



An tSeirbhís um Cheapacháin Phoiblí  
Public Appointments Service

# **GRADUATE OPPORTUNITIES - Administrative Officer IN THE CIVIL SERVICE 2017**

The Public Appointments Service (PAS) is committed to a policy of equal opportunity.  
The Public Appointments Service will run this competition 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) - available on [www.cpsa.ie](http://www.cpsa.ie)

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#### **CONTACT:**

PUBLIC APPOINTMENTS SERVICE  
CHAPTER HOUSE, 26 – 30 ABBEY STREET UPPER, DUBLIN  
1 [www.gradpublicjobs.ie](http://www.gradpublicjobs.ie)

or email [graduaterecruitment2017@publicjobs.ie](mailto:graduaterecruitment2017@publicjobs.ie)

## INTRODUCTION

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### **Administrative Officer in the Civil Service**

The Civil Service assists Government in developing the future direction of economic and social policy for the State, and driving the delivery of important public services to, and on behalf of, its citizens.

This competition, run by the Public Appointments Service (PAS), provides you with the opportunity to contribute to the future direction of economic and financial policy, and the effective delivery of vital social services, in the Republic of Ireland.

An Administrative Officer plays an important part in the policy and strategy formulation process in the Civil Service. A typical role would involve researching and developing policy papers across a spectrum of economic, financial and social issues. Administrative Officers work in a range of Government Departments, such as:

[Department of the Taoiseach;](#)

[Department of Finance;](#)

[Department of Public Expenditure and Reform;](#)

[Department of Agriculture, Food and the Marine;](#)

[Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs;](#)

[Department of Children and Youth Affairs;](#)

[Department of Communications, Climate Action & Environment;](#)

[Department of Defence;](#)

[Department of Education and Skills;](#)

[Department of Foreign Affairs and Trade;](#)

[Department of Health;](#)

[Department of Housing, Planning, Community and Local Government;](#)

[Department of Business, Enterprise and Innovation;](#)

[Department of Justice and Equality;](#)

[Department of Employment Affairs and Social Protection;](#) and

[Department of Transport, Tourism and Sport.](#)

The Administrative Officer role will provide opportunities for an exciting and wide-ranging career, including possibilities to progress to senior management in the Civil Service, and help influence how the State functions for its citizens. In addition, Administrative Officers assist various other Government Offices to provide services required by the State and its citizens. It is envisaged that these graduate opportunities will arise across a range of Departments with the majority of these vacancies based in Dublin, however, regional positions may arise from time to time.

Through this competition, PAS will establish panels of suitably qualified individuals from which vacancies may be filled. Please note that not all vacancies will be filled through the PAS competition. To apply you must have a minimum Level 8 (First or Second Class Primary Honours Bachelor Degree level) on the National Framework of Qualifications. Consideration may be given to relevant qualifications as deemed equivalent by PAS. In addition to having achieved a high standard of education, we are looking for people who have: excellent communication & interpersonal skills; the capacity to carry out research and analysis; team-working skills; strong leadership potential and who can deliver to tight deadlines.

## **Civil Service Graduate Development Programme**

The Civil Service Graduate Development Programme is designed to support new recruits at Administrative Officer level in meeting their potential and in delivering at an early stage in their careers. It is built around the core competencies required across the wide variety of roles in the Civil Service. This is a structured learning and development programme which comprises of professional skills training delivered by external experts, and civil service specific training.

The programme also includes mentoring supports and an AO graduate network, in order to give new-entrants the opportunity to develop their professional skills as required for a long term career in the Civil Service.

## **Conditions of Service**

**Starting Salary:** €31,221 **Annual Leave:** 25 days

**Hours of attendance:** 43 hours and 15 minutes gross per week

**Tenure:** Permanent, subject to successful completion of 1 year probation.

For additional information on terms and conditions for Civil Service posts please view.

