



Údarás Uchtála na hÉireann
Adoption Authority of Ireland

CANDIDATE INFORMATION BOOKLET

PLEASE READ CAREFULLY

Closing date is **12 Noon Thursday 22nd January 2026**

HEAD OF HUMAN RESOURCES AND STAFF DEVELOPMENT– PERMANENT

ADOPTION AUTHORITY OF IRELAND

Closing date: 12 Noon Thursday 22 January 2026

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

The Adoption Authority of Ireland will run this competition in compliance with the Code of Practice for appointment to positions in the Civil Service and public service, prepared by the Commission for Public Service Appointments (CPSA) and available on www.cpsa.ie

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

TITLE OF POSITION: Head of Human Resources and Staff Development

GRADE: Assistant Principal Officer

CONTRACT TYPE: Permanent, Full Time

UNIT: Human Resources

LOCATION: The Adoption Authority is currently based in one location in Ballsbridge. Blended working is available with the position. In due course the Authority, or part of the Authority, may relocate to one or more sites and some staff will be relocated to the new site(s).

Overview of the Adoption Authority of Ireland

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

The AAI also has functions under the Birth Information and Tracing Act 2022 (BITA) which was signed into law on 30 June 2022. Under this legislation, all persons who were adopted, boarded out, nursed out, the subject of an illegal birth registration, or resident in a county or mother and baby institution can apply for access to their birth certificates, birth, care and early life information. The AAI is one of two state bodies providing these services, the other being Tusla, the Child and Family Agency.

The BITA legislation also places the Contract Preference Register (CPR), maintained by the AAI, on a statutory footing, creating a robust tracing service (operated by both the AAI and by Tusla), and provides a full and clear right of access to birth certificates, birth, care and early life information for all persons who were adopted, boarded out, the subject of an illegal birth registration or resident in a county or mother and baby institution.

The main services provided to the public by the AAI span the following areas:

- Domestic Adoption
- Intercountry Adoption
- Records
- Archives
- Data Protection and FOI
- Information Services and Records
- Social Work
- Accreditation
- Research

The AAI is governed by a 7-person Board, appointed by the Minister for Children, Disability, and Equality.

The AAI is responsible for granting all domestic adoption orders and for granting all declarations of eligibility and suitability to prospective adopters in advance of their adopting abroad and in Ireland. The AAI is responsible for registering and supervising all adoption service providers and for maintaining the Register of Accredited Bodies, which is the list of providers accredited by the AAI. The AAI maintains the Register of Intercountry Adoptions, (RICA), in which details of inter-country adoptions are entered.

The AAI's Mission, Vision and Values are illustrated below:

Our Mission:

To ensure the provision of the highest possible standards of adoption-related services, with the best interests of the child and young person as the first and paramount objective, and act as the memory institution for our service users.

Our Vision:

To be the centre of excellence, and principal authoritative source of information, on all aspects of adoption and adoption-related services and to deliver these services in a way that is consistent, high-quality, trusted and responsive.

Our Values:

Empathy and Respect

We recognise that adopted people of all ages, birth and adoptive families all have their unique circumstances and needs. Our services are highly consequential to them, and we commit to being sensitive and conscious of each person's needs as we deliver our functions. Everybody that engages with us is treated courteously and with dignity. We listen to and are focused on empowering our staff, our partners and our service users.

Integrity and Accountability

We are honest, open and transparent in the delivery of services, being clear about what we do, why we do it and how we do it, and communicating the consequences of our actions.

Collaboration and Teamwork

We work as a team, and as part of a wider team with our staff, partners and service users in the delivery of our functions. Through collaboration and communication, we ensure the highest standard of service delivery and uphold our duties as a trusted service provider and regulator.

Adaptability and Innovation

We embrace change and build the resilience of both our staff and the organisation so that we can respond and adapt to the ever-changing legal and societal environment. This is underpinned by a culture that fosters innovation and encourages ongoing quality improvement in the delivery of our functions and services.

For more information on the AAI, please visit our website at www.aai.gov.ie.

The AAI is holding a public competition for the post of Head of Human Resources and Staff Development. The appointment will be to a permanent position on a probationary contract. The probationary period will be for one year at the end of which the appointment will be made substantive, subject to meeting standard requirements including satisfactory performance and sick leave.

The AAI is committed to a policy of equal opportunity.

