



ÚDARÁS UCHTÁLA na hÉIREANN  
THE ADOPTION AUTHORITY of IRELAND

## CANDIDATE INFORMATION BOOKLET

PLEASE READ CAREFULLY

### **INTERIM CHIEF EXECUTIVE OFFICER**

9 month contract

### **ADOPTION AUTHORITY OF IRELAND**

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](http://www.cpsa.ie)

*AAI recognises its responsibilities under the Data Protection Acts 1988, 2003 & 2018, the General Data Protection Regulation (GDPR) and the Freedom of Information Act 2014*

ADOPTION AUTHORITY OF IRELAND  
SHELBOURNE HOUSE, SHELBOURNE ROAD, DUBLIN 4 D04 H6F6

**TITLE OF POSITION:** Interim Chief Executive Officer – 9 months - Fixed Term Contract

**REPORTING TO:** The Board of the Adoption Authority of Ireland

**OFFICE:** Adoption Authority of Ireland

**LOCATION:** The Adoption Authority is currently based in one location in Ballsbridge. In due course the Authority, or part of the Authority, may relocate to one or more sites and some staff will be relocated to the new site(s). You may be required to work at an alternative location within Ireland at the Board's discretion without additional compensation. Blended working may be facilitated subject to the operational needs of the Board and the organization.

### **Overview of the Adoption Authority of Ireland**

The Adoption Authority of Ireland was established as an independent regulatory body on 1 November, 2010 following the enactment of the Adoption Act 2010.

The Adoption Authority of Ireland is an independent quasi-judicial statutory body appointed by Government. The functions of the Authority are set out in Section 96 of the Act. These include functions of an operational, judicial and quasi-judicial nature in relation to the adoption process itself, as provided for under the Act and relation to the Authority's designation as the Central Authority for the Hague Convention on the Protection of Children and Co-operation in Respect of Intercountry Adoption. Other functions of the Authority include, registration, regulatory and standard setting functions in respect of all agencies providing adoption services in accordance with Part 13 of the Act and the relevant Regulations. The Authority also undertakes and promotes research and publishes information about adoption and related services; provides information to the general public; supports others in the provision of information on adoption services.

The Birth Information and Tracing Act 2022 was signed into law on 30 June 2022. This landmark legislation provides a full and clear right of access to birth certificates, birth and early life 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. It also allows for access to information by next of kin in certain circumstances.

The new law establishes a Contact Preference Register and a robust tracing service and, as well as a range of new bespoke measures to address issues arising for people affected by illegal birth registration and the legislation came into operation on a phased basis, from the 1<sup>st</sup> July 2022.

Part 12 of the Act (sections 94-124 inclusive) provides, inter alia, for the establishment of the Authority and the appointment of a Chief Executive Officer. The Authority Members are the governing body of the organisation and are collectively responsible for promoting the success of the Authority by leading and directing the Authority's activities. The provisions of the Act put in place a statutory framework which ensures that the Authority is accountable to the Minister for Children, Equality, Diversity, Integration and Youth and to the Government.

In accordance with the provisions of the Adoption Act, 2010 (the Act) the Adoption Authority of Ireland (the Authority) is seeking to appoint an Interim Chief Executive Officer. The primary function of the Interim Chief Executive Officer will be to support the Authority in carrying out its functions under the Act.

### **Interim Chief Executive Officer**

The Interim Chief Executive Officer will lead the management team in the Authority and will be responsible for the general management and control of the administration and business of the Authority, and its staff of approximately 63 whole time equivalents. The Interim Chief Executive Officer will also be responsible for the provision of information (including financial information) to the Authority relating to the performance of his/her functions as the Authority may require and the performance of such other functions as may be assigned to him/her under the provisions of the Act.

The Interim Chief Executive Officer will be responsible to the Authority for the implementation of the Authority's policies, supporting the Authority in all functions of a judicial nature conferred on the Authority under the Adoption Act, 2010 and maintaining on behalf of the Authority both the Register of Accredited Bodies, the Register of Intercountry Adoptions and the Register of Gender Recognition of Intercountry Adoption.

The Interim Chief Executive Officer will be required to be accountable to relevant Oireachtas Committees and to the Dáil Public Accounts Committee on appropriation accounts and reports of the Comptroller and Auditor General.

The Interim Chief Executive Officer will have approximately 6 direct reports, ranging from Executive Officer to Principal Officer Level.

### **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.

#### **Essential Requirements**

Applicants must have:

- have 5 years senior management experience in any discipline in a multi-disciplined organisation including in the direct and indirect management of people;
- have sufficient experience of evaluation of the practical impact and legal implications of exercising statutory powers and their use in a complex environment;
- have a proven track record in leading teams under his/her control to achieve maximum efficiency and effectiveness;
- have a proven capacity for innovative thinking, independent assessment and decision making and sound judgment;
- have a career record that demonstrates to date a high level of competence in conceptual and analytical thinking with particular regard to strategic planning but also working within a complex legal framework;
- have demonstrated experience in organisational and financial management in line with accountability requirements of public bodies in accordance with the Codes for Corporate Governance for the Public Sector;
- have knowledge of the design and implementation of performance, quality and risk management systems;
- have experience of information management and analysis;
- have experience of developing and sustaining critical relationships with other public sector bodies, government departments and/or working with Board structures;
- have excellent interpersonal and communication skills.

