



An tSeirbhís um Cheapacháin Phoiblí
Public Appointments Service



Rialtas na hÉireann
Government of Ireland

INFORMATION BOOKLET

The Public Appointments Service (publicjobs.ie) invite applications for:

**GRADUATE OPPORTUNITIES
ADMINISTRATIVE OFFICER (DUBLIN)**

Business/Finance

CID: 2250303

Closing Date: 3pm on Thursday 31st March, 2022

The Public Appointments Service and employing Departments/ Offices 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

We are committed to a policy of equal opportunity.

CONTACT:

PUBLIC APPOINTMENTS SERVICE, CHAPTER HOUSE
26 – 30 ABBEY STREET UPPER, DUBLIN 1

URL: www.publicjobs.ie
Email: graduate@publicjobs.ie

Introduction

The Civil Service is at the heart of Irish society. Everything we do impacts our country, and most importantly, our people. We are a robust and trusted institution, which has served the people of Ireland since the foundation of the State. Most recently, the Civil Service has played, and continues to play, a critical role in supporting the whole of Government response to the needs of the nation during the pandemic. While the challenges which face the Civil Service today are different to those faced at the foundation of the State, our core values remain the same.

The Irish Civil Service is a large complex organisation employer nearly 42,000 people in approximately 40 Government Departments and Offices with a diverse set of responsibilities to support the Government by developing policy options and legislation to address major national issues, co-ordinating the broader public service, helping to manage the economy and delivering services to the public.

[Civil Service Renewal 2030](#) is an ambitious 10-year strategy of reform for the Civil Service. The Strategy will be implemented through a series of 3-year action plans that will detail the precise goals and initiatives which will progress each of our strategic priorities to ensure a diverse and high performing Civil Service that is more inclusive, engaged, agile and ready to meet current and future challenges.

By implementing these plans and demonstrating an enduring commitment to public service values, the Civil Service can create a more diverse yet unified, professional, responsive, open and accountable organisation that inspires trust and confidence in Ireland and internationally.

The Civil Service can offer suitable candidates a very satisfying and varied career, with competitive terms and conditions.

The Public Appointments Service (PAS) is the centralised independent recruitment provider for the Civil and Public Service and will conduct the selection process for this competition.

PAS will establish a panel of suitably qualified individuals to fill vacancies, which may arise in the Civil Service. **Please note, this also includes Garda Civilian positions in An Garda Síochána.**

The Role

An Administrative Officer (Business/Finance) may be involved in assessing and advising on national and international financial developments and providing policy advice designed to support the Government's social and economic policy objectives. He/she may also be required to advise and brief senior management and Ministers on financial and business policies and contribute to the drafting, and passage through the Oireachtas, of legislation concerning financial issues.

He/she may also be required to monitor and report on the financial performance of individual financial institutions and may be required to provide support and advice on their area of responsibilities including: preparation of financial models, risk analysis and developing appropriate methodologies.

Financial policies have a key role to play in the continued development of the Irish economy and the maintenance of our international competitiveness.

The main areas of involvement for an Administrative Officer (Business/Finance) include:

- assessing and advising on financial developments, including strategic developments in international financial services, financial stability and regulatory issues
- the development and implementation of strategies at EU/Euro area level and internationally in relation to economic, fiscal and financial policy formulation
- contributing to the preparation of pre-budget submissions for the Minister for Finance
- contributing to the preparation of economic and domestic and international tax policy analysis

- supporting the continued development of effective and efficient regulatory systems for financial services
- drafting and preparing legislation, including the Finance Bill
- developing national and EU/International policy and legislation in relation to the financial services sector and managing the transposition of EU directives
- preparation of advice and briefing for senior management and Ministers on financial and business topics arising in a national, EU, or global context
- Government accounting (policy & standards etc), internal financial control, Management Information Systems
- assisting in preparation of financial models, valuation materials and risk research and analysis
- review of transaction and due diligence documentation
- monitoring and reporting on the financial performance of individual financial institutions
- development and monitoring of execution of organisational strategy and divisional business plans

It is expected that from the outset, newly recruited AOs will be able to make a substantive contribution to the work of the Civil Service. While training is to a significant extent “on the job”, induction and training courses in specific skills and areas of work will be provided to assist you to become familiar with the public sector. Those appointed will undertake the Graduate Development Programme which will build upon your experience to further develop your expertise, confidence, self-awareness and personal effectiveness to enable you to realise your potential and deliver important outcomes early in your career. It is envisaged that these graduate recruitment opportunities will arise across a range of Departments.