[http://www.publicjobs.ie/publicjobs/publication/document/17170309\\_AO\\_Principal\\_Conditions\\_2017.doc](http://www.publicjobs.ie/publicjobs/publication/document/17170309_AO_Principal_Conditions_2017.doc)

## **Additional Benefits**

The Civil Service offers a range of work-life balance and family friendly policies, such as flexible working hours, flexible working patterns and supported personal development and education/learning opportunities. However, access to such opportunities may depend on local requirements within the employing Department or Office.

## **ESSENTIAL REQUIREMENTS**

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Applicants must,

1. on or before the **31 December, 2017** have achieved a first or second class primary honours degree (at least level 8 on the National Framework of Qualifications) and,
2. demonstrate the competencies outlined in Appendix 1. It is expected that from the outset, newly recruited graduates will be able to make a substantive contribution to the work of the Public Service. While training is to a significant extent “on the job”, induction and training courses in specific skills and areas of work will be provided to assist you to become familiar with the public sector.

Selection for these positions involves a demanding application and assessment process that may take place over a period of time. The onus is on the candidate to ensure that they satisfy the essential eligibility requirements for these posts. Admission to the competition does not imply acceptance that a candidate is eligible to compete in the competition.

## **Specialist Irish Language Stream**

The Public Service is fully committed to fulfilling obligations under the Official Languages Act. In this regard the PAS is pleased to announce that individuals who are fluent in the Irish language and who fulfil all other eligibility criteria may also apply for consideration to the

specialist Irish language stream. It is intended that vacancies arising which require staff to be fluent in Irish will be filled from this stream. Successful candidates appointed from this stream must be able to provide a full range of services in Irish. Candidates in this stream who are invited through to the final selection stages will be required to undergo certain elements of the process though Irish, e.g. interview and written Irish test. They must achieve the required level in the Irish language, i.e. demonstrate a minimum Level B2 on the [Europass self-assessment framework](#). If you are interested in applying for this stream, please indicate this on the application form.

## **ELIGIBILITY**

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### **Citizenship Requirement**

Applicants should note that only citizens of the European Economic Area (EEA) may be appointed to the advertised position, should they come under consideration. The EEA consists of the Member States of the European Union along with Iceland, Liechtenstein and Norway. Swiss citizens under EU agreements may also apply. Applicants must therefore meet this eligibility requirement at the time they are being considered for appointment.

### **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 debarred from applying 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 reemployment 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 re-employment applies under the VRS, except that the prohibition is for a period of 7 years, people who availed of either of these schemes are not eligible to compete in this competition.

### **Collective Agreement: Redundancy Payments to Public Servants**

The Department of Public Expenditure and Reform letter dated 28<sup>th</sup> June 2012 to Personnel Officers introduced, with effect from 1<sup>st</sup> 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. Thereafter the consent of the Minister for Public Expenditure and Reform will be required prior to re-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) and the Minister's consent will have to be secured prior to employment by any public service body.

### **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. Thereafter, the consent of the Minister for Public Expenditure and Reform will be required prior to re-employment. 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 and/or the collective agreement outlined above. 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.

#### **HOW TO APPLY**

##### **Practical Matters**

- Applications should be made online through [www.publicjobs.ie](http://www.publicjobs.ie).
- To apply, candidates must have a "User Account" on [www.publicjobs.ie](http://www.publicjobs.ie). If you have not already done so, you must register as a '**New User**' to create your Profile (register a New Account).
- If you cannot remember your profile details, please do not create a second profile as this could invalidate your application.
- Candidates should not confuse registering (Creating a Profile) with submitting an application. Once you have created a Profile you must then access the application form, complete and submit it.

#### **Username / Password issues**

##### ***Forgotten your username or password?***

If so, click on the following

link: <https://www.publicjobs.ie/candidateportal/home/forgottenDetails.do>

##### ***How to contact PAS?***

*If you continue to have 'User Name' or 'Password' difficulties please email PAS at [graduaterecruitment2017@publicjobs.ie](mailto:graduaterecruitment2017@publicjobs.ie) outlining your issue and giving your name and contact details, including a telephone number, where you can be reached.*

Candidates should note that support will only be available during office hours until the closing date.

