



# PCSA

Údarás Póilíneachta  
& Sábháilteachta Pobail

Policing & Community  
Safety Authority

## Candidate Information Booklet

### Head of Business Services Principal Officer Level

The PCSA is committed to a policy of equal opportunity.

This competition will be run in compliance with the Commission for Public Service Appointments (CPSA) Codes of Practice for Appointment to Positions in the Civil Service and Public Service.

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

---

Contact: Human Resources Department

PCSA

90 King Street

Dublin 7

Phone: 01 8589090

Email: [HR@PCSAIreland.ie](mailto:HR@PCSAIreland.ie)

## Are you who we are looking for?

*We are looking for people with ambition to develop themselves both personally and professionally, who want to play an active role in helping to shape the new Policing and Community Safety Authority (PCSA) and fulfil its statutory mandate.*

We are growing as an organisation and one of the first roles we are seeking to fill is that of Head of Business Services. This senior management position (Principal Officer) offers an opportunity for an ambitious, enthusiastic and committed professional - with a strong commitment to serving the public interest - to influence and contribute to the development of the PCSA. S/he will support the shaping of the business services function and this person must believe in the purpose of our organisation, align with our values and want to support our ambitious growth over the coming years.

## The Policing and Community Safety Authority

The PSCS Act 2024 commenced on 2<sup>nd</sup> April 2025 and provides for the establishment, and functions, of the PSCA – see [Policing, Security and Community Safety Act 2024 \(irishstatutebook.ie\)](https://www.irishstatutebook.ie/eli/2024/act/12/section/1). The PCSA's primary objective is to oversee and assess the performance of An Garda Síochána in providing a policing service to the benefit of the safety of the public.

The establishment of the PCSA also provides for an exciting opportunity for the establishment of an outstanding policing oversight and inspection regime in Ireland. Broadly speaking, the PCSA incorporates the roles of the Policing Authority and the Garda Síochána Inspectorate, bringing oversight and inspection together in a single organisation.

## Purpose and Values

*We are looking for people to join us whose personal values align with our purpose and corporate values, and want to be part of an organisation which adheres to these guiding principles.*

The purpose of the PCSA defines not just what it does, but how it does these things and the positive impact on society in Ireland that it is aiming to have. It will provide a clear context for daily decision making and will unify and motivate our staff and stakeholders.

The PCSA purpose is also to help achieve an effective policing service that meets the

needs of communities in Ireland in all their diversity through our oversight role.

The PCSA will hold An Garda Síochána to account for the delivery of policing services, ensuring a focus on human rights across all areas of policing and promote excellence in the delivery of policing services to all communities. We will work with community stakeholders and our inter-agency partners to promote effective collaboration in support of policing and community safety outcomes.

Our work will be conducted in an open and transparent manner.

Our findings and recommendations will be evidence-based, and we will draw on recognised good practice and, standards of police accountability from other jurisdictions and our research.

## PCSA Values

These values are what we stand for; they guide the organisation's behaviour and the types of decisions it will make.

### Independent and Impartial

We will conduct our business in a manner that is independent in both thought and action. We will act with the utmost integrity at all times. We will be robust and evidence-based in our work and be fair and impartial in our processes, engagements and assessments.

### Determined and Transparent

We will be determined and persistent in our efforts. We will be transparent in the performance of our functions, and will be accountable to the public. We will build trust with key stakeholders through active, open and honest communication.

### Adaptive and Excellent

We will act and deliver to the highest professional standards, always seeking to learn, improve and adopt best practice in policing oversight and inspection. We value curiosity and continuous improvement within the PCSA and among those we work with.

### Cohesive and Collaborative

We will work as one team sharing our skills, expertise, experience and insights. We will also work collaboratively with our external partners across government and society in order to drive and support the improvement of policing and community safety.

### Empathetic and Respectful

We will treat everyone with empathy, humanity and respect. We will make sure people feel comfortable expressing their views and have an opportunity to be heard. We will do our best to ensure people are heard and that oversight is informed by the lived experiences of people in receipt of and delivering the policing service.

### Committed to Human Rights

We will work to ensure an ethical policing service which has at its core the protection and vindication of human rights for all. We will promote equality, diversity, and inclusion in our own organisation, in policing and in wider society.

## Overview of the Role

### The Role

This position is a very exciting and challenging role for an experienced Head of Business Services who can demonstrate an excellent working knowledge of the relevant areas of financial management, governance, human resources, IT, risk management and facilities.

Reporting directly to the Chief Executive Officer, this position offers an opportunity for an ambitious, enthusiastic and committed professional with a strong commitment to serving the public interest. It presents the opportunity to influence and contribute to the development of a new agency and to support the Authority in its role in shaping policing services in Ireland to meet the challenges of a modern world. As a key member of the Senior Management Team, the successful candidate will play a pivotal and influential role in the Authority, influencing and directing the development of our capacity to deliver a comprehensive service to all functions.