Selection for the position of AO involves a demanding assessment process that may take place over a period of time. However, PAS will make the process as streamlined as possible and will keep applicants informed as they progress through the selection process.

A detailed description of the competencies expected of all AOs is set out in Appendix 1. In addition, specific requirements for each of the streams being recruited are set out in more detail in this booklet.

The onus is on the candidate to ensure that they satisfy the essential eligibility requirements for the positions for which they are applying. Candidates are required to confirm at application stage that they hold the required qualifications. Admission to the competition does not imply acceptance that a candidate is eligible to compete in the competition.

[Further information on the graduate recruitment campaign](#)

Applicants for the Irish Language Stream

The Civil Service is fully committed to fulfilling its obligations under the Official Languages Act. It is intended that any vacancies arising, which require staff to provide a full range of services through the Irish language (Functional Bilinguals), may be filled from this competition. In this regard individuals who have proficiency in the Irish language and who fulfil all other eligibility criteria set out below may indicate their interest on the application form.

Candidates who are successful at the online assessment stages, and indicate their interest on the application form, will be required to undergo an assessment of their Irish language skills. All candidates must reach the qualifying standard at each element of the selection stages, including the additional Irish assessments, in order to be considered for the Irish stream. They must achieve the required level in the Irish language, i.e. demonstrate a minimum Level B2 on the Europass self-assessment framework.

Please note that in the case of the Irish stream, attendance may also be required at a separate assessment/interview through the Irish language.

Summary Conditions of Service

Starting Salary: €33,889

Annual Leave: 25 Days

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

Principal Conditions of Service: Please [CLICK HERE](#) to view full Conditions of Service

Selection Process Key Dates

Closing Date	3pm on Thursday, 31 st March 2022
Candidates with disabilities to forward reports by	3pm on Thursday, 31 st March 2022
Stage 1 - Online tests	Mid-April
Stage 2 - Assessment Centre	Early June

Entry/Eligibility Requirements

Qualifications/eligibility may not be confirmed until the final stage of the process, therefore, those candidates who do not possess the essential requirements, **on or by the dates specified below**, and proceed with their application are putting themselves to unnecessary effort/expense and will not be offered a position from this competition.

Please note that, given the volume of applications, PAS is not in a position to consider or offer advice on the qualifications/eligibility of individuals unless they come under consideration. The onus is on the candidate to ensure they fulfil the eligibility requirements set out above. PAS reserves the right to deem an applicant ineligible at any stage if it is apparent that the candidate does not hold the required eligibility/qualifications e.g. from the submitted application form. Candidates who come under consideration following the final selection stage will be required to provide documentary evidence of their eligibility, including qualifications.

Candidates who are unable to show that they hold the required qualifications may be withdrawn from the competition at any stage. An invitation to tests, interview or any element of the selection process is not acceptance of eligibility.

- Please [CLICK HERE](#) for further information regarding Eligibility to Compete and Certain Restrictions on Eligibility

Applicants must, on or before the 31st March, 2022 have achieved:

- (i) a first or second class primary honours degree (minimum Level 8 on the National Framework of Qualifications) having taken Business, Economics, Accounting or another financial discipline as a major subject in the final degree examination;

OR

- (ii) qualified as an Accountant and be a member of a recognised body of accountants, or be entitled to such membership (having attained a standard in the final examination that is acceptable to the Public Appointments Service as meeting the needs of the competition)

OR

- (iii) anticipate that they will be entitled to hold, by **1st September, 2022 at the latest**, a first or second class primary honours degree (minimum Level 8 on the National Framework of Qualifications) having taken Business, Economics, Accounting or another financial discipline as a major subject in the final degree examination;

AND

- (iv) demonstrate the competencies outlined in Appendix 1. It is expected that from the outset, newly-recruited graduates will be able to make a substantive contribution to the work of the Public Service. While training is to a significant extent 'on the job', induction and training courses in specific skills and areas of work will be provided to assist you to become familiar with the public sector.