### **Desirable Experience**

It is desirable that the ideal candidate would also have:

- experience of managing and delivering effectively in circumstances where resource availability may be significantly constrained;
- familiarity with information technology systems, with particular reference to their role in change management in organisations;
- Experience of dealing with media enquiries.
- Experience of working in a social service organisation.

### **Chief Executive Officer competencies are outlined in 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. The person appointed requires the flexibility to fulfil other roles and responsibilities at a similar level within the Authority

### **EMPLOYMENT CONDITIONS**

**Appointment to the post of Interim CEO is at Principal Officer Higher with Director Allowance level in the public service and will be subject to the usual conditions governing such appointments.**

#### **Remuneration:**

**Salary Grade: Principal Officer Higher with Director Allowance** (rates effective from 1<sup>st</sup> October 2022).

#### **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). It will also apply to new permanent employees and fixed term un-established employees.

#### **PPC (PO1 + Director Allowance) Salary Scale:**

€116,651, €120,873, €125,117, €129,351, €132,961, €136,765 (LSI1), €140,570 (LSI2)

Non-Personal Pension Contribution (Non-PPC). The Non-PPC (Personal Pension Contribution) salary for the position will apply where the appointee is a civil or public servant recruited before 6th April 1995 and who is not required to make a Personal Pension Contribution.

€110,811, €114,830, €118,861, €122,880, €126,314, €129,931 (LSI1), €133,544 (LSI2)

LSI 1 - Long Service Increment after 3 years satisfactory service at the maximum.

LSI 2 - Long Service Increment after 6 years satisfactory service at the maximum

#### **Note:**

- Entry will be at the first point of the relevant scale and will not be subject to negotiation;
- 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 will be given to entry at their existing point on the scale, subject to limits set by the Department of Expenditure and Reform;
- The rate of remuneration may be adjusted from time to time in line with Government pay policy.

**Annual Leave:** 30 days per annum. This leave is on the basis of a five-day week, is exclusive of the usual public holidays and is subject to the usual conditions regarding the granting of annual leave.

**Contract:** Interim Chief Executive Officer (PO1 with Director Allowance) – 9 months Contract – Full Time

**Attendance:** The seniority and importance of the role will determine the exact hours of work. Most of the hours of work will be discharged on a Monday through Friday basis primarily between 9.15 a.m. and 5.45 p.m. The post holder may be required to render extra attendance if and when the work of the Authority requires it, without additional remuneration.

**Rest Periods:** The terms of the Organisation of Working Time Act, 1997 will apply to this appointment.

**Probation:** Appointment to this role will be on a probationary basis for a period of 3 months from the date of commencement of employment. The post holder will be subject to regular appraisal and review by the Board of the Authority, for the duration of the contract.

During the period of probation, the appointee's performance will be subject to review by the Board of the Adoption Authority of Ireland 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.

Should your services be satisfactory as regards health, conduct, efficiency and performance generally during the probationary period, you will then, on completion of the probationary period, be appointed for the period of tenure set out above.

#### **Unfair Dismissals Act 1977-2015**

The Unfair Dismissals Acts 1977-2015 will not apply to the termination of your employment by reason only of the expiry of this fixed term contract without it being renewed or the cessation of the purpose of the contract.

**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. Initially, as with full-time staff, fixed-term employees on probation will have access to sick leave on a pro-rata basis based on their probationary period.

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.

#### **Special leave**

Special leave, either paid or unpaid, is available in certain circumstances. Details are set out in the relevant circulars. All circulars are available from the HR Section.

**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](http://www.singlescheme.gov.ie)

Where 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**

You are required to declare any entitlements to a public service pension benefit (in payment or preserved) from any other public service employment and/or where you have received a payment-in-lieu in respect of service in any Public Service employment in accordance with section 51 of Single Pension Scheme Act 2012.

**Abatement:** If you have been previously been employed in the public service (including the civil service) and are in receipt of a pension from the public service or where a public service pension comes into payment during your re-employment that pension will be subject to abatement in accordance with the Public Service Pensions (Single Scheme and Other Provisions) Act 2012. Changes to your pay and/or public service pensions during your re-employment will cause the level of abatement to be reviewed. It is your responsibility to notify your pension paying authority of such changes. Any overpayments arising may be recouped through your pension in accordance with normal procedures.

