



ÚDARÁS UCHTÁLA na hÉIREANN
THE ADOPTION AUTHORITY of IRELAND

CANDIDATE INFORMATION BOOKLET

PLEASE READ CAREFULLY

PRINCIPAL OFFICER

DIRECTOR OF INFORMATION SERVICES AND RECORDS ADOPTION AUTHORITY OF IRELAND

Closing date: 12 noon 18 August 2021

The Adoption Authority of Ireland is committed to a policy of equal opportunity.

The Adoption Authority of Ireland 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) and available on www.cpsa.ie

ADOPTION AUTHORITY OF IRELAND
SHELBOURNE HOUSE, SHELBOURNE ROAD, DUBLIN 4
WWW.AAI.GOV.IE

TITLE OF POSITION: Principal Officer – Director of Information Services and Records

REPORTING TO: Chief Executive Officer

OFFICE: Adoption Authority of Ireland

LOCATION: Dublin 4

Overview of the Adoption Authority of Ireland

The Adoption Authority of Ireland (AAI), established on 1 November 2010 under the Adoption Act 2010, is an independent quasi-judicial body under the aegis of the Department of Children, Equality, Disability, Integration and Youth (DCEDIY). The Authority is also, in line with The Hague Convention on the Protection of Children and Co-operation in Respect of Intercountry Adoption, the central authority for intercountry adoption in Ireland. The purpose of the Adoption Act 2010 is to improve standards in both domestic and intercountry adoption.

Legal adoption was first introduced in Ireland under the 1952 Adoption Act. The 1952 Act was enacted on 1 January 1953 and the Adoption Board was established under this Act. The Adoption Board had the sole right to grant or refuse to grant Adoption Orders. This right is now vested in the Adoption Authority of Ireland under the current 2010 legislation.

The functions of the Authority are set out in Section 96 of the Adoption Act 2010. These include functions of an operational, judicial and quasi-judicial nature in relation to the adoption process itself, as provided for under the Act, but also relating to the Authority's designation as the Central Authority for the 1993 Hague Convention on the Protection of Children and Co-operation in Respect of Intercountry Adoption. In addition, the Authority has registration and regulatory functions. Finally, there are reporting, advice and research functions set out.

The Adoption Authority is custodian of a large, unique and very significant body of historical files. It holds the records of every adoption effected in the Republic of Ireland since the enactment of the 1952 Adoption Act on 1 January 1953. As set out in proposed Birth Information and Tracing legislation, it is anticipated that the Authority will be charged with the establishment of an archive for the purpose of preserving in perpetuity the records of all adopted persons for tracing and other purposes. The legislation will also provide for the establishment of a statutory Contact Preference Register. This register will replace the existing administrative National Adoption Contact Preference Register (NACPR) which is currently run by the Authority. The proposed Birth Information and Tracing legislation provides for the full release of the birth certificate, birth information, early life information, care information and medical information for all persons who were adopted, boarded out, the subject of an illegal birth registration or who otherwise have questions in relation to their origins. Most of this information is held by the Adoption Authority of Ireland.

Job Specification

Reporting to the Chief Executive Officer, the Director of Information Services and Records' key responsibility will be to lead and manage the overall strategic and operational performance of the Authority's new Information Services and Records function. This will involve reorganising some of the current staff and overseeing further staffing of the unit as required. A primary objective of this unit will be to lead the operationalisation of proposed Birth Information and Tracing legislation across the Authority. This complex and comprehensive legislation will provide a full and clear right of access for adopted people and others with questions on their origins to birth certificates, birth and early life information. The Director of Information Services and Records will prepare the Authority for all forthcoming legislative changes, as well as streamline processes to ensure the Authority is fully compliant with new laws. They will oversee the implementation of a system for processing all requests for information made to the Authority in line with enacted legislation, preparing for and developing a new Contact Preference Register, as well as all other operational requirements as set out in the legislation once enacted. They will liaise and work with a large range of stakeholders on behalf of the Authority to ensure the success of proposed policy changes.