Desirable

Ideally, applicants should also have the following:

- A further relevant qualification such as Chartered Financial Analyst (CFA); a Professional Accountancy Qualification or a Masters in Business Administration (MBA)
- Work experience in relevant areas may also be an advantage for particular posts e.g. business, finance, insurance, legal, legislation, an EU institution, financial regulation, competition work, compliance, accountancy or financial analysis, areas of credit and risk management, treasury, debt capital markets, corporate banking, restructuring and corporate finance.

The Application and Selection Process

Practical Matters

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

Username / Password issues

If you have forgotten your Username or Password please click on the following link:
<https://www.publicjobs.ie/candidateportal/home/forgottenDetail.do>

How to contact PAS?

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

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

- Candidates must use **their own** valid email address. Email addresses from third parties will **not** be accepted and may invalidate your application. PAS will only communicate application information with the candidate and not with any third party.
- It is important that you keep note of your username and password as you will need this information to access your Publicjobs Messageboard.
- It is strongly recommended that you do not change your email address or mobile phone number in the course of this recruitment competition, as any email/text message notification will be sent to the email address/telephone number originally supplied by you.
- Interaction with candidates during the selection process will primarily be conducted online. PAS will send most communication through your Publicjobs Messageboard. Check your Messageboard on a regular basis as email notifications of updates/tests issued to your Messageboard may sometimes be filtered into your Junk/Spam email folders (or 'Promotions' in the case of gmail). You are also advised to check all these folders regularly.
- PAS accepts no responsibility for communication not accessed or received by an applicant. They must ensure that they regularly check their Messageboard and access all communications from the PAS.
- If invited to tests and/or interview, the onus is on each applicant to make themselves available on the date(s) specified by the PAS. If you do not attend on the specified date/time you will be deemed withdrawn from the competition.
- An Unreasonable Conduct Policy is in operation in PAS. Information on the policy can be found on the PublicJobs [website](#).

How to Apply

The onus is on the candidate to select the correct competition(s).

Click on the button 'Apply now' to access the application webform. This button is located at the end of the job posting page for Administrative Officer on www.publicjobs.ie. You must complete the application webform in full and click the submit button.

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

Only fully completed applications submitted online will be accepted into the competition. **Applications will not be accepted after the closing date. Only one application per person is permitted.**

The admission of a person to the competition, or invitation to undertake any element of the selection process is not to be taken as implying that the PAS or other body is satisfied that such a person fulfils the requirements.

Candidates with Disabilities

The Public Appointments Service has a key role to play in attracting candidates from all sectors of society, ensuring that routes to career opportunities are accessible to all who are interested. We are committed to equality of opportunity for all candidates.

If you have a disability or need reasonable accommodations made during the selection process, we strongly encourage you to share this with us so that we can ensure you get the support you need.

Reasonable accommodation in our selection process refers to adjustments and practical changes which would enable a disabled candidate to have an equal opportunity for this competition. Examples of adjustments we provide include the use of assistive technology, extra time, scribes and/or readers or a range of other accommodations.

Please be assured that having a disability or requiring adjustments will not impact on your progress in the selection process; you will not be at a disadvantage if you disclose your disability or requirements to us. Your disability and/or adjustments will be kept entirely confidential.

Should you be successful, the disclosure of a disability for this stage of the process will not be passed onto the employing department unless you request that we do so.

If you have indicated on your application/profile that you require reasonable accommodations, please submit a psychologist/medical report be to ASU@publicjobs.ie

The purpose of the report is to provide PAS with information to act as a basis for determining reasonable accommodations, where appropriate. The information within these reports that is useful for us to see includes the outcome of any diagnostic tests conducted by your psychologist/doctor, and their summary of recommendations in relation to your requirements. You may redact (block out) parts of medical reports/psychologist's reports that you feel are sensitive or unnecessary for the decision to make reasonable adjustments.