- Candidates must use **their own** valid email address. Email addresses from third parties will **not** be accepted and may invalidate your application. PAS will only communicate application information with the candidate and not with any third party.
- **Username and Password**  
It is important that you keep note of your username and password as you will need this information to access your Publicjobs Messageboard.

- It is strongly recommended that you do not change your email address or mobile phone number in the course of this recruitment campaign, as any email/text message notification will be sent to the email address/telephone number originally supplied by you.
- **Publicjobs Messageboard**  
Interaction with candidates during the selection process will primarily be conducted online. PAS will send most communication through your Publicjobs Messageboard. Check your Messageboard on a regular basis as email notifications of updates/tests issued to your Messageboard may sometimes be filtered into your Junk/Spam email folders (or 'Promotions' in the case of gmail). You are also advised to check all these folders regularly.
- If invited to tests and/or interview, the onus is on each applicant to make themselves available on the date(s) specified by the PAS.
- The PAS accepts no responsibility for communication not accessed or received by an applicant. They must ensure that they regularly check their Messageboard and access all communications from the PAS.

### **How to Apply**

Click on the button 'Apply now' to access the application form. This button is located at the end of the job posting page for Administrative Officer on [www.publicjobs.ie](http://www.publicjobs.ie). You must complete the application form in full and click the submit button.

Once you have submitted your application form you should return to your publicjobs account and confirm that it has been successfully submitted via '**My Applications**'. At this point you should consider adding [publicjobs.ie](http://publicjobs.ie) to your safe senders or contact list within your email account to avoid not receiving email because a [publicjobs](http://publicjobs.ie) email has been blocked.

Only fully completed and submitted applications will be accepted into the campaign. The admission of a person to the competition, or invitation to undertake any element of the selection process is not to be taken as implying that the PAS or other body is satisfied that such a person fulfils the requirements.

**Only one application per person is permitted.**

### **Closing Date**

Your online application must be submitted through [www.publicjobs.ie](http://www.publicjobs.ie) not later than **3pm on Thursday 19<sup>th</sup> October, 2017**. Applications will not be accepted after this date.

If you do not receive an acknowledgement of receipt of your application within two working days of applying, please email [graduaterecruitment2017@publicjobs.ie](mailto:graduaterecruitment2017@publicjobs.ie)

### **SELECTION PROCESS**

The selection process may include the following:

- completion of online tests;

- shortlisting;
- a preliminary interview;
- presentation exercise;
- a competitive interview;
- any other tests or exercises that may be deemed appropriate.

Successful candidates will be placed on a panel(s) from which future vacancies may be filled. It is envisaged that these vacancies will be filled in the first quarter of 2018.

### **Stage 1 On-line Assessment Tests – Test taking Environment**

To facilitate candidates' availability and circumstances, stage 1 of the selection process will be conducted online, with later stages requiring attendance at a test/interview venue. Initial online assessments will be unsupervised and candidates may take them in a venue of their choice, wherever they have access to a computer and a reliable internet connection.

It is important to note that taking these assessments within a secure IT network e.g. a network such as your work or college which may have firewalls or other security technology in place may cause you technical difficulties. You should consider taking your assessments in your home or other environment where access to the internet is not restricted to the same level. **The onus is on you to ensure that you have full internet access to complete the tests.** You should ensure that you can complete the tests in a quiet environment where you can concentrate without being disturbed for the duration of the tests. It is advised to take the assessment tests on a PC or Laptop. We recommend that candidates do not attempt to take the test on smart phone, mobile or tablet devices.

It is important to note that the email address you provide when applying must be one that you can access at all times. Candidates will be given specific time windows in which to complete the tests. Links to the actual online assessment tests will be sent to candidates' messageboards on publicjobs.ie in advance of the test-taking window. Candidates who have not completed all of the online tests before the deadline will be deemed to be no longer interested in this competition and their application will receive no further consideration.

