



**An tSeirbhís um Cheapacháin Phoiblí**  
**Public Appointments Service**

## **CANDIDATE INFORMATION BOOKLET**

The Public Appointments Service intends to hold a competition for the purpose of recommending person(s) for appointment to the position(s) of:

**Head of Human Resource Management and  
Organisational Development  
IN  
Cork City Council**

**CLOSING DATE: 3pm on Thursday 16 November 2017**

**Campaign ID: 17200602**

The Public Appointments Service is committed to a policy of equal opportunity.

The Public Appointments Service will run this competition in compliance with the codes of practice prepared by the new Commissioners for Public Service Appointments (CPSA).

Codes of practice are published by the CPSA and are available on [www.cpsa-online.ie](http://www.cpsa-online.ie)

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# **Head of Human Resource Management & Organisational Development Cork City Council**

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# **Head of Human Resource Management & Organisational Development Cork City Council**

## **Introduction:**

Cork City Council is a large urban local authority which employs over 1200 staff across 40 locations within the City; there are 31 Elected Members of the Council representing six wards in the City. The Council has an annual revenue budget of almost €153 million for 2017 and provides a wide and diverse range of public services such as, housing, management of the public realm, libraries, physical planning and development, community and economic development and the delivery of infrastructure projects. Internal services include Finance, IT, Human Resource Management & Organisational Development and Corporate Affairs. Cork City Council is a dynamic, responsive and inclusive organisation leading a prosperous and sustainable city. The Council is committed to increasing its capacity and capability for change to deliver improved public services. The Council is determined that, in conjunction with their stakeholders, Cork continues to be an attractive place to live and work, with an outstanding quality of life and is a welcome place for visitors.

## **The Role:**

Reporting to the Chief Executive, the Head of Human Resource Management and Organisational Development will be expected to fulfil a key leadership role in Cork City Council. The successful candidate will have extensive experience in HR leadership at a senior level in a large and complex organisation in either the public or private sector. S/he will have a strong record of developing and leading strategic change management programmes, as well as delivering operational excellence.

This is a dynamic and challenging position where the candidate will be expected to quickly develop an understanding of the business and operations of Cork City Council.

## **Duties and Responsibilities:**

- As a member of the Council's Senior Management Team, support the Chief Executive in advancing the physical, economic, social and cultural life of Cork City and support the Council members in fulfilling their statutory and representational functions in accordance with the principles of good governance.
- Lead and direct a programme of Strategic HR transformation working collaboratively with other stakeholders within the Council and beyond, to develop and implement a best practice Human Resources Strategy;
- Enable senior managers to pro-actively manage staff through the provision of best practice advice and guidance on HR issues and HR Policies and the presentation and analysis of relevant and timely Management Information in support of business needs;
- Design and facilitate the implementation of change management programmes to support cultural and organisational change and performance improvement in line with organisational values;
- Develop and lead a high-performing HR team, focussed on delivering effective HR policy and implementation of same, developing the skills requirements of the team and mentoring and coaching team members to develop their potential;
- Lead on the development and implementation of a culture of continuous learning and development aligned with the requirements of the Corporate Plan to realise the potential and maximise the performance of staff and to ensure a strong talent pipeline for the most senior roles in the Council;
- Strengthen leadership and management capacity throughout the organisation by valuing and including all categories of staff as one collective organisation;

- Provide effective leadership and support management on employee relations matters. Ensure the adoption of mechanisms for staff representation, communication and consultation across the organisation to foster productive and effective relationships with employees and their representatives;
- Lead negotiations and consultations with trade union officials and with third parties such as the Workplace Relations Commission and build and maintain relationships with union officials;

## **ESSENTIAL REQUIREMENTS**

The Minister for Housing, Planning and Local Government has declared that the qualifications for the position shall be as set out hereunder: -

### **Character**

Each candidate must be of good character.