These reports must be forwarded to the Assessment Services unit by close of business on **Thursday, 31st March, 2022**. You should email a scanned copy of the report to asu@publicjobs.ie

If you have previously applied for a competition with PAS and submitted a report, please email asu@publicjobs.ie to confirm that your report is still on file.

If you would like to talk about your application or any accommodations that may be of benefit during the recruitment process, please contact our Disability Champion, Amanda Kavanagh, at amanda.kavanagh@publicjobs.ie. For further information on the accessibility of our service please see our [Accessibility page](#).

Closing Date

The closing date for receipt of completed applications is **3pm on Thursday 31st March, 2022**

Applications will not be accepted after the closing date. If you do not receive an acknowledgement of receipt of your application within two working days of applying, please check your Junk/Spam folders as email notifications may sometimes be filtered into these email folders (or 'Promotions' in the case of Gmail). In the event that the acknowledgement is still not received please email graduate@publicjobs.ie including your name, candidate ID and contact details. Candidates should note that support will be available during office hours until the closing date.

Selection Process

The selection process for this competition will comprise a number of elements. These may include one or more of the following:

- Completion of an online Assessment Questionnaire;
- Online and/or paper-based assessment test(s);
- Short listing;
- An online video interview;
- Language tests (oral and/or written), e.g. in the case of applicants for Functional Bilingual positions in the Irish language stream;
- Competitive Interview(s);
- Presentation/Analysis exercise;
- Work sample test or any other tests or exercises that may be deemed appropriate.

Applicants must successfully compete and be placed highest, in order to be considered for advancement to the next stage of the multi-stage selection process. The number to be invited forward at each stage will be determined from time to time by the Public Appointments Service.

Please note: If the Public Appointments Service is not notified of any issues you experience in advance of or on the day of your test, we will not be in a position to address these after the fact.

Shortlisting

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

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

Stage 1: On-line Assessment

To facilitate candidates' availability and circumstances, the initial stages of the selection process will be conducted online, with later stages requiring attendance at a test/interview venue. Initial online assessments may be taken in a venue of your choice, wherever you have access to a mobile phone or computer and a reliable internet connection.

It is important to note that taking these assessments within a secure IT network e.g. a network such as your work or college which may have firewalls or other security technology in place may cause you

technical difficulties. You should consider taking your assessments in an environment where access to the internet is not restricted to the same level. **The onus is on you to ensure that you have full internet access to complete the assessments.** You should ensure that you can complete the assessments in a quiet environment where you can concentrate without being disturbed for the duration of the assessment. It is advised to take the assessments on a device that you are familiar with.

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

Your attention is drawn to Appendix 2 '*Important Information*'. If invited to progress through the selection process, a candidate may be required to sit tests in a supervised environment.

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

Next Steps

Should you come under consideration to proceed to subsequent stages of the selection process, information will be forwarded to you at the appropriate time.

Important notice for existing civil servants

Existing eligible civil servants that apply for and are successful in this competition should note that in the event that they decide to accept an offer of assignment as an Administrative Officer from a panel established under this or any other competition that they will **no longer be eligible** to compete in, or be placed from, an internal or interdepartmental promotional civil service competition for the **grade of Higher Executive Officer or equivalent grade.**

Review and Complaint Procedures under the Code of Practice for Appointments to Positions in the Civil and Public Service

If a candidate is unhappy following the outcome of any stage of a selection process, they can either:

1. Request a **Review of a decision** made during the process
- Or
2. **Make a Complaint** that the selection process followed was unfair

A candidate can follow either one of the two procedures in relation to the same aspect of a selection process, but not both. Where a review of a selection process has taken place under Section 7 (as detailed below), 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 for Public Service Appointments (CPSA) **at its sole discretion.**

There is no obligation on PAS to suspend an appointment process while a Review or Complaint is being considered. However, the CPSA expects that, where possible, PAS will intervene in cases where it finds an error is likely to have occurred.

Requesting a Review under Section 7

A request for review may be taken by a candidate should they be dissatisfied with an action or decision taken by the Public Appointments Service (PAS). PAS will consider requests for review in accordance with the provisions of **Section 7** of the Code of Practice for Appointments to Positions in the Civil and Public Service published by the CPSA.