### Key Role Responsibilities:

The Head of Business Services will play a key role in ensuring that the PCSA's efforts are impactful, effective and collaborative through the following responsibilities:

- Leading the business services function of the Authority, ensuring effective delivery of services including but not confined to the Governance, Finance, Facilities, IT and Human Resources services;
- Supporting the Chief Executive in maintaining and developing a high performance, innovative and responsive organisation through a combination of strategic leadership skills and effective relationship management;
- Being a member of the PCSA senior management team and contributing to the development of Authority strategy and planning and leading its transition to a future entity;
- Providing strategic leadership for the Authority's Business Services Directorate;
- Building the capability of the Authority to perform effectively by managing and developing staff;

- Leading cross-divisional / multidisciplinary projects within the Authority's matrix organisation structure;
- Developing appropriate working relationships with key stakeholders and service providers including the Department of Justice, publicjobs, OGCIO, OPW etc; and
- Working with the Secretary to the Authority to advise the Authority on corporate governance and risk management matters ensuring high standards exist in the discharge of the Authority's functions.

Function will include, but not be limited to:

- Ensuring that the Secretariat functions for the Authority and its Committees are effective by ensuring that the Secretary is provided with the necessary information and support to enable them discharge their functions effectively;
- Ensuring that monthly information is provided to the Chief Executive and the Authority to enable effective financial management and planning;
- Ensuring that the Authority's finances are managed within the overall budget in accordance with public financial accounting standards;
- Supporting the Chief Executive in her role as Accounting Officer by preparing estimates, monthly financial reports and the annual Appropriation Account;
- Liaising with and providing support for internal auditors and the Comptroller and Auditor General, and supporting the Chief Executive in appearances before Oireachtas committees;
- Leading the HR function to ensure that the PCSA is an employer of choice;
- Ensuring full compliance with employment legislation, civil service HR policy, overseeing recruitment, training and performance of staff and learning and development;
- Overseeing the IT function to ensure that the Authority's infrastructure, systems and capabilities meet current and projected future requirements;
- Overseeing procurement processes in compliance with Government guidelines;
- Developing and implementing policies and systems to ensure that the Authority has robust governance, compliance and risk management systems;

- Ensuring that the Authority is in compliance with obligations under law including the Code of Practice for the Governance of State Bodies and Ethics in Public Office legislation;
- Developing and putting in place appropriate codes of conduct and standing orders for Authority members and staff and for the conduct of meetings including public meetings; and
- Carrying out such other duties and responsibilities as are assigned from time to time by the Chief Executive and/or the Authority.

## Person Specification

The person selected for this Principal Officer post will have a leadership role in managing for results and delivering to high standards. In addition to the capabilities required for principal officers, as set out in appendix 2, the successful candidate will have:

- A keen awareness of the cultural and organisational impact that Business services in maximizing the ability of the organisation to deliver and to improve the working environment for the Authority members and staff;
- An appropriate qualification at Level 8 or above on the National Framework of Qualifications, preferably in one the areas of finance, human resources or governance;
- Senior management experience in at least one of the areas of Finance, Human Resources or Governance;
- Senior management experience in a role which involved leading and managing teams and liaising with the most senior leaders in the organisation;
- A demonstrable capacity to quickly acquire, knowledge of oversight and assessment of policing and the context within which the PCSA will deliver its statutory functions;
- Excellent interpersonal skills with the ability to lead and influence a wide range of stakeholders to deliver common objectives including the ability to build and sustain relationships;
- Excellent communication, networking and influencing skills, as required to operate at a senior level;
- A strong track record of holding a position in an organisation where tangible outcomes were achieved in a competitive environment; and
- Sound judgement and an appreciation for public service values.

It is highly desirable that the successful candidate have sufficient experience with at least 5 years relevant experience at a sufficiently senior level.

In addition, applicants should have all the capabilities that are required at Principal Officer level. In particular, applicants must demonstrate by reference to specific achievements that they possess the qualities, skills and knowledge required for the role of Principal Officer (in the context of this particular and specific Principal Officer level post) as identified by the publicjobs capability framework.

If this sounds like you, then the application process is set out below.

## Application Process

Persons interested in this role should submit an application to [recruitment@pcsaireland.ie](mailto:recruitment@pcsaireland.ie) citing the title of the position for which you wish to apply, and including:

- A comprehensive CV, (see *CV Guidance Note* in Appendix 1 of this Booklet);
- A completed Key Capabilities Form, setting out specific examples demonstrating each capability. An overview of the relevant key competencies for this role, and the Key Capabilities Form, are provided in Appendix 2 of this Booklet; and
- A short cover letter (*no more than one page in length*) outlining why you wish to be considered for the post.