### **Health**

Each candidate shall be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

### **Education, Experience etc.**

Each candidate must –

- (a) be well educated
- (b) have a satisfactory knowledge of public service organisation in Ireland
- (c) have satisfactory management experience at a high level in any discipline in a multi-disciplined organisation

### **In addition candidates should be able to demonstrate:**

- A high level understanding of corporate governance, corporate strategy, risk management and change management;
- Significant senior level experience in all aspects of HR, both policy and operational in a highly complex organisation in either the private or public sector;
- Excellent management and leadership skills, with an ability to manage conflict and influence and engage peers in a fast paced environment
- Experience in the design and delivery of major organisation and transformation programmes, to include organisational design, people management, talent management, performance improvement, learning and development strategy, succession planning and employee engagement;
- Proven ability to think and act strategically with experience of translating strategies into prioritised business work plans;
- Strong stakeholder management skills, both internal and external, along with vision, drive, ambition and energy;
- Well developed knowledge of the challenges across the IR/ER spectrum, coupled with strong ability to guide workforce planning and employee engagement strategies;
- Excellent judgement and creative problem solving skills, coupled with the ability to deliver a transformation agenda.

### **Candidates should also be able to show:**

- An appreciation of the evolving fiscal, legislative and industrial relations context in which Cork City Council operates;
- Excellent inter-personal, communication, networking and influencing skills as required to operate at a senior level;
- The ability to work on his/her own initiative, as part of a team and as a leader of a group;
- In addition, a relevant third level qualification in HR and/or CIPD membership or equivalent, are highly desirable.

Candidates must:

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

and if successful, they will not be appointed to the post unless they:

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

## KEY COMPETENCIES – DIRECTOR OF SERVICE LEVEL

A new Competency model has been developed for the Director of Service / Head of HRM & Organisational Reform role..

Competency Heading	Competency Description
<b>Exemplifies Public Service values</b>	Demonstrates the core values of honesty, impartiality, integrity and is professional and transparent in all dealings. Is focused on putting the citizen/customer at the heart of services provided and operating in an impartial manner for the common good. Respects diversity and difference and is open to meeting the needs of a changing population.
<b>Strategic Management and Change</b>	<p>Takes a long term, strategic overview of what has to be done and translates this into policies and then operational goals and plans. Shares the strategic vision with key stakeholders and gains their support.</p> <p>Will effectively introduce change, overcoming resistance and anticipating obstacles.</p>
<b>Performance through People</b>	<p><b>Leading and Motivating</b> Provide clear leadership as a member of the Management Team of the Council, demonstrating enthusiasm and energy and gaining the respect and loyalty of the team.</p> <p><b>Managing Performance</b> Gets the best out of others through setting clear and challenging goals, delegating and empowering people and tackling underperformance, where required.</p>
<b>Delivering Results</b>	<p><b>Problem Solving and Decision Making</b> Can pinpoint critical information and address issues logically. Understands the context and impact of decisions made. Can act decisively with complex information and multiple stakeholders.</p> <p><b>Operational Planning</b> Plans projects to determine rationale, objectives and deliverables, resource requirements, timelines and milestones, reporting requirements, and evaluation methods. Establishes high quality service and customer care standards.</p> <p><b>Delivering Quality Outcomes</b> Promotes the achievement of quality outcomes in delivering services. Organises the delivery of services to meet or exceed the required standard through collaborating with, instructing and motivating employees and by managing resources effectively.</p>
<b>Networking &amp; Representing and Communicating Effectively</b>	Develops and maintains positive and beneficial relationships with others and collaborates effectively. Fosters a strong focus on Customer/Client Service. Effectively manages the expectations of others and is skilled in negotiation and gaining agreement. Is credible and confident when communicating with others.
<b>Personal effectiveness</b>	Is enthusiastic about the role and motivated in the face of difficulties. Demonstrates appropriate and positive self confidence and remains calm and composed when providing leadership under pressure. Operates effectively in an environment with significant complexity and pace

## **PRINCIPAL CONDITIONS OF SERVICE**

### **The Office**

The office is wholetime, permanent and pensionable. The normal working week is a 37 hours five day week basis. However, the position of Head of Human Resource Management and Organisational Reform may involve additional hours in excess of the standard working week, without additional remuneration.