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 Informal Review will consist of a desk-based examination of any available information in relation to the recruitment process and the decision taken regarding the candidate's application. The outcome of the Informal Review Process will be communicated to the requester in writing.

- A request for Informal Review must be made within 5 working days of notification of the decision, and will normally take place between the candidate and a representative of the PAS who had played a key role in the administration of the selection process.
- Where a candidate remains dissatisfied following any such informal discussion, he/she may adopt the formal procedures set out below.

A request for Formal Review must be made within 5 working days of either the notification of the selection decision, or the notification of the outcome of the Informal Review process. 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 candidate must address his/her concerns in relation to the process in writing to the Chief Executive (via email to ceomailbox@publicjobs.ie, or in writing to Chief Executive Officer, Public Appointments Service, Chapter House, 26/30 Abbey Street Upper, Dublin 1), outlining the facts that they believe show an action taken or decision reached was wrong.
- The Formal Review will be conducted by a person who is completely independent of the selection process
- The outcome of the Formal Review must generally be notified to the candidate within 25 working days of receipt of the request for review. If the investigation does not produce a decision within this time, PAS must keep the candidate informed of the status of the review and the reasons for the delay.

Making a Complaint under Section 8

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

On foot of a Section 8 Complaint process, either PAS or the CPSA may find that the recruitment and selection process in question has not adhered to the standard set out in the Code of Practice. In such cases, PAS and the CPSA may make recommendations in order to prevent such issues from reoccurring again in the future. **The CPSA cannot instruct PAS to reverse a decision taken in the course of an appointment process.** Any candidate wishing for an investigation into the decision taken regarding their application as part of a selection process should request a Review under Section 7, as outlined above.

The complainant must outline the facts that they believe show that the process followed was wrong. The complainant must also identify the aspect of the Code they believe has been infringed and enclose

any relevant documentation that may support the allegation. A complaint may be dismissed if they the complainant cannot support their allegations by setting out how the Public Appointments Service has fallen short of the principles of this Code.

The Informal Complaint will consist of a desk-based examination of any available information in relation to the recruitment process. The outcome of the Informal Complaint will be communicated to the requester in writing.

- An Informal Complaint must be made within 5 working days of notification of the decision, and will normally take place between the candidate and a representative of the PAS who had played a key role in the administration of the selection process.
- Where a candidate remains dissatisfied following any such informal discussion, he/she may adopt the formal procedures set out below.

A Formal Complaint must be made within 5 working days of either the notification of the selection decision, or the notification of the outcome of the Informal Complaint. 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 candidate must address his/her concerns in relation to the process in writing to the Chief Executive (via email to ceomailbox@publicjobs.ie, or in writing to Chief Executive Officer, Public Appointments Service, Chapter House, 26/30 Abbey Street Upper, Dublin 1), outlining the facts that they believe show an action taken or decision reached was wrong.
- The Formal Complaint will be investigated by a person who is completely independent of the selection process
- The outcome of the Formal Complaint must generally be notified to the candidate within 25 working days of receipt of the request for review. If the investigation does not produce a decision within this time, PAS must keep the candidate informed of the status of the review and the reasons for the delay.

For further information on the above Review and Complaint procedures please see the *Code of Practice for Appointments to Positions in the Civil and Public Service* which is available on the website of the Commission for Public Service Appointments, www.cpsa.ie

Requests for Feedback/Test Rechecks

Feedback in relation to the selection process is available on written request. Feedback and rechecks may be requested for up to six months after completion of each stage of the competition. However, please note that the Review Process as set out in the Code of Practice is a separate process with specified timeframes that must be observed. Receipt of feedback/recheck is not required to invoke a review. It is not necessary for a candidate to compile a detailed case prior to invoking the review mechanism. The timeframe set out in the CPSA Code cannot be extended for any reason including the provision of feedback and/or the outcome of rechecks.

Contravention of the Code of Practice

Any person who contravenes the above provisions or who assists another person in contravening the above provisions is guilty of an offence. A person who is found guilty of an offence is liable to a fine or imprisonment.

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

- they will be disqualified as a candidate and excluded from the process;
- where they have been appointed to a post following the recruitment process, they will be removed from that post.

General Information

Please [CLICK HERE](#) for general information regarding the competition.

