements and the development of new systems that are required to deliver a high quality and efficient service to our clients;
- Work with individual clients to identify their resourcing needs so that the model of recruitment and selection activity (or part services) can be tailored to best meet those needs;
- Support the NSSO, both from the shared HR perspective and as a client of NSSO for our own staff;
- Amalgamate, where possible, recruitment campaigns for various clients so that candidates will only have to undertake the recruitment process once to be eligible for appointment to a number of posts/locations;

- Strengthen our role as a Centre of Excellence, through the provision of relevant guidance across the public service and the sharing of best practice through networks and events.
- Continue our involvement in the selection of people for nomination to the Boards of State Bodies.

Internal Customer

Ensure staff are recognised as internal customers and that they are properly supported and consulted with regard to service delivery issues.

We are very conscious that the standard of service enjoyed by external customers is directly related to the overall satisfaction of our own staff with the organisation in which they work.

Partnership structures, which are firmly established within the office, provide a useful mechanism for staff consultation and participation. Staff will be given the appropriate supports including training and development to ensure quality customer service is delivered.

Key Action points

- Revise our Internal Customer Charter, through Partnership;
- Implement our People Strategy to support the Strategy Statement 2025-2028;
- Provide the leadership, at all levels across the organisation, to motivate staff and provide clear direction, inspiration and support in ensuring continuous improvement in the services we deliver;
- Through the Partnership process, continue to provide a work environment that is challenging, stimulating and enjoyable for all staff;
- Conduct regular Internal Customer Surveys and prepare and implement an Action Plan based on feedback from each survey;
- Participate in HR benchmarking activities and maintain the NSAI Excellence Through People Accreditation;
- Provide necessary support to staff in advance on any major change programme;

- Provide ongoing support to staff to allow them to carry out their duties in a healthy and safe environment, and to provide an excellent customer service to staff (e.g. Wellness Programme, relevant Information Sessions, fully functioning Intranet);
- Maintain a highly effective Performance Management and Development System, that ensures that staff are aware of what is expected from them; are equipped to deliver on their objectives; and are measured against challenging performance indicators;
- Provide the training and development for staff to allow them to meet their objectives and ensure personal development;
- Develop an innovative culture which will lead to process improvements and the delivery of services more efficiently, using fewer resources;
- Ensure effective communication across the organisation.

Your Responsibilities

To ensure that publicjobs can provide a quality customer service to all of our customers, customers should be aware that they also have responsibilities in this regard. All customers are obliged to treat staff in a respectful manner and are expected to respect the right of the individual to dignity in their working life. Any form of harassment or discrimination will not be tolerated.

Applicants must not knowingly or recklessly provide false information, canvass any person with or without inducements, or interfere with or compromise a recruitment/selection process in any way.

We would be grateful if applicants could:

- Read carefully all supporting documentation relating to the application process and/or the assessment process in advance of filling out an application or in advance of sitting a test or interview;
- Quote candidate reference numbers in all correspondence and/or communication with us;
- Ensure that all application forms are completed fully, accurately and legibly, include any necessary supporting documentation and are returned by the specified closing date;
- Provide correct information in any correspondence with us;
- Notify us at the earliest possible opportunity if they cannot attend for a scheduled interview;
- Familiarise yourself with the Codes of Practice (available on www.cpsa.ie) before you submit an appeal of a decision;

- Treat staff with dignity and respect;
- Comply with our directive that we do not allow the unsanctioned use of any type of recording equipment/or the use of tools such as AI/ChatGPT during assessments. This is set out in more detail in the Information Booklet.
- For applicants with a disability, notify us as early as possible should you require any accommodations at test or interview.

Complaints and Comments

We welcome customer feedback on all of our services (including compliments, general comments and complaints) and invite customers to contact us with any feedback that they may have;

All complaints will be dealt with promptly, fairly and impartially in line with our Procedure for Dealing with Customer Complaints (contained in Appendix 3); Contact customerfeedback@publicjobs.ie

How to Contact the Office

Our Office, is located at

Chapter House,

26-30 Abbey St. Upper,

Dublin 1.

Our web-site address is [*www.publicjobs.ie*](http://www.publicjobs.ie): email: info@publicjobs.ie

Our telephone service - the main number is *01- 8587400*

Monday - Thursday: 9am - 5:30pm; Friday: 9am - 5:15pm

Contact details for all our frequently used services are included in the Appendix I.

Where Can I Find Out More?