**The deadline for the receipt of applications is 3.00pm on 21st May 2025  
and late applications will not be considered.**

## Selection Process

The selection process for this post may include:

- Shortlisting on the basis of the information supplied by candidates in their application to select a number of candidates to be invited to competitive interview;
- A preliminary interview;
- A presentation exercise, to be undertaken as part of a preliminary or final competitive interview, work sample / role play, or any other tests or exercises that may be deemed appropriate; and



- A final selection interview if deemed necessary.

During any shortlisting exercise which may be employed, applications will be examined and assessed against pre-determined criteria based on the requirements of the position. The selection board will examine the information provided in your application and assess it against these criteria. It is therefore in your own interests to provide a detailed and accurate account of your qualifications and experience.

Candidates who are successful at the shortlisting stage will be invited to attend a preliminary interview. Following preliminary interview, successful candidates may be invited to attend a final competitive interview.

Candidates should ensure that they are available to participate, if shortlisted, at the interview stage.

While, we endeavour to give as much notice as possible for interview dates, the onus is on all applicants to make themselves available on the date(s) specified by the Authority for interview and to make whatever arrangements are necessary to ensure that they receive communications sent to them throughout the competition process.

Interviews may take place by attending in person at the offices of the PCSA or such other place as may be notified to the candidate.

Please note that we acknowledge receipt of all applications. If you do not receive an acknowledgement within 2 working days of the closing date for applications, please email [recruitment@pcsaireland.ie](mailto:recruitment@pcsaireland.ie)

## References

We request that you include in your CV the names of people you feel would be suitable referees that we might consult (two to three names and contact details), one of which should be your current employer. Please be assured that we will only contact your referees with your consent should you come under consideration for appointment.

## Security Clearance

An applicant will be required to undergo a Garda Vetting process and other security clearance, as appropriate, should they come under consideration for appointment to the position.

## Canvassing

Candidates should note that canvassing will disqualify and will result in their exclusion from the process. 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;
- attempt to influence a decision of any person in relation to that process; or
- interfere with or compromise the process in any way.

These actions will result in the disqualification of the candidate and their exclusion from the process.

Where the Authority is of the opinion that there may have been interference or attempted interference with an appointment process, it may investigate the matter or cause it to be investigated by a person authorised on its behalf. Authority Members, staff and selection board members are obliged by their Code of Conduct to report any approach to them by or on behalf of a candidate to the Chairperson, Chief Executive or Chair of the Audit and Risk Committee of the Authority, as appropriate.

## Deeming of Candidature to be withdrawn

Candidates who do not attend for interview or other test, exercise or appointment when and where required by the Authority, or who do not, when requested, furnish such information or evidence as the Authority requires in regard to any matter relevant to their candidature, will be deemed to have withdrawn from the competition and will have no further claim to consideration.

## Confidentiality and Data Protection

Protecting confidentiality is a priority for the Authority. All applications, tests, enquiries, and all aspects of the selection, vetting and appointments process are treated as strictly confidential, subject to the statutory framework and, unless required by law, are not disclosed to anyone other than those directly involved in the selection competition, clearance, or appointments process.

All data will be processed in accordance with the General Data Protection

Regulation and relevant Data Protection law.

When an application form is received, a record will be created in the candidate's name which contains much of the personal information supplied. This personal record is used to process the application and is held in accordance with the General Data Protection Regulation (GDPR) and relevant data protection law. Certain items of information, not specific to any individual, may be extracted from records for general statistical purposes.

The Authority's Candidate Privacy Notice, which provides more detailed information on what categories of candidate data are processed and how they are used, is available for download from our website.

## Request for Review / Complaints

This competition is being undertaken in accordance with the Commission for Public Service Appointments (CPSA) Code of Practice for Appointment to Positions in the Civil Service and Public Service.

If you are unhappy following the selection process, the CPSA's Code of Practice sets out the review and appeal mechanisms open to you. You can either request a review of a decision made during the selection process, under section 7 of the relevant code, or you can make a complaint that the selection process followed was unfair, under section 8. You must choose between requesting a review of a decision or making a complaint. You cannot choose both.

### [Request a review \(section 7\)](#)

If you are unhappy with a decision made during a selection process, believe it was made on the basis of incorrect information or that documented procedure was not followed, you can ask for a review under section 7 of the code. The decision may be reversed if it is found to have been incorrect.

You must ask for a review within five working days of the selection decision. For more information on the review process and how to request a review, [click here](#).

### [Make a complaint \(section 8\)](#)

If you think the selection, process was unfair and in breach of the Code of Practice, you can make a complaint about the process under section 8 of the code. If the selection process is found to have been unfair, the decision will not be reversed. However, changes may be made to the process to ensure a breach does not happen

again.

You must make a complaint within a reasonable timeframe. For information on how to make a complaint, [click here](#).

## 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 our attention.

### Candidates' Obligations

Candidates must ensure, in applying for a position, that they:

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

Candidates are required to:

- Provide any information required as part of the application process for the competition;
- Undertake any clearance process that may be required by the Authority; and
- Agree to perform the duties attached to the specified post and to accept the conditions under which those duties are or may be required to be performed.