Your attention is drawn to Appendix 2 '*Important Information*'. If invited to progress through the selection process, a candidate may be required to sit tests in a supervised environment. It is important to note that your performance in the supervised tests will be compared with your Stage 1 results and tested for consistency. If your level of inconsistency is of significant magnitude, you will not be invited to the next stage

Information on each selection stage will be made available at the appropriate time to candidates being invited to that particular stage of the process. The PAS has no function or involvement in the provision of, and does not endorse, any preparation courses relating to the selection process.

### **Candidates with Disabilities**

Candidates who have indicated on their application form or profile that they would like to avail of reasonable accommodations are asked to submit a psychologists/medical report. The purpose of the report is to provide PAS with information to act as a basis for determining reasonable accommodations where appropriate.

These reports must be forwarded to Niamh Buckmaster, Public Appointments Service, Chapter House, 26-30 Abbey Street Upper, Dublin 1 by close of business on Thursday 19<sup>th</sup> October, 2017.

### **Assessment Test Link**

A link to the actual on-line assessment tests will be sent to candidates' Messageboards in advance of the test-taking window. It is anticipated that candidates will receive a link to their Stage 1 on-line assessment tests by Thursday 26 October, 2017. If you do not receive your link by then you should email [graduaterecruitment2017@publicjobs.ie](mailto:graduaterecruitment2017@publicjobs.ie) immediately but no later than Thursday 26 October, 2017.

Candidates who have not completed all three on-line tests before the deadline will be deemed to be no longer interested in this competition and their application will receive no further consideration. Extensions to the testing window cannot be considered.

Please note that while candidates complete these tests on-line in an unsupervised environment, those who qualify and are placed highest on the order of merit may be required to sit similar tests in a supervised environment at a later stage in the process. If a candidate's performance at a supervised test is outside the expected scoring range from their unsupervised test, they may be excluded from subsequent stages of the selection process.

### **Next Steps**

Candidates will be ranked on the outcome of their on-line assessment tests and may be called to the next stage of the selection process in accordance with their ranking. Should you come under consideration to proceed to subsequent stages of the selection process, information will be forwarded to you at the appropriate time.

### **Selection Process Indicative Dates**

Closing Date	3pm on Thursday 19 <sup>th</sup> October 2017
Candidates with special needs to forward reports by	Thursday 19 <sup>th</sup> October 2017
Stage 1 Online assessment tests	26 <sup>th</sup> October – noon on 2 <sup>nd</sup> November 2017
Assessment Centre	27 <sup>th</sup> November – 8 <sup>th</sup> December 2017

## GENERAL INFORMATION

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### Admission to a competition

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 the PAS is satisfied that such a person fulfils the requirements.

### Appointments from panels

At the end of the selection process a panel(s) of qualified candidates is formed from which vacancies may be filled. This panel may remain in place for up to two years. A panel is a list of qualified candidates ranked in order of merit from Stage 2 of the selection process. Should a vacancy arise and their place reached, candidates undergo the final stage of the selection process. Prior to recommending any candidate for appointment to this position the Public Appointments Service or employing organisation will make all such enquiries that are deemed necessary e.g. employer references, to determine the suitability of that candidate. Until all stages of the selection 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.

Qualification and placement on a panel is **not** a guarantee of appointment to a position. Please note that once an offer of appointment has been accepted a candidate may no longer remain on the panel.

Please note that some specialist posts may be advertised to the panel of qualified candidates.

### Security Clearance

You will be required to complete and return a Garda eVetting form should you come under consideration for appointment. This form will be forwarded to An Garda Síochána for security checks on all Irish and Northern Irish addresses at which you resided. However should your application for the competition be unsuccessful this form will be destroyed by PAS. If you subsequently come under consideration for another position, you may therefore be required to complete a further Garda Vetting Form. Special Security Clearance is a requirement for appointments to certain offices or departments.