The holder of the office shall not engage in any gainful occupation, other than as an officer of a local authority, to such an extent as to impair the performance of his or her duties as an officer of a local authority or in any occupation which might conflict with the interests of the local authority or which might be inconsistent with discharge of his or her duties as a local authority officer.

### **Probation:**

Where persons who are not already permanent employees of a local authority are appointed, the following provisions shall apply:

- (a) there shall be a period after such appointments take effect during which such persons shall hold the position on probation;
- (b) such period shall be one year but the Chief Executive may at his or her discretion extend such period;
- (c) such persons shall cease to hold the position at end of the period of probation unless during such period the Chief Executive has certified that the service of such persons is satisfactory.

### **Salary:**

The salary shall be fully inclusive and shall be determined from time to time. Holders of the office shall pay to the local authority any fees or other monies (other than their inclusive salary) payable to or received by them by virtue of their office or in respect of any services which they are required by or under any enactment to perform.

Salary Scale effective from 1st April 2017: €87,835 - €103,624

Entry point to this scale will be determined in accordance with Circulars issued by the Department of Housing, Planning, Community and Local Government.

**In accordance with Departmental Circular letter EL 02/2011, a person who is not a serving local authority employee on or after 1<sup>st</sup> January 2011, will enter the scale for the position at the minimum point.**

### **Residence**

The holder of the office shall reside in the district in which his or her duties are to be performed or within a reasonable distance thereof.

### **Start Date**

The local authority shall require a person to whom an appointment is offered to take up such appointment within a period of not more than three months and if they fail to take up the appointment within such period or such longer period as the local authority in its absolute discretion may determine, the local authority shall not appoint them.

### **Duties**

In accordance with Section 159(3) & (4) of Local Government Act 2001 an employee of the local authority shall perform the duties of the office and give the local authority under the general direction and control of the Chief Executive or of such other officer as the Chief Executive may from time to time determine, such appropriate services of an executive, administrative or management nature as are required for the exercise and performance of any



of its powers, functions and duties and to exercise such powers, duties and functions as may be delegated to him or her by the Chief Executive from time to time including the duty of servicing all committees that may be established by the local authority and such duties as may be required in relation to the area of any local authority. The holder of the office will, if required, act for an officer of a higher level.

#### **Superannuation contributions:**

Persons who become pensionable officers of a local authority who are liable to pay the Class D rate of PRSI contribution will be required, in respect of their superannuation, to contribute to the local authority at the rate of 5% of their pensionable remuneration.

Persons who become pensionable officers of a local authority, who are liable to pay the Class A rate of PRSI contribution will be required in respect of their superannuation to contribute to the local authority at the rate of 1.5% of their pensionable remuneration plus 3.5% of net pensionable remuneration (i.e. pensionable remuneration less twice the annual rate of social insurance old age contributory pension payable at the maximum rate to a person with no adult dependant or qualified children).

All persons who become pensionable officers of a local authority are required, in respect of the Local Government (Spouses and Children's Contributory Pension) Scheme, 1986, to contribute to the local authority at the rate of 1.5% of their pensionable remuneration or net pensionable remuneration, whichever is relevant and in accordance with the terms of the Scheme.

Persons who become pensionable officers of a local authority for the first time on or after 1 January 2013 are liable to pay the Class A rate of PRSI contribution and are required in respect of superannuation to contribute at the rate of 3.5% of net pensionable remuneration (i.e. pensionable remuneration less twice the annual rate of social insurance old age contributory pension payable at the maximum rate to a person with no adult dependant or qualified children) plus 3% of pensionable pay.

#### **Retirement**

Effective from 1st January 2013, the Single Public Service Scheme applies to all first-time new entrants to the public service, as well as to former public servants returning to the public service after a break of more than 26 weeks. Retirement age is set initially at 66 years; this will rise in step with statutory changes in the State Pension Contributory (SPC) age to 67 years in 2021 and 68 years in 2028. Compulsory retirement age will be 70.

For appointees who are deemed not to be "new entrants" as defined in the Public Service Superannuation (Miscellaneous Provisions) Act 2004, the minimum retirement age is 60 and the maximum retirement age is 65.