Information on current job opportunities are available on our website

www.publicjobs.ie

Websites for individual Government Departments can be sourced through

www.gov.ie

Further copies of this plan, together with Office publications are available on request and can also be viewed on our website www.publicjobs.ie.

'Like' us on Facebook : Public Appointments Service

Linkedin Page : Public Appointments Service

Social and Digital Media Policy

Who we are:

publicjobs is the independent centralised recruitment, assessment and selection body for the Civil Service, Health Service, Local Authorities, the Garda Síochána, Prison Service and other public service bodies.

These guidelines outline your involvement criteria for postings and published commentary on any of the publicjobs social media sites.

What to expect from our Social Presence:

We use social media to share information with our community. Our Social Media sites are managed by authorised personnel during normal working hours. While we welcome your input and thoughts, we will remove comments or content that include:

- Obscene or racist content
- Abusive content
- Potentially libelous statements
- Plagiarized material
- Private, personal information published without consent
- Commercial promotions or spam
- Posts or comments on issues of a political nature.

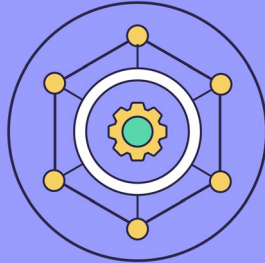
We use social media to:

- Post jobs
- Advertise events that we'll be attending such as Careers Fairs
- Respond to queries from members of the public
- Share content relevant to the civil and public service

- Issue notices about external factors that may affect normal operations e.g., weather related
- Provide information about the organisation.

We welcome feedback and ideas from all our followers and will endeavour to join the conversation where possible. However, we may not be able to reply individually to all messages or comments received.

Sending a message via Social Media will not be considered as contacting our office for official purposes and we will not be obliged to monitor or respond to requests for information through the social media channels. Please use the info@publicjobs.ie email address for communicating a query to us.



Customer Charter

Our Mission

Recruiting a diversity of people for the public service with the talent, character and commitment to deliver for Ireland

Our Vision

Recognised as the centre of excellence in recruitment, trusted by those we serve

Our Services

publicjobs is responsible for resourcing via recruitment and promotion competitions. Our activities are primarily focused on the sourcing of candidates for roles in the civil service, the most senior roles in local authorities, leadership positions and Hospital Consultant roles for the HSE, trainees and internal promotions for An Garda Síochána, large volume recruitment at all levels in the civil service, and a range of Head of Office and specialist roles across the civil and public service.

publicjobs seeks to deliver high standards of customer service, and it is our goal to deal with our clients and candidates in a professional, fair and impartial manner, and with courtesy and respect.

Our Customer Charter sets out the customer service levels against which our performance can be measured for all our customers (client organisations; candidates and prospective candidates; and selection board members)

Our aim is to treat our clients, candidates and colleagues with dignity and respect and provide a professional service which focuses on improving quality and value.

Our Commitment to you

Recruitment: Potential candidates can expect a customer-oriented experience when accessing career opportunities, with speed and ease of delivery a key factor in engaging talent. We will embrace all opportunities to adopt innovative solutions to continue the delivery of our services to all clients.

Equality, Diversity and Inclusion: We are committed to implementing systems, policies and processes to ensure a possible candidate pool, reflective of our diverse population.

Recruitment Service Delivery: We are positioned to respond appropriately to client requests, adopting a flexible scalable resourcing model to respond to demands.

Reform: We actively support the ongoing delivery of Public Service Reform.

Attracting and retaining a diverse and engaged workforce is a key factor in delivering on the reform agenda.

Centre of Excellence: We aim to provide an informed and evidence based advisory function to support public policy development.

New Ways of Working: We undertake to strengthen and evolve our recruitment model to be responsive to the evolving requirements of our clients and our candidates in a competitive environment.

Marketing and Social Media: Our objective is to attract more diverse and high quality applicant pools; to promote our client organisations and inform the people we serve of our role in developing a workplace of the future as a recruiter of choice for the civil and public service.

Technology and Digital Presence: We will continue to exploit opportunities for use of innovative technology solutions and communication avenues to ensure we keep pace with the rapid rate of advances in technology and an increasingly tech-savvy population.

Organisational Governance and Controls: We have effective corporate governance and compliance structures, processes and systems in place to support the ongoing work of the organisation, ensuring compliance and best practice.

Organisational Capacity: Building our leadership capability and our collective capacity to be agile, resilient, engaged, inclusive and open to change, will equip us to meet the challenges of the future.

Better Use of Data and Metrics: We will improve organisation performance, measured in terms of service delivery, through the development and use of advanced data analytics.