If you have resided / studied in countries outside of the Republic of Ireland for a period of 6 months or more, it is **mandatory** for you to furnish a **Police Clearance Certificate** from those countries stating that you have no convictions recorded against you while residing there. You will need to provide a separate **Police Clearance Certificate for each country you have resided in**. Clearance must be dated after the date you left the country. Candidates should be aware that any information obtained in the Garda Vetting process can be made available to the employing authority.

**It is YOUR responsibility to seek security clearances in a timely fashion as they can take some time. You cannot be appointed without this information being provided and being in order.**

### Specific candidate criteria

In addition to fulfilling the eligibility criteria set out, candidates must:

- Have the knowledge and ability to discharge the duties of the post concerned;
- Be suitable on the grounds of health & character;
- Be suitable in all other relevant respects for appointment to the post concerned;

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; and
- Are fully competent and available to undertake, and fully capable of undertaking, the duties attached to the position.

### **Non-Refund of Expenses**

Any expenses incurred by candidates whilst undertaking or attending any elements of the selection process will not be refunded.

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

Candidates who do not attend for interview or other test when and where required by the Public Appointments Service, or who do not, when requested, furnish such evidence as the PAS 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 PAS, including all forms issued by PAS 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.

### **Declining an offer of appointment**

Should the person recommended for appointment decline, or having accepted it, relinquish it, the PAS or employing organisation may at its discretion, select and recommend another person for appointment on the results of this selection process.

### **Confidentiality**

Subject to the provisions of the Freedom of Information Acts 1997 and 2003, the Data Protection Acts 1988 and 2003, and any security clearance and/or enquiries, all aspects of the proceedings, to the extent that they are managed by the PAS or employing organisation, are treated in strict confidence and are not disclosed to anyone outside those directly involved in the selection process.

### **Quality Customer Service**

The PAS aims 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.

Feedback will be available on written request.

### **Data Protection Acts 1988 & 2003**

When your application is received, the Public Appointments Service creates a record in your name, which contains much of the personal information you have supplied. This personal record is used solely in processing your candidature and, should you be successful certain information you provide will be forwarded to the employing organisation. 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. Such information held is subject to the rights and obligations set out in the Data Protection Acts, 1988 & 2003. Certain items of information, not specific to any individual, are extracted from records for general statistical purposes. To make a request under the Data Protection Acts 1988 & 2003, please submit your request in writing to: The Data Protection Co-Ordinator, Public Appointments Service, Chapter House, 26-30 Abbey Street Upper, Dublin 1 ensuring that you describe the records you seek in the greatest possible detail to enable us to identify the relevant record.

## **Candidates' Rights – Review Procedures in relation to the Selection Process**

For information on Review Procedures please view:

[http://www.publicjobs.ie/publicjobs/publication/document/17171309\\_Review\\_Procedures.doc](http://www.publicjobs.ie/publicjobs/publication/document/17171309_Review_Procedures.doc)

### **Requests for Feedback/Test Rechecks**

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 rechecks. However, 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 personate a candidate at any stage of the process

### **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.

### **Confidentiality of Information and Materials**

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. 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 and/or interview related information 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.

### **Use of Recording Equipment**

PAS does not allow the unsanctioned use of any type of recording equipment on its premises. 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.