For Class A "new entrants" as defined in the Public Service Superannuation (Miscellaneous Provisions) Act 2004 the minimum retirement age is 65 with no maximum retirement age.

#### **Pension Accrual:**

A 40-year limit on total service that can be counted towards pension where a person has been a member of more than one existing public service pension scheme would apply. This 40-year limit, which is provided for in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012 came into effect on 28 July 2012. This may have implications for any appointee who has acquired pension rights in a previous public service employment

#### **Pension Abatement**

If the appointee has previously been employed in the Civil or Public Service and is in receipt of a pension from the Civil or Public Service or where a Civil/Public Service pension comes into payment during his/her re-employment that pension will be subject to abatement in accordance with Section 52 of the Public Service Pensions (Single Scheme and Other Provisions

**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 re-employment in the public health sector or in the wider public service or in a body wholly or mainly funded from public moneys. The same prohibition on re-employment applies under the VRS, except that the prohibition is for a period of 7 years, after which time any re-employment will require the approval of the Minister for Public Expenditure and Reform. 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 28th June 2012 to Personnel Officers introduced, with effect from 1st June 2012, a Collective Agreement which had been reached between the Department of Public Expenditure and Reform and the Public Services Committee of the ICTU in relation to ex-gratia Redundancy Payments to Public Servants. It is a condition of the Collective Agreement that persons availing of the agreement will not be eligible for re-employment in the public service by any public service body (as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011) for a period of 2 years from termination of the employment. 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.

**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.

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

## THE SELECTION PROCESS

### How to Apply

Applications should be made **online** through [www.publicjobs.ie](http://www.publicjobs.ie). All sections of the form must be fully completed.

Before applying candidates should log-on to [www.publicjobs.ie](http://www.publicjobs.ie) and if you have not already done so you must register as a **'New User'** to create your profile (register a new account). Please do 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.

Once you have submitted your application form it is suggested that you return to your publicjobs account and ensure that it has been successfully submitted via **'My Applications'**. Only fully submitted applications will be accepted into the campaign. **Applications will not be accepted after the closing date.**

The admission of a person to this competition, or invitation to attend for interview is not to be taken as implying that the PAS is satisfied that such person fulfils the requirements.

### Closing Date

Your online application must be submitted through [www.publicjobs.ie](http://www.publicjobs.ie) not later than **3pm on Thursday 16 November 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 contact 01-8587424.

### 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.

PAS accepts no responsibility for communication not accessed or received by an applicant.

### Selection Process

The Selection Process may include the following:

- Shortlisting of candidates on the basis of the information contained in their application;
- a preliminary interview, which may also include a presentation;
- completion of an online questionnaire;
- a competitive interview, which may also include a presentation;
- work sample/role play/ media exercise, and any other tests or exercises that may be deemed appropriate.

### Shortlisting

Normally the number of applications received for a position exceeds that required to fill existing and future vacancies to the position. While you may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the Public Appointments Service may decide that a number only will be called to interview. In this respect, the Public Appointments Service provide for the employment of a short listing process to select a group for interview who, based on an examination of the documents provided by you, appear to be the most suitable for the position. This is not to suggest that other candidates are necessarily unsuitable, or incapable of undertaking the job, rather that there are some candidates who are, *prima facie*, better qualified and/or have more relevant experience. In the event of a shortlisting exercise being employed, an expert board will examine the information provided in your application form, assess it against the criteria based on the requirements of the position and decide

if you will be shortlisted, relative to the other candidates applying for the position.

During any short listing exercise that may be employed, the Public Appointments Service are guided by an expert board who examine the application forms and assess them against pre-determined criteria based on the requirements of the position. It is therefore in your own interests to provide a detailed and accurate account of your qualifications/ experience on the application form.

### **Optional Language Test**

You may have your ability to communicate effectively in Irish and English assessed. Your ability in the language in which the interview is conducted will be assessed at the interview itself and in the other language by a separate competitive language test. This test will comprise conversation on ordinary topics and, to the extent that this may be appropriate, on matters relating to the duties of the post. Candidates who satisfy the Public Appointments Service that they are proficient in both Irish and English will be awarded marks in respect of such proficiency. Candidates who qualify at interview and establish their proficiency will be awarded an extra 6% of the total marks available at interview.