Candidates are bound by the Code of Ethics for the Civil Service. 'Honesty and Integrity' is one of the key tenets of the Code. Candidates are expected to honour these values, both in how they approach this competition and by agreeing to follow the rules and procedures laid down.

By undertaking any required online tests or exercises, you are confirming that you are the person named on the application and agreeing to complete the test or exercise honestly and without assistance. By accessing or attempting any test/exercise materials or attending for interview you are agreeing to be bound by the terms set out in the Statement of Practice for this competition.

Candidates should be aware that if the information provided by a candidate at any stage in the selection or clearance process was found to be inaccurate or incomplete this would also be taken into account in assessing the suitability of the candidate for appointment. Candidates who knowingly or recklessly provide false or misleading information will not be considered for appointment.

All test and other materials are subject to copyright and all rights are reserved. No part of the test and other materials (including any text, questions and/or potential answer options) or associated materials (including any practice and/or familiarisation materials) may be reproduced or transmitted in any form or by any means including electronic, mechanical, photocopying, printing, photographing, recording, written or otherwise, at any stage. To do so is an offence and may result in a candidate being excluded from the selection process. Any person(s) who contravenes this provision, whether an applicant or other, or who assists another person(s) in contravening this provision, is liable to prosecution and/or civil suit for loss of copyright and intellectual property.

## Further information

Feedback will be provided to candidates on written request.

The PCSA will not be responsible for refunding any expenses incurred by candidates.

The PCSA is an equal opportunities employer.

A panel of candidates may be established by the Authority as a result of this competition, which will expire no later than one year from the date of its establishment. Being placed on a panel does not entitle a candidate to be appointed by the Authority.

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

Prior to making an offer to a candidate as a result of this competition the PCSA will make all such enquiries that are deemed necessary to determine the suitability of that candidate.

## Continuing Professional Development

The Authority supports participation in relevant training and professional development courses related to an employee's business activities.

## Eligibility to compete and certain restrictions on eligibility

### Citizenship Requirements

Eligible candidates must be:

- (a) A citizen of the European Economic Area (EEA). The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or
- (b) A citizen of the United Kingdom (UK); or
- (c) A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
- (d) A non-EEA citizen who has a Stamp 4 visa<sup>1</sup> or a Stamp 5 permission;

To qualify candidates must be eligible by the date of any job offer.

## 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. 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)

## Incentivised Scheme for Early Retirement (ISER):

---

<sup>1</sup> Please note that a 50 TEU visa, which is a replacement for Stamp 4EUFAM after Brexit, is acceptable as a Stamp 4 equivalent.

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 not eligible to apply 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. People who availed of the VER scheme are not eligible to compete in this competition. People who availed of the VRS scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

### Department of Environment, Community & Local Government (Circular Letter LG(P) 06/2013)

The Department of Environment, Community & Local Government Circular Letter LG(P) 06/2013 introduced a Voluntary Redundancy Scheme for Local Authorities. In accordance with the terms of the *Collective Agreement: Redundancy Payments to Public Servants* dated 28 June 2012 as detailed above, it is a specific condition of that VER Scheme that persons will not be eligible for re-employment in any Public Service body [as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011 and the Public Service Pensions (Single Scheme and Other Provisions) Act 2012] for a period of 2 years from their date of departure under this Scheme. 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.

## Employer of Choice

As an Employer of Choice the Civil Service has many flexible and family friendly policies, e.g. Work-sharing, Shorter Working Year, Remote Working (operated on a 'blended' basis), etc. All elective policies can be applied for in accordance with the relevant statutory provisions and are subject to the business needs of the organisation.

The Civil Service also operates a Mobility scheme for all general service grades. This scheme provides staff with career opportunities to learn and partake in diverse roles across a range of Civil Service organisations and geographical locations.

## PRINCIPAL CONDITIONS OF SERVICE

### General

The appointment is to a permanent post in the Civil Service and is subject to the Civil Service Regulations Acts 1956 to 2005, the Public Service Management (Recruitment and Appointments) Act 2004 and any other Act for the time being in force relating to the Civil Service.

### Pay

The salary scale for the position (rate effective from 1 March 2025) is as follows:

### Principal (PPC)

€104,971.00 €109,426.00 €113,845.00 €118,298.00 €122,054.00 €125,951.00<sup>1</sup>

€129,841.00<sup>2</sup>

The PPC pay rate applies when the individual is required to pay a Personal Pension Contribution (otherwise known as a main scheme contribution) in accordance with the rules of their main/personal superannuation scheme. This is different to a contribution in respect of membership of a Spouses' and Children's scheme, or the Additional Superannuation Contributions (ASC).



A different rate will apply where the appointee is not required to make a Personal Pension Contribution.

Long service increments may be payable after 3(LSI1) and 6(LSI2) years satisfactory service at the maximum of the scale.