The Director will also be tasked with developing, implementing, managing, and monitoring an organisational wide records management strategy for the management of paper, data and electronic information and records. Proposed Birth Information and Tracing legislation provides for the safeguarding of records. The Director of Information Services and Records will make recommendations for the better protection, preservation, and access to the Authority's archives. In the short term, they will liaise with the Office of Public Works and other key stakeholders in relation to accommodation matters and the building environment for storage of hard copy records. They will be responsible for ensuring the existence and development of high quality, accurate and consistent internal and external policies, procedures, and guidance that are written in a clear, accessible, jargon-free way. They will lead the implementation of a large-scale programme of projects to scan and digitise legacy paper records. Finally, they will devise and maintain robust records systems that comply with quality standards and existing and changing legislation, as well as other tasks as required.

Role Overview

This is a Principal Officer position reporting directly to the Chief Executive Officer. The person appointed will take overall responsibility for the delivery of all Adoption Authority services in relation to the provision of information services and records and ensuring that these services operate efficiently and reliably to critical standards and timelines and meet internal and external customer expectations. In addition to the delivery of operational services, the appointee will also be expected to take a lead role in the strategic development of the Adoption Authority and will lead on preparations and implementation of the proposed Birth Information and Tracing legislation.

Key Responsibilities

- ❖ Lead the implementation of preparations for, and implementation of, the Authority's responsibilities under the forthcoming Birth Information and Tracing legislation;
- ❖ Lead the development of the strategic direction of the Adoption Authority and the delivery of its strategic responsibilities;
- ❖ Work collaboratively with relevant process owners and external stakeholders in order to continuously improve the efficiency and effectiveness of the services provided by the Adoption Authority;
- ❖ Influence and drive a culture of ownership, quality, teamwork and action that leads to effective performance;

- ❖ Develop, implement, manage, and monitor an organisational wide Information and Records Management Strategy for the management of paper, data and electronic information and records;
- ❖ Make recommendations for the better protection, preservation, and access to the Authority's electronic and paper records;
- ❖ Responsibility for the preservation and conservation of all historical material in the Authority;
- ❖ Drive and continuously improve data and information management processes;
- ❖ Responsibility for all file storage systems and file related vendor management such as storage, archival and digitisation services in use across the Authority;
- ❖ Responsibility for ensuring the existence and development of high quality, accurate and consistent internal and external policies, procedures, and guidance that are written in a clear, accessible, jargon-free way;
- ❖ Support procurement and commercial contracts within the Authority in line with best practice;
- ❖ Provide expert knowledge/advice on all adoption record matters;
- ❖ Devise and maintain robust records systems that comply with quality standards and existing and changing legislation;
- ❖ Responsibility for the secure, confidential storage, retrieval, and control of adoption records and other information;
- ❖ Responsibility for drafting and implementing all policies and procedures on all information and record matters;
- ❖ Ensure that all data is secure and protected;
- ❖ Maintain the highest standards of classifying and indexing records;
- ❖ Mentor, coach and develop staff including performance management and put in place associated development and training plans;
- ❖ Undertake duties that are commensurate with the post as determined by the Chief Executive Officer.

The successful candidate must have:

- ❖ A minimum of 5 years' experience in a management role in Records and Information Management or equivalent, demonstrating expertise in data, records, and information management;
- ❖ Degree level in a relevant subject and post graduate qualification in Archives and Records Management or similar;
- ❖ Experience in the creation and implementation of organisation development strategies – including analysis of current capabilities and the development of a future vision with associated business cases;
- ❖ Excellent communication both verbal and written including influencing and problem-solving skills;
- ❖ Strong leadership, people management skills and the ability to communicate at all levels, including the ability to influence senior stakeholders;
- ❖ Project management skills - A proven record in the delivery of large scale projects with responsibility for those projects from beginning to end;

- ❖ In-depth knowledge of records management and confidentiality issues within a similar environment to that of the Authority;
- ❖ Ability to analyse and interpret data to instigate remedial action / change.

The following skills are desirable

- ❖ Through professional development and learning be up to date with knowledge of GDPR, Data Protection and the Freedom of Information Act and other relevant legislation;
- ❖ Experience managing a diverse group of internal and external stakeholders;
- ❖ Highly proficient knowledge, skills, and usage of I.T. systems with a proven competency in the use of proprietary software packages;
- ❖ Ability to think strategically and follow through on ideas;
- ❖ Ability to analyse complex issues, propose solutions and to resolve issues quickly;
- ❖ Results orientated with ability to deliver results against targets;
- ❖ Strong analytical skills and meticulousness attention to detail.