Irish Civil Service Administrative Officer Level Competency



Administrative Officer Level Competencies

Effective Performance Indicators

Leadership Potential	Is flexible and willing to adapt, positively contributing to the implementation of change
	Contributes to the development of policies in own area and the broader Department/ Organisation
	Seeks to understand the implications of taking a particular position on issues and how interdependencies need to be addressed in a logical and consistent way
	Maximises the contribution of the team, encouraging ownership, providing support and working effectively with others
	Formulates a perspective on issues considered important and actively contributes across a range of settings
Analysis & Decision Making	Is skilled policy analysis and development, challenging the established wisdom and adopting an open-minded approach
	Quickly gets up to speed in a complex situation, rapidly absorbing all relevant information/data (written and oral)
	Uses numerical data skillfully to understand and evaluate business issues
	Identifies key themes and patterns in and across different sources of information, drawing sound and balanced conclusions
	Sees the logical implications of taking a particular position on an issue
Delivery of Results	Is resourceful and creative, generating original approaches when solving problems and making decisions
	Assumes personal responsibility for and delivers on agreed objectives/ goals
	Manages and progresses multiple projects and work activities successfully
	Accurately estimates time parameters for projects and manages own time efficiently, anticipating obstacles and making contingencies for overcoming these
	Maintains a strong focus on meeting the needs of customers at all times
	Ensures all outputs are delivered to a high standard and in an efficient manner
Interpersonal & Communication Skills	Use resources effectively, at all times challenging processes to improve efficiencies
	Communicates in a fluent, logical, clear and convincing manner verbally and in writing
	Is able to listen effectively and develop a two-way dialogue quickly
	Maintains a strong focus on meeting the needs of internal and external customers
	Effectively influences others to take action
	Works to establish mutual understanding to allow for collaborative working
Specialist Knowledge, Expertise and Self Development	Works effectively
	Clearly understands the role, objectives and targets and how they fit into the work of the unit and Department/ Organisation.
	Develops the expertise necessary to carry out the role to a high standard and shares this with others

	Is proactive in keeping up to date on issues and key developments that may impact on own area, the Department and/ or wider public service
	Consistently reviews own performance and sets self challenging goals and targets
	Has significant expertise in his/her field that is recognised and utilised by colleagues
Drive & Commitment to Public Service Values	Consistently strives to perform at a high level
	Maintains consistent effort under pressure and is resilient to criticism or setbacks at work
	Demonstrates high levels of initiative, taking ownership for projects and demonstrating self sufficiency
	Is personally trustworthy and can be relied upon
	Places the citizen at the heart of all process and systems
	Upholds the highest standards of honesty, ethics and integrity

Appendix II

IMPORTANT INFORMATION Terms and Conditions

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

1. All test and assessment materials are subject to copyright and all rights are reserved. No part of the tests/ assessment materials (including any text, questions and/or potential answer options) or associated materials (including practice and/ or familiarisation materials) may be reproduced or transmitted in any form or by any means including electronic, mechanical, photocopying, printing, photographing, recording, written or otherwise, at any stage. To do so is an offence and may result in you being excluded from the selection process. Any person(s) who contravenes this provision, whether an applicant or other, or who assists another person(s) in contravening this provision, is liable to prosecution and/ or civil suit for loss of copyright and intellectual property.
2. Your attention is drawn the Commission for Public Service Appointment's Code of Practice for Appointment to Positions in the Civil Service and Public Service. In particular please note Section 5 - Responsibility of Candidates (see below).

Canvassing

Candidates should note that canvassing will disqualify them and will result in their exclusion from the appointments process.

Candidates' obligations

Candidates in the recruitment process must not:

- Knowingly or recklessly provide false information
- Canvass any person, with or without inducements
- Interfere with or compromise the process in any way.

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

Penalties for failure to comply

Any person who contravenes the above provisions, or who assists another person in contravening the above provisions is guilty of an offence. A person who is found guilty of an offence is liable to a fine and/or imprisonment.

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

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

3. The admission of a person to the competition, or invitation to undertake any element of the selection process is not to be taken as implying that the Public Appointments Service is satisfied that such a person fulfils the essential requirements.