## Important Note

Candidates should note that entry will be at the minimum of the salary scale and will not be subject to negotiation and the rate of remuneration may be adjusted from time to time in line with Government pay policy. Increments may be awarded subject to satisfactory performance.

You will agree that any overpayment of salary, allowances, or expenses will be repaid by you in accordance with Circular 07/2018: Recovery of Salary, Allowances, and Expenses Overpayments made to Staff Members/Former Staff Members/Pensioners.

Different terms and conditions may apply if, immediately prior to appointment, the appointee is already a serving Civil or Public Servant.

## Tenure and Probation

The appointment is to a permanent position on a probationary contract in the Civil Service.

The probationary contract will be for a period of twelve months from the date specified on the contract. During the period of your probationary contract, your performance will be subject to review by your supervisor(s) to determine whether you –

- (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 with particular regard to sick leave.

Prior to the completion of the probationary contract a decision will be made as to whether or not you will be retained pursuant to *Section 5A(2) Civil Service Regulation Acts 1956–2005*. This decision will be based on your performance assessed against the criteria set out in (i) to (iii) above. The detail of the probationary process will be explained to you by the Authority's HR department and

you will be given a copy of the Department of Public Expenditure NDP Delivery and Reform's guidelines on probation.

Notwithstanding the preceding paragraphs in this section, the probationary contract may be terminated at any time prior to the expiry of the term of the contract by either side in accordance with the Minimum Notice and Terms of Employment Acts, 1973 to 2005.

In the following circumstances your contract may be extended and your probation period suspended.

- The probationary period stands suspended when an employee is absent due to Maternity or Adoptive Leave.
- In relation to an employee absent on Parental Leave or Carer's Leave, the employer may require probation to be suspended if the absence is not considered to be consistent with the continuation of the probation and
- Any other statutory provision providing that probation shall -
  - (i) stand suspended during an employee's absence from work, and
  - (ii) be completed by the employee on the employees return from work after such absence.

Where probation is suspended the employer should notify the employee of the circumstances relating to the suspension.

All appointees will serve a one-year probationary period. If an appointee who fails to satisfy the conditions of probation has been a serving civil servant immediately prior to their appointment from this competition, the issue of reversion will normally arise. In the event of reversion, an officer will return to a vacancy in their former grade in their former Department.

## Location

The office's location will be at 90 King Street North, Dublin 7. However, this may change and will be such as may be designated from time to time by the Authority. The Organisation operates a blended working policy and all staff are entitled to apply for blended working on an annual basis. Currently the working pattern is two days in the office and three days working remotely, following an initial two week settling in period in the office. When absent from home and headquarters on official duty, the appointee will be paid appropriate travelling expenses and subsistence allowances, subject to normal civil service regulations.

## Unfair Dismissals Acts 1977-2015

The Unfair Dismissals Acts 1977–2015 will not apply to the termination of this employment by reason only of the expiry of this probationary contract without it being renewed.

## The Organisation of Working Time Act

The terms of the Organisation of Working Time Act 1997 will apply, where appropriate, to this employment.

## Hours of Attendance

Hours of attendance will be fixed from time to time but will amount to not less than 41 hours 15 minutes gross or 35 net per week. The successful candidate/s will be required to work such additional hours from time to time as may be reasonable and necessary for the proper performance of his / her duties, subject to the limits set down in the working time regulations. The rate of remuneration payable covers any extra attendance liability that may arise from time to time.

## Annual Leave

The annual leave allowance for the position is currently 30 days. This allowance is subject to the usual conditions regarding the granting of annual leave in the civil service, is based on a five-day week and is exclusive of the usual public holidays.

## 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.

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 Authority. 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 and Retirement

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the Civil Service 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.singlepensionscheme.gov.ie](http://www.singlepensionscheme.gov.ie).

Where the appointee has worked in a pensionable (non-Single Scheme terms) 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 employment history.

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

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

## 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) Act 2012.

Please Note: In applying for this position you are acknowledging that you understand that the abatement provisions, where relevant, will apply. It is not envisaged that the employing Department/Office will support an application for an abatement waiver in respect of appointments to this position.

- However, if the appointee was previously employed in the Civil or Public Service and awarded a pension under voluntary early retirement arrangements (other than the Incentivised Scheme of Early Retirement (ISER), the Department of Health Circular 7/2010 VER/VRS or the Department of Environment, Community & Local Government Circular letter LG(P) 06/2013, any of which renders a person ineligible for the competition) the entitlement to that pension will cease with effect from the date of reappointment. Special arrangements may, 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.

## 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 person's 60th birthday, whichever is the later, but on resumption, the pension will be based on the person's 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 any person who previously retired on ill health grounds under the terms of a superannuation scheme are required to declare, at the initial application phase, that they are in receipt of such a pension to the organisation administering the recruitment competition.