Candidates must also demonstrate the key competencies for effective performance at this level which are detailed at Appendix A

Note: The functions and responsibilities assigned to this position are based on the current stated role and may be changed from time to time. This description has been designed to indicate the general nature of and the criteria required to perform this function. It will be subject to regular review with the post holder and his/her Manager. The person appointed requires the flexibility to fulfil other roles and responsibilities at a similar level within the Authority.

REQUIREMENTS

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.

EMPLOYMENT CONDITIONS

Appointment to the post at Principal Officer level in the public service will be subject to the usual conditions governing such appointments.

Remuneration:

The payscale applicable to the position is the Principal Officer as follows (rates effective 01 July 2021).

Personal pension contribution (PPC) rate. This salary is payable to an individual who is required to make a personal pension contribution (PPC) to their main pension (in general those persons whose initial appointment to the Public Service is on or after 6th April 1995).

Salary Scale: €90,702 - €94,550 - €98,370 - €102,218 - €105,463 - €108,829 (LSI1) - €112,191 (LSI 2)

Important Note:

- Entry will be at the minimum point of the scale and will not be subject to negotiation;
- The rate of remuneration may be adjusted from time to time in line with Government pay policy;
- Subject to satisfactory performance increments may be payable in line with current Government Policy;
- If immediately prior to appointment the appointee is already a serving Civil Servant or Public Servant and is on a pay scale which is the equivalent of the pay scale advertised, consideration may be given to entry at their existing point on the scale.

The rate of pay offered will be payable weekly in arrears by Electronic Fund Transfer (EFT) into a bank account of your choice. Payment cannot be made until you supply an IBAN and IBIC number to HR.

Statutory deductions from salary will be made as appropriate.

You will agree that any overpayment of salary or of travel and subsistence may be deducted from future salary payments due to you in accordance with the Payment of Wages Act 1991. You will be advised in writing of the amount and details of any such overpayment and you will be given at least one week's notice of the deduction to take place, which will be deducted at an amount fair and reasonable having regards to all the circumstances.

Annual Leave 30 days per annum. This leave is on the basis of a five-day week and is exclusive of the usual public holidays.

Contract: Permanent Full Time.

Tenure: The appointment is to a permanent position upon successful completion of probation period of 12 months.

During the period of probation, the appointee's performance will be subject to review by the Chief Executive Officer to determine whether they:

- (i) have performed in a satisfactory manner,
- (ii) have been satisfactory in general conduct, and
- (iii) are suitable from the point of view of health and particular regard to sick leave.

Hours of Attendance: Hours of attendance will be as fixed from time to time but will amount to not less than 43.25 gross hours per week (37 net hours per week).

Outside Employment: The position will be whole time and the appointee may not engage in private practice or be connected with any outside business, which conflicts in any way with his/her official duties, impairs performance or compromises his/her integrity.

Sick Leave: Pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply on a pro-rata basis, in accordance with the provisions of the sick leave circulars for the public service.

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

Superannuation:

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the Adoption Authority Ireland, at the time of being offered an appointment. In general, an appointee who has never worked in the Public Service will be offered appointment based on membership of the Single Public Service Pension Scheme (“Single Scheme”). Full details of the Scheme are at www.singlescheme.gov.ie

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

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

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

Pension Abatement

If the appointee was previously employed in the Civil Service and is in receipt of a pension from the Civil Service normal abatement rules will apply. However, if the appointee was previously employed in the Civil Service and awarded a pension under voluntary early retirement arrangements (other than the Incentivised Scheme of Early Retirement (ISER) or the Department of Health Circular 7/2010 VER/VRS which, as indicated below, renders a person ineligible for the competition) the entitlement to that pension will cease with effect from the date of reappointment. Special arrangements will, however be made for the reckoning of previous service given by the appointee for the purpose of any future superannuation award for which the appointee may be eligible. If the appointee was previously employed in the Civil Service or in the Public Service please note that the Public Service Pensions (Single Scheme and Other Provisions) Act 2012 includes a provision which extends abatement of pension for all Civil and Public Servants who are re-employed where a Public Service pension is in payment. This provision to apply abatement across the wider public service came into effect on 1 November 2012. This may have pension implications for any person appointed to this position who is currently in receipt of a Civil or Public Service pension or has a preserved Civil or Public Service pension which will come into payment during his/her employment in this position.