When dealing with us you can expect:

- Professional, courteous staff who will identify themselves, and provide appropriate contact details for any further communication;
- Your telephone calls answered promptly within office hours.
- An acknowledgement of all written enquiries (including e-mail) within 3 working days and a reply to your enquiry within 10 days.

When providing information, we will:

- Provide accurate and appropriate information on a recruitment campaign and/or your candidature using clear and simple language;
- Ensure all information published in hard copy is also published on our website (e.g. Governance Framework, Customer Action Plan, Annual Report, Strategy Statement, test familiarisation material, etc.);

- Ensure information is made available, when requested, in alternative formats such as Braille, large print, audio format, etc.;
- Comply with our legal and regulatory obligations, particularly the CPSA Codes of Practice (as applicable), Freedom of Information and Data Protection legislation.

For Client Organisations we will:

- Deliver quality candidates through best practice approaches, inclusive recruitment practices and improved time to hire metrics;
- Nominate a designated person to liaise with you regarding your requirements;
- Consult and involve you when planning recruitment competitions on your behalf;
- Continue to build on our model of client engagement to provide an enhanced customer centric focus that actively listens to the feedback provided by our clients to improve service delivery;
- Continually introduce process improvements and new systems to enable us to deliver a high quality and efficient service to our clients;
- Work with individual clients to identify their resourcing needs so that the model of recruitment and selection activity (or part services) can be tailored to best meet those needs;
- Provide cost effective recruitment and selection solutions and related services;
- Meet with clients to further develop the relationship and gain a greater understanding of the needs and challenges of each client organisation. Client management meetings provide a dedicated space for clients to discuss their staffing requirements (including future plans), current recruitment campaigns and to facilitate two-way communication and feedback on the service provided;
- Provide a project plan for each campaign within an agreed timeframe;
- Bring vacancies to the attention of the widest possible potential applicant pool by using appropriate methods of marketing and using, publicjobs.ie and other social media to advertise campaigns;

- Share relevant information and updates with clients on a regular basis through a quarterly Client Newsletter;
- Report on the status of campaigns and panel availability;
- Provide advice and guidance with the design and implementation of merit based internal promotional processes;
- Provide a variety of recruitment and selection tools to you for senior management and professional positions which are in line with good practice (e.g. executive search, in-depth assessment, advanced assessment techniques);
- Strengthen our role as a Centre of Excellence, through the provision of relevant guidance across the public service and the sharing of best practice;
- Host client events to facilitate networking and the dissemination of relevant guidance/information.

For Candidates we will:

- Ensure probity and a fair, consistent and transparent process in which appointment is made on merit and in line with best practice by conducting applicable selection processes in line with the CPSA Codes of Practice;
- Ensure probity, fairness, consistency and transparency where appointments are on merit and in line with good practice for all campaigns not covered by the CPSA Codes of Practice;
- Develop information booklets which set out the role, terms and conditions and the essential requirements for the post;
- Acknowledge receipt of your application via publicjobs.ie;
- Provide information on the different stages involved in the recruitment campaign and the selection process;
- Provide adequate notice for attendance at/participation in tests and interviews (*we aim for 7 days in advance*);

- Issue results from each stage of a selection process in a timely manner (*we aim for within 10 days following the final test/interview*);
- Provide each candidate with the result of their participation in each stage of the process, and provide feedback to candidates on request;
- Use assessment techniques which are up-to-date, appropriate to the post, and in line with good practice;
- Provide information to candidates on accessing the Code of Practice, or the Guidelines for publicjobs where the Code of Practice does not apply;
- Process all requests for review/complaints within timelines published by the CPSA, and in cases where this is not possible, keep candidate informed of status of review;
- For applicants who have declared to us that they have a disability, we will ensure that reasonable accommodations are in place;
- For assessments tests which may need more time to complete remotely, additional time will be added;
- For assessments being carried out remotely, candidates will be given an opportunity to familiarise themselves with the system being used.

For Selection Board Members we will:

- Have a dedicated Selection Board Member Unit in place to deal with issues arising;
- Provide relevant and up to date training (including training on use of e-enabled tools);
- Provide training on new approaches in advance of their introduction and provide refresher training, where required;
- Provide documentation in a timely manner (*we aim for 3 days notice to receive all documentation*);

- Provide adequate notice for attendance at interview boards (*we aim for 7 days for notice to attend interviews*);
- Capture feedback to inform future processes and to identify training needs;
- For assessments conducted remotely, Selection Board Members will be given an opportunity to familiarise themselves with the system being used.