Applicants will be required to attend the CMO's office to assess their ability to provide regular and effective service taking account of the condition which qualified them for IHR.

*Appointment post ill-health retirement from Civil Service*

If successful in their application through the competition, the applicant should to be aware of the following:

1. If deemed fit to provide regular and effective service and assigned to a post, their civil service ill-health pension ceases.
2. If the applicant subsequently fails to complete probation or decides to leave their assigned post, there can be no reversion to the civil service IHR status, nor reinstatement of the civil service IHR pension, that existed prior to the application nor is there an entitlement to same.
3. The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

#### Appointment post ill-health retirement from Public Service

1. Where an individual has retired from a public service body his/her ill-health pension from that employment may be subject to review in accordance with the rules of ill-health retirement under that scheme.
2. If an applicant is successful, on appointment the applicant will be required to declare whether they are in receipt of a public service pension (ill-health or otherwise) and their public service pension may be subject to abatement.
3. The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

Please note more detailed information in relation to pension implications for those in receipt of a civil or public service ill-health pension is available [via this link](#) or upon request to PAS.

#### 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 pre-existing public service pension scheme (i.e. non-Single Scheme) as per the 2012 Act shall apply. This 40-year limit is provided for in the Public Service Pensions (Single Scheme and Other Provisions) Act 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 (main scheme and spouses' and children's contributions) required under the rules of your pension scheme.

For further information in relation to the Single Public Service Pension Scheme please see the following website - [www.singlepensionscheme.gov.ie](http://www.singlepensionscheme.gov.ie).

## Secrecy, Confidentiality and Standards of Behaviour: Official Secrecy and Integrity

During the term of the probationary contract, an officer will be subject to the Provisions of the Official Secrets Act, 1963, as amended by the Freedom of Information Act 2014. The officer will agree not to disclose to unauthorised third parties any confidential information either during or subsequent to the period of employment.

## Civil Service Code of Standards and Behaviour

The appointee will be subject to the Civil Service Code of Standards and Behaviour.

## Ethics in Public Office Acts

The Ethics in Public Office Acts will apply, where appropriate, to this appointment.

## Prior approval of publications

An officer will agree not to publish material related to his or her official duties without prior approval by the Chairperson of the Authority or by another appropriate authorised officer.

## Political Activity

During the term of employment, the officer will be subject to the rules governing public servants and politics.

All Circulars are available on the website [www.circulars.gov.ie](http://www.circulars.gov.ie) or from the Personnel Section.

#### 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.



## Appendix 1

### Guidance Note on Curriculum Vitae

Your CV should be no longer than 4 pages in length and should clearly state your relevant achievements and experience in your career to date.

A selection board will examine applicants' CVs and assess them against the requirements for the position. It is therefore in your own interests to ensure your CV clearly and accurately reflects your track record of achievement in the areas relevant to the post, as set out in this information booklet.

Your career history is best presented in reverse chronological order so that the most recent roles appear first. Positions held more than 15 years ago require only a summary description. If you were involved in a project or piece of work with other individuals, please ensure that your CV specifies the precise nature of your role/contribution.

#### Education Details:

Please specify status of award if not complete. Should you come under consideration for appointment, you may be required to provide evidence of any qualifications awarded.

At the end you may want to briefly note other achievements that you feel may be relevant to the particular role, for example:

- Other roles you may hold;
- Key presentations;
- Language skills (including level of fluency);
- Industry / sectoral recognitions;
- Publications / reports

## Appendix 2

### Capability Framework

The following Key Capabilities have been identified for effective performance at  
Principal Officer Level:

#### **PO** Principal Officer



##### **Building Future Readiness**

Digital Focus, Innovation  
& Upskilling for the Future

Strategy, Change &  
Reform



##### **Leading and Empowering**

Leading, Motivating  
& Inspiring

Leading with  
Specialist Insight

##### **Capability:**

Behaviours

Skills

Strengths

Knowledge

Values

Motivation

Interests

##### **Evidence Informed Delivery**



Delivering  
Excellence

Analysis, Judgement  
& Decision Making

##### **Communicating and Collaborating**



Communicating  
& Influencing

Engaging  
and Collaborating



## Building Future Readiness



Delivering excellent public policy and services requires us to embrace change and innovation. We strive to create an inclusive customer centric strategy and vision that keeps pace with environmental, social and technological changes. Adopting an agile and digital-first approach, we will continually upskill, change and improve how we do things to meet current and future demands.