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

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

Ill-Health-Retirement

Please note that where an individual has retired from a Civil/Public Service body on the grounds of ill-health his/her pension from that employment may be subject to review in accordance with the rules of ill-health retirement within the pension scheme of that employment.

Prior Public Servants

While the default pension terms, as set out in the preceding paragraphs, consist of Single Scheme membership, this may not apply to certain appointees. Full details of the conditions governing whether or not a public servant is a Single Scheme member are given in the Public Service Pensions (Single Scheme and other Provisions) Act 2012. However the key exception case (in the context of this competition and generally) is that a successful candidate who has worked in a pensionable (non-single scheme terms) capacity in the public service within 26 weeks of taking up appointment, would in general not become a member of the Single Scheme. In this case such a candidate would instead be offered membership of the pension scheme for non- established civil servants ("Non- Established State Employee Scheme"). This would mean that the abatement provisions at (c) above would apply, and in addition there are implications in respect of pension accrual as outlined below:

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.

Additional Superannuation Contribution

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

For further information in relation to the Single Public Service Pension Scheme for Public Servants please see the following website: <http://www.per.gov.ie/pensions> .

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.

Eligibility to Compete

Candidates should note that eligibility to compete is open to citizens of the European Economic Area (EEA). 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.

A candidate who is in doubt with regard to their eligibility to compete should consult the Department of Jobs, Enterprise & Innovation.

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.

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.

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.

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 reemployment

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. 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.

SELECTION PROCESS

How to Apply

Please submit the 3 documents as set out below to **HR@aai.gov.ie**

- ✓ A cover letter/ personal statement outlining why you wish to be considered for the post and where you believe your skills and experience meet the requirements for the role of Principal Officer – Director of Information Services and Records.
- ✓ A fully completed Application Form;
- ✓ A fully completed Key Achievements Form.

Please note that all documents must be typed and that the omission of any one or any part of any one of the three documents, as set out above, will render the application incomplete. Incomplete applications will not be considered for the next stage of the selection process.

Closing Date

The closing date and time for applications is 12 noon on Wednesday 18 August 2021. Applications not received in the Inbox of HR@aai.gov.ie at the specified deadline will not be accepted.

If you do not receive an acknowledgement of receipt of your application within 2 working days of applying, please email kornelia.kostek-irfan@aai.gov.ie or call 01 2309 328.

Selection Methods

The Adoption Authority will convene an expert board to carry out the competitive stages of the selection process to the highest standards of best practice. The approach employed may include:

- Shortlisting of candidates on the basis of the information contained in their application;
- A competitive preliminary interview;
- A second interview which will include the candidate making a presentation to the panel.

Interview

It is anticipated that interviews will take place during the week beginning 06 September 2021 will be notified in due course of the exact date, time and venue for the interview(s).

Dates for a second interview/presentation if required will be notified to the candidates.

Prior to recommending any candidate for appointment to this position the Authority 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.

Please Note: You may be required to undertake a medical should you come under consideration for appointment.

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 listed 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 at interview stage.

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 Authority is satisfied that such a person fulfils the requirements or is not disqualified by law from holding the position.

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

Candidates should make themselves available on the date(s) specified by the Authority. The Authority will not be responsible for refunding any expenses incurred by candidates.

Panel

Normally the number of applications received for a position exceeds that required to fill existing vacancies. A panel may be established on foot of the results of the final interview process and this panel may be used to fill future vacancies which may arise. This panel, if created, will remain in place for up to 18 months.

SECURITY CLEARANCES

Please Note: You will be required to complete and return a Garda vetting 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. If you are not successful, this information will be destroyed by the Authority. If you do, therefore, subsequently come under consideration for another position, you may be required to supply this information again.

Deeming of candidature to be withdrawn

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

The importance of confidentiality

The Adoption Authority of Ireland may use third party recruitment specialists to manage all or part of the recruitment process on our behalf. We would like to assure you that protecting confidentiality is our number one priority. You can expect, and we guarantee, that all enquiries, 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.

The Adoption Authority of Ireland recognises its responsibilities under the Data Protection Acts 1988, 2003 & 2018, the General Data Protection Regulation (GDPR) and the Freedom of Information Act 2014.