The Role: Head of Human Resources and Staff Development

Reporting to the Chief Executive Officer (CEO) and leading a team of three (3) ranging from Clerical Officer to Higher Executive Officer level, the Head of HR and Staff Development will oversee all aspects of the HR function to ensure compliance with legislative and Public Sector guidelines. They will lead strategic initiatives in recruitment, learning and development, workforce planning, policy development and employee/industrial relations. The Head of HR and Staff Development, will provide strategic leadership for the people agenda, in delivery of organisational objectives, as well as ensuring compliance with employment legislation, budget oversight and pension schemes.

Duties and Responsibilities

The Head of HR and Staff Development will be responsible for the following:

- Lead and manage a team of 3 HR professionals
- Serve as a member of the Senior Management Team
- Develop HR planning strategies aligned with the Adoption Authority of Ireland's Strategic Plan and considering immediate and long-term staff requirements
- Ensure that AAI key HR strategic goals and objectives are delivered effectively and efficiently
- Develop and implement a People Strategy aligned with the AAI's strategy that will support and enable employees to work to their full potential
- Ensure that HR policies are in accordance with the organisation's strategic goals and objectives, current employment practices, relevant employment legislation and best practice, including a review and update of the Employee Handbook
- Liaise with relevant trade unions and employee representatives to ensure employee relations matters are dealt with proactively and efficiently
- Work with appropriate line managers to design, implement and evaluate job descriptions and key performance indicators for all employees ensuring they are aligned with the strategic objectives of the organisation
- Implement and manage employee relations programmes to ensure the highest standards of employee engagement
- Ensure compliance with Irish employment legislation and public sector employment agreements, by advising line management on employment-related matters
- Ensure adherence to the public sector policies and relevant circulars
- Design, implement and evaluate performance management systems such as induction frameworks, staff appraisals and reviews and internal audits ensuring they are aligned with the overall organisational and strategic objectives
- Develop and oversee the implementation of a Learning and Development programme for AAI which fosters a culture of continuous professional development

- Plan, implement and evaluate all training and development activities to ensure they are cost-effective and demonstrate added value to the organisation. In addition, review training and development plans in conjunction with the senior management team to ensure employees are qualified to the appropriate levels
- Oversee absence management across the organisation and provide related reports to senior management
- Manage the annual HR work plan, budget allocation and monitoring
- Participate in the development and implementation of employee retention programmes, succession and workforce planning processes
- Manage relationships with strategic providers of HR services including recruitment agencies and payroll and pensions support providers, ensuring adherence to public service policy
- Engage with and seek guidance and sanction from the Department of Children, Disability and Equality, (the Department) on all, but not limited to, the foregoing where necessary
- Carrying out such other duties and responsibilities as are assigned from time to time by the Chief Executive Officer

REQUIREMENTS

Character

Each candidate must be of good character.

Health

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

Essential Eligibility Criteria

On the date of the closing of applications, applicants must have:

- A minimum of 5 years' professional experience with at least, 3 years' experience in HR management within a civil service, or public sector organisation
- Experience in developing and leading a high performing team to achieve organisational objectives
- Experience of workforce planning and succession planning
- An excellent knowledge of employment legislation and of public sector guidelines and circulars relevant to HR
- Experience of successfully managing a range of work projects at the same time
- Experience of personal performance management systems
- Knowledge of implementing and operating a robust digital HR administrative system
- Excellent planning and organising skills
- Time management skills and the ability to work under pressure
- Proven stakeholder management abilities with a track record of building and maintaining positive relationships with internal and external partners
- Strong interpersonal and communication skills

Desirable Criteria

It is desirable that the ideal candidate would also have:

- CIPD membership
- Experience of planning and implementing learning and development programmes
- An understanding of public sector HR, pay and pensions rules and regulations
- Working knowledge of Irish public sector employment legislation and related industrial relations systems
- Experience of implementing and managing proactive employee relations programmes
- A third level qualification (level 8 on the National Framework of Qualifications) in a relevant discipline commensurate with the role
- Knowledge of FOI and GDPR legislation
- Familiarity with public sector procurement processes

Competencies

Applicants must show within their application that they have all the abilities required for the role.

In particular, applicants must demonstrate, by reference to specific achievements in their career to date, that they possess the qualities, skills and knowledge required for the role of Assistant Principal as identified by Public Jobs in its Competencies Framework – please see Appendix A.