### Digital Focus, Innovation & Upskilling for the Future

#### Digital Focus

- Drives the digital-first agenda by ensuring that digital tools and IT solutions are prioritised and implemented

#### Innovation & Continuous Improvement

- Delivers and encourages innovative, creative and practical solutions, striving for continuous improvement
- Creates an open and trusting work environment, where challenging the norm, taking measured risks and learning from mistakes is encouraged

#### Upskilling for the Future

- Committed to building own expertise, knowledge & skills for the future
- Ensures their people and Organisation are building future readiness and nurturing talent, to deal with current and future demands
- Proactively seeks development opportunities and regularly reflects on learning experiences, with awareness of own strengths and weaknesses



### Strategy, Change & Reform

#### Strategic Capability & Vision

- Develops a clear vision and strategic plan for their area, setting goals which map to organisational and government objectives
- Actively contributes to the development of broader organisational, departmental and government strategy, policy and objectives
- Evaluates the success and impact of current strategy and makes necessary amendments

#### Contextual Awareness & Adaptability

- Strong understanding of wider Civil Service policies and relevant developments in the public and private sector
- Anticipates, adapts and responds to developments in the sector and external environment, reviewing and revising strategic and/or operational plans as necessary

#### Implementing Change & Reform

- Leads others through times of change and transformation – communicating a clear vision, listening to feedback and addressing concerns
- Leads on the implementation of significant change and reform, critically appraising suggested change and delivering best possible improvements
- Listens and responds appropriately when met with criticism or resistance to change



#### Key Skills Examples

- Innovation
- IT and digital skills
- Continuous learning
- Design thinking
- Systems thinking
- Process improvement



#### Key Skills Examples

- Managing & supporting change
- Policy and strategy development
- Goal setting
- Strategy implementation
- Strategic thinking
- Future forecasting



## Evidence Informed Delivery



Delivering excellent public policy and services requires us to make evidence based and well-informed judgements and decisions, prioritise objectives and effectively manage resources, using relevant information to evaluate the delivered outcome to ensure maximum benefit for the people we serve.



### Delivering Excellence

#### Prioritising Work, Resources & Quality-Focus

- Effectively manages multiple agendas and significant work programmes, allocating or securing resources to meet priorities
- Oversees work and monitors progress to ensure delivery against key Organisational objectives and business plan priorities
- Ensures high standards are set and maintained, leading by example to encourage others commitment to quality

#### Accountability, Responsibility & Governance

- Provides regular and accurate updates to relevant stakeholders and governing bodies/executives
- Within their team(s), instils the importance of efficiencies, value for money, adherence to policies/protocol and corporate governance requirements
- Demonstrates accountability for self and team

#### Learning, Responding, Evaluating & Improving

- Gets up to speed with new tasks or roles at a fast pace, asks questions to understand requirements, relevant information and sensitivities
- Is flexible, agile and resilient in the face of difficulty or emerging demands
- Seeks feedback and evaluates delivery against required outcomes, taking action to learn, respond and improve



#### Key Skills Examples

- Project management
- Risk management
- Resource allocation
- Project evaluation
- Cost benefit analysis



### Analysis, Judgement & Decision Making

#### Analysis, Evaluation & Critical Reasoning Ability

- Can quickly gather, analyse and critically evaluate relevant data from a range of sources, identifying key information
- Ensures the team and organisation gather and utilise data to inform future decisions
- Analyses and evaluates complex verbal and numerical information, such as policies, strategies, budgets or statistics

#### Managing Issues & Complexity

- Effectively manages complex situations and ambiguous or 'on-the-spot' issues, deciding on the best course of action quickly and confidently
- Solves complex problems in an informed, logical and composed manner, seeking additional inputs where necessary

#### Informed Judgement & Decision Making

- Makes balanced judgements and decisions, drawing from evidence, experience and relevant policies and procedures, while also considering contextual issues or sensitivities
- Makes important, urgent or difficult decisions in an appropriate, timely and ethical manner, considering the broader implications, governance issues and political sensitivities
- Openly and honestly shares the rationale for decisions made, to ensure transparency, build confidence and trust



#### Key Skills Examples

- Research skills
- Data management & visualisation
- Data analytics
- Critical thinking
- Budgeting



## Leading and Empowering



Delivering excellent public policy and services requires us to lead in our areas of expertise, inspire others and create a clear vision. We are committed to developing, supporting, and empowering our colleagues to meet their potential and to creating a positive and inclusive work environment where everyone's contribution is valued.



### Leading, Motivating & Inspiring

#### Developing, Motivating & Supporting Performance

- Ensures their team have exposure to development opportunities, strategically delegating projects, considering individual suitability and project demands and urgency
- Supports and motivates high performance by providing recognition, guidance, coaching and regular feedback
- Utilises and promotes both formal and informal performance management techniques

#### Vision, Purpose & Authenticity

- Inspires their team and brings people along, by showing authenticity, trust, passion and living the organisational values, by example
- Creates a clear vision for the team, reminding them of the wider purpose and impact
- Leads with integrity, honesty, transparency and accountability

#### Empowerment, Psychological Safety & Inclusion

- Creates an inclusive and psychologically safe team environment, which empowers, trusts, and respects all members
- As a leader, champions equality, diversity and inclusion, taking meaningful action through the work of their Organisation/Department and in supporting a diverse workforce