Review of Decisions

There are formal procedures set down where a candidate seeks a review of a decision taken in relation to their application. These procedures are set out in the **Code of Practice Appointments to Positions in the Civil and Public Service**. **A full version of the document is available on the website of the Commission for Public Service Appointments www.cpsa.ie**

Section 7 Review

A request for review may be taken by a candidate should they be dissatisfied with an action or decision taken by the Adoption Authority of Ireland (AAI). The AAI 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 AAI) 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 AAI 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 AAI 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 AAI 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 the complainant cannot support their allegations by setting out how the Adoption Authority of Ireland has fallen short of the principles of this Code.

On receipt of a complaint AAI may determine to engage with the complainant on an informal basis.

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.

There is no obligation on the AAI 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.

Candidates' Obligations

Candidates must not:

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

- interfere with or compromise the process in any way

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

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

AA/ is an equal opportunity employer and does not discriminate against individuals on the basis of gender, age, race, colour, nationality, ethnic or national origin, religion, marital status, family status, sexual orientation or disability

Appendix A

Key Competencies for effective performance at Principal Officer Level

Leadership & Strategic Direction
<ul style="list-style-type: none">• Leads the team, setting high standards, tackling any performance problems & facilitating high performance;• Facilitates an open exchange of ideas and fosters and atmosphere of open communication;• Contributes to the shaping of Departmental/Government strategy and policy;• Develops capability and capacity across the team through effective delegation;• Develops a culture of learning & development, offering coaching and constructive/supportive feedback;• Leads on preparing for and implementing significant change and reform;• Anticipates and responds quickly to developments in the sector/broader environment;• Actively collaborates with other Departments and Agencies.
Judgement & Decision Making
<ul style="list-style-type: none">• Identifies and focuses on core issues when dealing with complex information/situations;• Assembles facts, manipulates verbal and numerical information and thinks through issues logically;• Sees the relationships between issues and quickly grasp the high level and socio-political implications;• Identifies coherent solutions to complex issues;• Takes action, making decisions in a timely manner and having the courage to see them through;• Makes sound and well informed decisions, understanding their impact and implications;• Strives to effectively balance the sectoral issues, political elements and the citizen impact in all decisions
Management & Delivery of Results
<ul style="list-style-type: none">• Initiates and takes personal responsibility for delivering results/services in own area;• Balances strategy and operational detail to meet business needs;• Manages multiple agendas and tasks and reallocates resources to manage changes in focus;• Makes optimum use of resources and implements performance measures to deliver on objectives;• Ensures the optimal use of ICT and new delivery models;• Critically reviews projects and activities to ensure their effectiveness and that they meet Organisational requirements;• Instils the importance of efficiencies, value for money and meeting corporate governance requirements;• Ensures team are focused and act on Business plan priorities, even when faced with pressure.
Building Relationships & Communication
<ul style="list-style-type: none">• Speaks and writes in a clear, articulate and impactful manner;• Actively listens, seeking to understand the perspective and position of others;• Manages and resolves conflicts/disagreements in a positive & constructive manner;• Works effectively within the political process, recognising and managing tensions arising from different stakeholders' perspectives;• Persuades others; builds consensus, gains co-operation from others to obtain information and accomplish goals;• Proactively engages with colleagues at all levels of the organization and across other Departments/Organisations and builds strong professional networks;• Makes opinions known when s/he feels it is right to do so.

Specialist Knowledge, Expertise and Self Development

- Develops and maintains skills and expertise across a number of areas that are relevant to his/her field and
- recognised by people internal and external to the Department/Organisation;
- Keeps up to date with key departmental, sectoral, national and international policies and economic, political
- and social trends that affect the role;
- Maintains a strong focus on self-development, seeking feedback and opportunities for growth.

Drive & Commitment to Public Services Values

- Consistently strives to perform at a high level;
- Demonstrates personal commitment to the role, maintaining determination and persistence while
- maintaining a sense of balance and perspective in relation to work issues;
- Contributes positively to the corporate agenda;
- Is personally trustworthy, honest and respectful, delivering on promises and commitments;
- Ensures the citizen is at the heart of all services provided;
- Is resilient, maintaining composure even in adverse or challenging situations;
- Promotes a culture that fosters the highest standards of ethics and integrity.