### **Security Clearance**

The applicant will be required to complete and return a Garda Vetting form should they 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 they resided.

### **References**

We would appreciate it if you would start considering names of people who you feel would be suitable referees that we might consult (2 - 3 names and contact details). The referees do not have to include your current employer, but should be in a position to provide a reference for you. Please be assured that we will only collect the details and contact referees should you come under consideration after preliminary interview stage.

### **Other important information**

The Public Appointments Service will not be responsible for refunding any expenses incurred by candidates.

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

Prior to recommending any candidate for appointment to this position the Public Appointments Service will make all such enquiries that are deemed necessary to determine the suitability of that candidate. Until all stages of the recruitment process have been fully completed a final determination cannot be made nor can it be deemed or inferred that such a determination has been made. Should the person recommended for appointment decline, or having accepted it, relinquish it, or should additional vacancies arise, PAS may at its discretion, select and recommend another person for appointment on the results of this selection process. A panel will be formed from which future vacancies across the Civil or Public Service may be filled from this campaign.

### **The importance of Confidentiality**

Subject to the provisions of the Freedom of Information Act, 2014 applications will be treated in strict confidence.

All enquires, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

**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.

**Quality Customer Service**

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

Feedback will be provided on written request. A request for feedback does not impact on the timeframe set out for seeking a review.

**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.

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

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

**Procedures where a candidate seeks a review of a Decision taken in relation to their application**

A request for review may be taken by a candidate should they be dissatisfied with an action or decision taken by the Public Appointments Service (PAS). The PAS will consider requests for review in accordance with the provisions of **Section 7** of the Code of Practice Appointments to Positions in the Civil and Public Service published by the Commission for Public Service Appointments (Commission). 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 Commission recommends that, subject to the agreement of the candidate, where the office holder (in this instance the Chief Executive Officer of PAS) considers the matter could be resolved they should first seek to engage on an informal basis, before making use of the formal review procedure.

### **Procedure for Informal Review**

- A request for Informal Review must be made within 5 working days of notification of the decision, and should normally take place between the candidate and a representative of the PAS who had played a key role in the selection process.
- Where the decision being conveyed relates to an interim stage of a selection process, the request for informal review must be received within 2 working days of the date of receipt of the decision.
- Where a candidate remains dissatisfied following any such informal discussion, he/she may adopt the formal procedures set out below.
- If the candidate wishes the matter to be dealt with by way of a formal review, he/she must do so within 2 working days of the notification of the outcome of the informal review.

### **Procedure for Formal Review of Selection Process**

- The candidate must address his/her concerns in relation to the process in writing to the Chief Executive, outlining the facts that they believe show an action taken or decision reached was wrong.
- A request for review must be made within 10 working days of the notification of the selection decision. Where the decision relates to an interim stage of a selection process, the request for review must be received within 4 working days.
- 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 outcome must generally be notified to the candidate within 25 working days of receipt of the request for review.

### **Complaints Process**

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

- Allegations of a breach of the Code of Practice should be addressed in writing, and within a reasonable timeframe, to the Chief Executive Officer in the first instance. 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 the Public Appointments Service has fallen short of the principles of this Code.
- On receipt of a complaint PAS may determine to engage with the complainant on an informal basis.

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

There is no obligation on the PAS to suspend an appointment process while it considers a request for a review. Please note that where a formal review of a recruitment and selection process has taken place under Section 7 of this Code of Practice, a complainant may not seek a further review of the same process under Section 8, other than in the most exceptional circumstances that will be determined by the Commission at its sole discretion.

**Requests for Feedback**

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

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.

**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;
- has been appointed to a post following the recruitment process, they will be removed from that post.

**Data Protection Acts 1988 & 2003:**

When your application form is received, we create 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. Such information held is subject to the rights and obligations set out in the Data Protection Acts, 1988 & 2003. 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. A fee of €6.35 should accompany your request. Certain items of information, not specific to any individual, are extracted from records for general statistical purposes.