#### Social & Emotional Intelligence

- Openly prioritises the wellbeing of self and others, instilling a culture of support, empathy and consideration
- Demonstrates high self-awareness and ability to manage own emotions and behaviour, particularly in challenging situations



#### Key Skills Examples

- Performance management
- Coaching and providing feedback
- Conflict management
- Managing remote or blended teams
- Emotional intelligence



### Leading with Specialist Insight

#### Adding Value with Specialist Expertise

- Demonstrates a high degree of specialist expertise and knowledge in their area
- Adds value to the organisation and department by utilising their specialist expertise to meet the business needs and shape broader policy or strategy

#### Leading & Advocating

- Leads and provides direction, through openly sharing insights, knowledge, evidence and rationale in a non-technical manner
- Advocates and explains the value of their area or expertise and why it is necessary to prioritise
- Recognised as a thought leader or subject matter expert in their area of expertise, providing guidance, knowledge and leadership

#### Building Networks, Knowledge & Insights

- Networks with experts at conferences and events, sharing relevant information, learnings and drawing inspiration from others at a national and international level
- Committed to continuous professional development, actively engaging in relevant courses, conferences and activities to keep knowledge and insights up to date



#### Key Skills Examples

- Specialist skills in own area of expertise
- Research
- Networking



## Communicating and Collaborating



Delivering excellent public policy and services requires us to work together, build relationships and collaborate enabling a joined up, whole-of-Government approach. Effective engagement and communication with our customers, clients and colleagues will enhance and build trust in our services.



### Communicating & Influencing

#### Communicating Effectively & Listening to Understand

- Communicates and presents in a clear, persuasive and impactful manner, across verbal, digital and written communications
- Demonstrates self-awareness of own communication approach, adjusting style as appropriate for the audience
- Appreciates diversity and makes an active effort to involve different people, to bring challenge and alternative viewpoints
- Communicates with transparency to external audiences in areas of public interest

#### Influencing & Negotiation Skills

- Tactfully influences and persuades others and considers compromise when necessary
- Develops an understanding of context, sensitivities and differing perspectives when engaging in discussions/negotiations with key stakeholder groups or the political system
- Approaches difficult discussions, conflict or negotiations with respect, thoughtfulness, composure and self-assurance



#### Key Skills Examples

- Languages e.g. Gaelige
- Written skills
- Effective presentation
- Active listening
- Influencing and negotiation skills
- Storytelling to influence, teach & inspire



### Engaging & Collaborating

#### Networking, Representing & Stakeholder Engagement

- Builds useful networks and engages with relevant stakeholders, both within and outside of their own organisation and department
- Consults regularly with key stakeholders, managing their expectations and providing insightful, open and transparent updates
- Represents the organisation or dDepartment with professionalism and awareness, taking opportunities to promote the work of the organisation or department, where appropriate

#### Collaboration, Cross-Functional Working & Relationship Management

- Utilises interpersonal skills to build and maintain effective working relationships at all levels, including in a remote or hybrid working environment
- Maximises opportunities to collaborate and engage in cross-functional working, ensuring their team do not operate in a silo
- Stays abreast of organisational developments and the work of other teams, showing interest, providing input and offering support to other senior managers



#### Key Skills Examples

- Collaboration
- Cross-functional working
- Networking
- Relationship building & interpersonal skills
- Social intelligence

### Appendix 3

#### Key Capabilities Form

NB: Please consider carefully the information provided in the Candidate Information Booklet before completing this section.

In the following section of the application form we are interested in finding out what you consider to be the key strengths and achievements which make you particularly suitable for the role of Principal Officer in the context of the specific capabilities identified for the role. Therefore, please:

- Summarise your experience to date under each capability heading; and
- Describe one example that illustrates your capability under the heading, briefly describing the background / nature of the task, problem, objective, what you did and the outcome.

The information you provide will be used to help structure your interview.

The interview board may question you in detail about the information you provide, with particular reference to the actions you took and your reasoning for doing so.

## Key Capabilities Form

### 1. Building Future Readiness

1 (a) Summarise your experience to date (relevant to this role) under this capability.  
(Do not exceed 200 words.)

1 (b) Describe one specific example that illustrates your capability (relevant to this role) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)



## 2. Evidence Informed Delivery

2 (a) Summarise your experience to date (relevant to this role) under this capability.  
(Do not exceed 200 words.)

2 (b) Describe one specific example that illustrates your capability (relevant to this role) under the heading, briefly describing the background / nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

### 3. Leading and Empowering

3 (a) Summarise your experience to date (relevant to this role) under this capability.  
(Do not exceed 200 words.)

3 (b) Describe one specific example that illustrates your capability (relevant to this role) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

#### 4. Communicating and Collaborating

4 (a) Summarise your experience to date (relevant to this role) under this capability. (Do not exceed 200 words.)

4 (b) Describe one specific example that illustrates your capability (relevant to this role) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)