Our Website - we will:

- Seek to ensure all information is accurate and up to date;
- Provide information and online facilities tailored to our different customer groups;
- Strive to deliver the highest standards of accessibility and universal access;
- Ensure our website is clear, easy to use and contains useful information;
- Seek to constantly develop our website and digital communication channels to enhance their value to clients and candidates.

Equality and Diversity - we will:

- Protect and respect equality, diversity and human rights in all dealings with our customers, and within our services, procedures and processes, in accordance with Public Sector Duty principles;
- Accommodate the needs of all our customers by providing a service that complies with relevant legislation, guidance and good practice (including Equality legislation, the Disability Act 2005 and the Code of Practice for the Employment of People with a Disability in the Irish Civil Service);
- Strive to exceed the Government target for the employment of people with disabilities in the Office and develop best practice approaches;
- Consult with representative groups to increase the proportion of candidates from diverse groups applying for jobs through the publicjobs.

Services in Irish - we will:

- Ensure that all members of the public are facilitated in using Irish if they choose;
- We will ensure that all candidate facilities available on the publicjobs.ie website are bilingual;
- Make all key publications available in Irish;
- Ensure that all correspondence (written/electronic) received in Irish will be responded to in Irish.

Monitoring, Reporting and Evaluation

We will use our Annual Report to report on the service standards in place, how performance has been measured, whether standards have been achieved and key steps in the customer service improvement process.

We welcome customer feedback on our services and invite customers to contact us with any feedback that they may have.

All complaints will be dealt with promptly, fairly and impartially in line with our procedures for dealing with customer complaints. Contact us by email on customerfeedback@publicjobs.ie.

Your responsibilities

We enjoy a very positive relationship with our customers and clients and respect issues rarely arise. Nonetheless, as part of our duties as an employer, we remind customers that you are obliged to treat staff of publicjobs, and anyone providing services on our behalf, in a respectful manner and to respect the right of the

individual to dignity in their working life. Any form of aggression, bullying, harassment or discrimination will not be accepted and we reserve the right to take appropriate action should the necessity arise.

We ask that you familiarise yourself with the Codes of Practice (available on www.cpsa.ie) before you submit an appeal of a decision of publicjobs.

We ask that you comply with our directive that we do not allow the unsanctioned use of any type of recording equipment on our premises or at any assessment venues.

APPENDIX I – Contact Details

Address:

publicjobs, Chapter House, 26/30 Upper Abbey Street, Dublin I. Eircode: DOI C7W6.

Main Phone Number: 01 858 7400 - Monday - Thursday: 9am - 5:30pm; Friday: 9am - 5:15pm

Main Email Address: info@publicjobs.ie

Note: *Email is not a secure method for transferring sensitive or personal information. To assist you, we may request that you confirm certain information about yourself via email. We will never contact you to confirm your personal data unless you are already in contact with the office to discuss your candidature or account.*

Office Opening Hours: Monday-Friday: 8am - 5pm

Executive Team details and areas of responsibility are available on publicjobs.ie under “Meet our Team”. Contact details for the various functions are set out below.

Area	Contact Details
Assessment Services and Selection Board Member Units	ASU@publicjobs.ie BoardmemberUnit@publicjobs.ie
Civil Service General Service and Professional & Technical Recruitment	Clerical Officer Campaign Queries - CORecruitment@publicjobs.ie Temporary Clerical Officer Campaign Queries - TCORecruitment@publicjobs.ie Assistant Principal & Principal Officer Campaigns Queries - largevolume3@publicjobs.ie Graduate Campaign Queries - graduate@publicjobs.ie Executive Officer and Higher Executive Officer Campaign Queries - LargeVolumeRecruitment5@publicjobs.ie Professional and Technical Campaign Queries – ProfessionalTechnical@publicjobs.ie

Area	Contact Details
Corporate Services	foi@publicjobs.ie CEOMailbox@publicjobs.ie DataProtection.Officer@publicjobs.ie
Digital Services and Strategy Development (including IT, Project Services and Strategic Projects)	info@publicjobs.ie
Market Engagement	Marketing.mailbox@publicjobs.ie
Public Service Recruitment including Justice Sector, and Local Authority Recruitment	Justice.Recruitment@publicjobs.ie garda.promotions@publicjobs.ie LGrecruitment@publicjobs.ie
Client Relations Management Candidate Support	info@publicjobs.ie
Senior Executive and State Boards Recruitment, Executive Search & HSE Recruitment	executivesearch@publicjobs.ie