**Candidates should note that canvassing will disqualify**

## Appendix 1

<b>Graduate Entry Level – CIVIL SERVICE</b>
<b>Leadership Potential</b>
<ul style="list-style-type: none"> <li>• Is flexible and willing to adapt, positively contributing to the implementation of change</li> <li>• Contributes to the development of policies in own area and the broader Department</li> <li>• Seeks to understand the implications of taking a particular position on issues and how interdependencies need to be addressed in a logical and consistent way</li> <li>• Maximises the contribution of the team, encouraging ownership, providing support and working effectively with others</li> <li>• Formulates a perspective on issues considered important and actively contributes across a range of settings</li> </ul>
<b>Analysis &amp; Decision Making</b>
<ul style="list-style-type: none"> <li>• Is skilled policy analysis and development, challenging the established wisdom and adopting an open-minded approach</li> <li>• Quickly gets up to speed in a complex situation, rapidly absorbing all relevant information/data (written and oral)</li> <li>• Uses numerical data skilfully to understand and evaluate business issues</li> <li>• Identifies key themes and patterns in and across different sources of information, drawing sound and balanced conclusions</li> <li>• Sees the logical implications of taking a particular position on an issue</li> <li>• Is resourceful and creative, generating original approaches when solving problems and making decisions</li> </ul>
<b>Delivery of Results</b>
<ul style="list-style-type: none"> <li>• Assumes personal responsibility for and delivers on agreed objectives/ goals</li> <li>• Manages and progresses multiple projects and work activities successfully</li> <li>• Accurately estimates time parameters for projects and manages own time efficiently, anticipating obstacles and making contingencies for overcoming these</li> <li>• Maintains a strong focus on meeting the needs of customers at all times</li> <li>• Ensures all outputs are delivered to a high standard and in an efficient manner</li> <li>• Use resources effectively, at all times challenging processes to improve efficiencies</li> </ul>
<b>Interpersonal &amp; Communication Skills</b>
<ul style="list-style-type: none"> <li>• Communicates in a fluent, logical, clear and convincing manner verbally and in writing</li> <li>• Is able to listen effectively and develop a two-way dialogue quickly</li> <li>• Maintains a strong focus on meeting the needs of internal and external customers</li> <li>• Effectively influences others to take action</li> <li>• Works to establish mutual understanding to allow for collaborative working</li> <li>• Works effectively with a broad range of stakeholders to achieve objectives</li> </ul>
<b>Drive and Commitment</b>
<ul style="list-style-type: none"> <li>• Consistently strives to perform at a high level</li> <li>• Maintains consistent effort under pressure and is resilient to criticism or setbacks at work</li> <li>• Demonstrates high levels of initiative, taking ownership for projects and demonstrating self sufficiency</li> <li>• Is personally trustworthy and can be relied upon</li> <li>• Places the citizen at the heart of all process and systems</li> <li>• Upholds the highest standards of honesty, ethics and integrity</li> </ul>
<b>Specialist Knowledge, Expertise and Self Development</b>
<ul style="list-style-type: none"> <li>• Clearly understands the role, objectives and targets and how they fit into the work of the unit and Dept.</li> <li>• Develops the expertise necessary to carry out the role to a high standard and shares this with others</li> <li>• Is proactive in keeping up to date on issues and key developments that may impact on own area, the Department and/ or wider public service</li> <li>• Consistently reviews own performance and sets self-challenging goals and targets</li> <li>• Has significant expertise in his/her field that is recognised and utilised by colleagues</li> </ul>

## Appendix 2

### IMPORTANT INFORMATION Terms and Conditions

*Your attention is drawn to this important information. By submitting an application, accessing or attempting any assessment/test materials you are agreeing to be bound by the terms set out below:*

1. All test and assessment materials are subject to copyright and all rights are reserved. No part of the tests/assessment materials (including any text, questions and/or potential answer options) or associated materials (including practice and/or familiarisation materials) may be reproduced or transmitted in any form or by any means including electronic, mechanical, photocopying, printing, 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(s) who contravenes this provision, whether an applicant or other, 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.
2. Note the Commission for Public Service Appointment's Code of Practice for Appointment to Positions in the Civil and Public Service. In particular please note Section 5 - Responsibility of Candidates (see below).

#### Canvassing

Candidates should note that canvassing to enhance their candidature or encouraging others to do so will disqualify them and will result in their exclusion from the appointments process.

#### 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 personate a candidate at any stage of the process.

#### Penalties for failure to comply

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 and/or imprisonment.

If a person found guilty of such an offence was or is a candidate in a recruitment process, then:

- Where s/he has not been appointed to a post, s/he will be disqualified as a candidate
  - Where s/he has been appointed subsequent to the recruitment process in question, s/he shall forfeit that appointment.
3. The admission of a person to the competition, or invitation to undertake any element of the selection process is not to be taken as implying that the Public Appointments Service are satisfied that such a person fulfils the essential requirements.