**Previous Incentivised Early Retirement (ISER))/Voluntary Early Retirement (VER) Scheme/Voluntary Redundancy (VR) in the public service:** The implications of this appointment on any payment/pension entitlements acquired under a scheme of ISER/VR/VER will be determined by the terms and policies governing the ISER/VR/VER scheme in question.

**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 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. . ASC is payable in addition to any contributions payable in respect of membership of your main superannuation scheme and/or spouse's and children's 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) or to non-EEA nationals with a valid work permit. The EEA consists of the Member States of the European Union along with Iceland, Liechtenstein and Norway. Under the terms of the Common Travel Area UK citizens are eligible to compete. Citizens of Switzerland are also eligible to compete.

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 in accordance with section 51 of Single Pension Scheme Act 2012.

**SELECTION PROCESS****How to Apply**

Please submit the 2 documents as set out below to:

Seán McDonagh, Partner, Lansdowne Executive Search Limited

(e) sean.mcdonagh@lansdownesearch.ie

Or for a confidential discussion please call Seán on +353 87 796 1062

- A fully completed key achievements form - see Appendix B
- A cover letter/ personal statement outlining why you wish to be considered for the post and where you believe your personal attributes, skills, knowledge and experience meet the requirements for the role of Interim Chief Executive Officer position.

Please note that omission of any or part of the 2 requested documents, as set out above, will render the application incomplete. Incomplete applications will not be considered for the next stage of the selection process.



**The completed key achievements form and the cover letter/personal statement are to be combined and submitted together in one single PDF document.**

Candidates are required to complete a key achievements form and provide details of their experience in five of the competencies required for the role of a Chief Executive Officer (PO1 Grade): - *Leadership & Strategic Direction, Judgement & Decision Making, Management & Delivery of Results, Building Relationships & Communication, Specialist Knowledge, Expertise and Self Development and Drive and Commitment to Public Service Values* – see Appendix A which includes descriptions of these 6 chosen competencies.

**Closing Date**

The closing date and time for applications is **5.30pm on Thursday 19<sup>th</sup> January 2023.**

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

**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 the applications
- a competitive preliminary interview;
- completion of an online questionnaire;
- supplementary application form;
- a competitive, competency based interview.

Candidates who are successful at interview may be invited back to a second interview which will include the candidate making a short presentation to the panel.

**Interview**

Shortlisted candidates will be notified in due course of the confirmed date and time for the interview.

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.

### **Other Important Information**

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.

Any appointment to the position of Interim Chief Executive Officer does not convey or imply the right or assumption to the permanent Chief Executive Officer role when advertised.

### **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. Information held by the Adoption Authority of Ireland is subject to the rights and obligations set out in the Data Protection Act 2018. For more information on how we retain and use your personal data, please review the Adoption Authority of Ireland's Privacy Policy which includes instructions on the right to withdraw consent at any point.

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](http://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 they 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
- impersonate 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

*AAI 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 PO1 Level

Leadership & Strategic Direction	Leads the team, setting high standards, tackling any performance problems & facilitating high performance
	Facilitates an open exchange of ideas and fosters an 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, Organisations and Agencies
Judgment & Decision Making	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	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 plans priorities, even when faced with pressure
Building Relationships & Communication	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 & 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 organisation 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 Service Values	Consistently strives to perform at a high level
	Demonstrates personal commitment to the role, maintaining determination and persistence while maintain 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

## Key Achievements Form

### Section 1 - PERSONAL DETAILS

<b>First Name:</b>		<b>Surname:</b>	
<b>Home Address:</b>		<b>Correspondence Address: <i>(if different)</i></b>	
<b>Home Phone Number:</b>	<b>Mobile Phone Number:</b>	<b>Eircode:</b>	
<b>Email address: <i>(this is the primary method of communication)</i></b>			

### Section 2 – STATEMENT OF SUITABILITY

Please outline how you meet the essential requirements as set out in the Candidate Information Booklet (maximum of 400 words)

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### Section 3 – COMPETENCIES

For each competency, briefly set out what you consider to be a good example of how you demonstrated key strengths and skills in these areas. Your example should include a brief description of the nature of the task/problem, your specific involvement, and the outcome (maximum of 250 words per competency).

#### Leadership and Strategic Direction (Maximum 250 words)

- Leads the team, setting high standards, tackling any performance problems and facilitating high performance
- Facilitates an open exchange of ideas and fosters an 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 and 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, Organisations and Agencies

#### Judgement and Decision Making (Maximum 250 words)

- 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 and Delivery of Results (Maximum 250 words)

- 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 plans priorities, even when faced with pressure

**Building Relationships and Communication (Maximum 250 words)**

- 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 and 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 organisation 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 (Maximum 250 words)**

- 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 and Commitment to Public Service Values (Maximum 250 words)**

- Consistently strives to perform at a high level
- Demonstrates personal commitment to the role, maintaining determination and persistence while maintain maintains 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

All parts of the document must be completed and should be submitted, along with a CV, by 5.30pm 19<sup>th</sup> January 2023.