APPENDIX 2 - Standards of Service Delivery

<i>Service</i>	<i>Standard</i>	Method and Frequency of Monitoring
<u>Client</u> Availability of qualified candidates to meet client demands for general service administrative staff	85% of vacancies filled within 8 weeks from the date of the client request (where there is no requirement for additional security clearance)	Internal Reports - quarterly
Assignment to Senior Management Positions Assignment to Professional/ Technical/Specialist Positions Appointment to Specialist Positions	85% of campaigns to be completed within timescale agreed	Internal Reports – quarterly
Provision of a Quality Service to Clients	90% satisfaction ratings with the services provided and 85% satisfaction with the quality of appointments	Client Surveys Regular meetings with clients & client managers

<i>Service</i>	<i>Standard</i>	<i>Method and Frequency of Monitoring</i>
<p><u>Applicants</u></p> <p>Provision of a Quality Service to Applicants</p>	85% Satisfaction with the service provided	Regular Applicant Surveys
Provision of feedback following each stage of the assessment process	Process in place for issuing feedback to candidates	Internal Management Monitoring
Provision of appeals/request for review process in line with timescales set out in the CPSA Code of Practice	Acknowledgement issued within 3 working days Outcome notified within 25 working days	Internal Management Monitoring
<p><u>Selection Board Members</u></p> <p>Provision of board papers / materials</p>	Papers will be provided in time to adequately prepare for the Board	Regular Selection Board Member Surveys
Provision of a Quality Service to Selection Board Members	95% satisfaction rating with the overall service provided by our Staff	Regular Selection Board Member Surveys

<i>Service</i>	<i>Standard</i>	Method and Frequency of Monitoring
<p><u>Internal</u></p> <p>Provision of comprehensive quality learning and development programmes for all staff</p>	<p>Implementation of annual Learning and Development Plan; Excellence Through People Accreditation retained</p>	<p>Annual Plan in place</p> <p>Accreditation by the NSAI</p>
<p>Provision of the necessary IT support to staff</p>	<p>95% staff satisfaction levels with this area</p>	<p>Annual IT Staff Survey</p>
<p>Provision of a Quality Service to Internal Customers</p>	<p>95% staff satisfaction levels with this area</p>	<p>Regular Staff Survey</p>
<p>Provision of a healthy and safe place to work</p>	<p>95% staff satisfaction levels with this area</p>	<p>Regular Staff Survey</p>
<p><u>All Customers</u></p> <p>Provision of suitable, accessible and informative website</p>	<p>99% uptime;</p> <p>Support response within 2 hours of interruption being notified;</p> <p>90% Candidate satisfaction</p>	<p>IT Management Monitoring</p> <p>Regular Applicant Surveys</p>
<p>Provision of timely service in relation to queries</p>	<p>Routine queries dealt with within 3 days;</p> <p>Non routine queries dealt with within 10 days;</p>	<p>Local Management Monitoring</p> <p>CRM System Monitoring</p>
<p>Provision of a quality service in relation to correspondence</p>	<p>All correspondence in clear and simple language and use of standardised documentation in place.</p>	<p>Local Management Monitoring and Future Quality Audits</p>

Service	Standard	Method and Frequency of Monitoring
<p><u>All Customers</u></p> <p>Provision of a service through Irish where required</p>	<p>All key publications available in Irish</p> <p>All requested services through Irish provided in line with our commitments in Official Languages Scheme</p>	<p>Monitoring by Translator and local management</p>
<p>Provision of a quality service to all groups covered by the Equality Legislation</p>	<p>Investigation of all requests for accommodations and agreed accommodations provided;</p> <p>All campaigns conducted in line with best practice in relation to equality and diversity</p>	<p>Internal monitoring by ASU</p>
<p>Provision of suitable accommodation for all customers which is clean, safe, comfortable and accessible</p>	<p>No issues or complaints arising</p>	<p>Monitoring by Facilities and local management</p>

APPENDIX 3 – Guidelines in relation to:

(A) Freedom of Information

(B) Dealing with Customer Complaints

(C) Dealing with appeals in relation to decisions taken in a selection process

Freedom of Information

The Freedom of Information Act (FOI) gives members of the public a right to access information held by public bodies. In the context of the recruitment activity undertaken by this Office the Act gives applicants the right to:

- access official information held by publicjobs
- have personal information amended where it is incomplete, incorrect or misleading;
- obtain reasons for decisions affecting their application.

The Freedom of Information Act 1997 is now cited as the "Freedom of Information Act 2014". Since the Freedom of Information Act came into effect on 21 April 1998, the office has been committed to meeting all requests for information to the fullest extent possible without compromising the fairness and integrity of the selection process.

It should be noted that information under the provisions of the Freedom of Information Acts (FOI) is not restricted to applicants.

Requests made under the provisions of the Freedom of Information Acts for "Personal Information"

There is no application fee for request that involve "PERSONAL INFORMATION" only as defined in the FOI Acts.

There may be a charge for "Search and Retrieval" and copy of records in certain circumstances. If it is proposed to impose such a charge, you will be advised accordingly and given an estimate of the cost involved, prior to the commencement of a search. You may be asked to pay a deposit. The information will not be provided until the full amount has been paid. If the actual cost involved for the "search and retrieval" of records concerned is less than the original estimate, the balance will be refunded.

Requests made under the provisions of the Freedom of Information Acts for "Non-Personal Information"

A "Search and Retrieval" fee may also be payable for requests that include a request for "non-personal" records. If it is proposed to impose such a charge, you will be advised accordingly and given an estimate of the cost involved, prior to the commencement of a search. You may be asked to pay a deposit. The information will not be provided until the full amount has been paid. If the actual cost involved for the "search and retrieval" of records concerned is less than the original estimate, the balance will be refunded.

Details of the contact for FOI requests are included in the list of contacts provided in Appendix I.

Information Available outside of FOI (Free of Charge)

This office has a policy of openness and transparency regarding access to "personal" information relating to an applicant's individual candidature. Information relating to your candidature (interview notes for example) is available on request from the recruitment unit processing your application;

There is also an option to obtain feedback on your performance where it is requested within 6 months of receipt of the result of the relevant stage of the process (*e.g. exam, shortlisting, interview*).

Dealing with Customer Complaints in Relation to Service Delivery

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.

If the complaint cannot be dealt with immediately, we will issue a response to you within seven working days of receipt of the complaint. If this deadline cannot be met, we will inform you of progress in dealing with your complaint and provide you with an expected completion date.

If you are unhappy with the response, you may refer your complaint to the Complaints Officer who will respond within seven working days.

The Complaints Officer (Emma Adams) can be contacted at customerfeedback@publicjobs.ie.

Should you still be unhappy after receiving the reply from the Complaints Officer, you should make direct contact with the Complaints Officer again to discuss what action might be taken to ensure that the matter can be resolved.

Customers may at any stage take their complaint to the Ombudsman. The Office of the Ombudsman is an independent agency established to investigate complaints

from the public who are dissatisfied with the service they have received from a public sector organisation.

Dealing with Customer Complaints in Relation to Accessibility (Disability Act 2005)

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.

If the complaint cannot be dealt with immediately, we will issue a response to you within seven working days of receipt of the complaint. If this deadline cannot be met, we will inform you of progress in dealing with your complaint and provide you with an expected completion date.

If you are unhappy with the response, you may refer your complaint to the Complaints/Inquiry Officer who will respond within seven working days.

Should you still be unhappy after receiving the reply from the Complaints/Inquiry Officer, you should make direct contact with the Complaints/Inquiry Officer again to discuss what action might be taken to ensure that the matter can be resolved.

A report on your complaint and the measure being put in place to address any issues you raised will be sent to the CEO as part of this process.

Customers may at any stage take their complaint to the Ombudsman. The Office of the Ombudsman is an independent agency established to investigate complaints

from the public who are dissatisfied with the service they have received from a public sector organisation.

The Complaints/Inquiry Officer can be contacted at
customerfeedback@publicjobs.ie.

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 administrative 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, 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 again 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 they the complainant cannot support their allegations by setting out how 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 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, 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.

Requests for Feedback/Test Rechecks (*if applicable*)

Feedback in relation to the selection process is available on request. There are no specific timeframes set for the provision of feedback or for carrying out test 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 in the recruitment process must not:

- knowingly or recklessly provide false information
- canvass any person with or without inducements
- interfere with or compromise the process in any way

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

Contravention 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;
- they will be removed from the post where they have been appointed to the post following the recruitment process.

Drafted – Catherine Dobbins

Approved – Executive Team 27/5/26

Review – May 2027

publicjobs,
Chapter House,
26/30 Upper Abbey Street,
Dublin 1.
Eircode: DOI C7W6.
Phone: 01 858 7400

You can also keep up to date
on **publicjobs.ie** and follow us
on our social platforms:



poistphoiblí
publicjobs