These include:

- Leadership
- Analysis & Decision Making
- Management and Delivery of Results
- Interpersonal & Communication Skills
- Specialist Knowledge, Expertise & Self Development
- Drive & Commitment to Public Service Values

It will be necessary for applicants to reach the qualifying standard in each competency in order to be deemed suitable for appointment.

Note: The functions and responsibilities assigned to this position are based on the current stated role and may be changed from time to time. The person appointed requires the flexibility to fulfil other roles and responsibilities at a similar level within the AAI.

Remuneration:

Salary Grade: Assistant Principal (PPC rates effective from 1st August 2025)

Salary Scale:

Assistant Principal Officer PPC Last updated 01 August 2025	81,475	84,475	87,518	90,569	93,617	95,375
	98,449 (LSI 1)	101,535 (LSI 2)				

LSI 1 – long service increment, payable after 3 years on the maximum of the pay scale – that is the point just before the LSI

LSI 2 – long service increment, payable after 6 years on the maximum of the pay scale

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

Salary Grade: Assistant Principal (Non-PPC rates effective from 1st August 2025)

Salary Scale:

Assistant Principal Officer Last updated 01 August 2025	78,700	81,565	83,144	86,041	88,938	90,611
	93,528 (LSI 1)	96,457 (LSI 2)				

LSI 1 – long service increment, payable after 3 years on the maximum of the pay scale – that is the point just before the LSI

LSI 2 – long service increment, payable after 6 years on the maximum of the pay scale

Non-personal pension contribution (non-PPC) rate. This salary is payable to an individual who is not required to make a personal pension contribution (PPC) to their main pension scheme (in general those persons whose initial appointment to the Public Service is before 6th April 1995).

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

Note:

- Entry will be at the minimum point of the scale and will not be subject to negotiation;
- If immediately prior to appointment the appointee is already a serving Civil Servant or Public Servant and is on a pay scale which is the equivalent of the pay scale advertised, consideration will be given to entry at their existing point on the scale, subject to limits set by the Department of Public Expenditure, NDP Delivery and Reform;
- The rate of remuneration may be adjusted from time to time in line with Government pay policy.

Contract: Permanent – Full Time

Attendance: Hours of attendance will be fixed from time to time but will amount to not less than 35 hours net of lunch breaks, Monday to Friday. Applicants may apply for hybrid working in line with AAI policy.

Probation: This role will be on a probationary basis for a period of 12 months from the date of commencement of employment.

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

- a) have performed in a satisfactory manner,
- b) have been satisfactory in general conduct, and
- c) are suitable from the point of view of health and, in particular, with regard to sick leave.

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

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

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

Superannuation:

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

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

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

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

Pension Abatement

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

who is currently in receipt of a Civil or Public Service pension or has a preserved Civil or Public Service pension which will come into payment during his/her employment in this position.

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

The Department of Education and Skills introduced an Early Retirement Scheme for Teachers. It is a condition of the Early Retirement Scheme that with the exception of the situations set out in paragraphs 10.2 and 10.3 of the relevant circular documentation, and with those exceptions only, if a teacher accepts early retirement under Strands 1, 2 or 3 of this scheme and is subsequently employed in any capacity in any area of the public sector, payment of pension to that person under the scheme will immediately cease. Pension payments will, however, be resumed on the ceasing of such employment or on the 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 that where an individual has retired from a Civil/Public Service body on the grounds of ill-health his/her pension from that employment may be subject to review in accordance with the rules of ill-health retirement within the pension scheme of that employment.

Prior Public Servants

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

Pension Accrual

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

Additional Superannuation Contribution

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

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

Important notice:

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

Eligibility to Compete

Candidates must, by the date of any job offer, 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; or
- (e)** A person awarded international protection under the International Protection Act 2015 or a family member entitled to remain in the State as a result of family reunification and has a stamp 4 visa or
- (f)** A non-EEA citizen who is a parent of a dependent child who is a citizen of, and resident in, an EEA member state or the UK or Switzerland and has a stamp 4 visa.

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

Incentivised Scheme for Early Retirement (ISER):

It is a condition of the Incentivised Scheme for Early Retirement (ISER) as set out in Department of Finance Circular 12/09 that retirees, under that Scheme, are debarred from applying for another position in the same employment or the same sector. Therefore, such retirees may not apply for this position.

Collective Agreement - Redundancy Payments to Public Servants:

The Department of Public Expenditure and Reform letter dated 28th June 2012 to Personnel Officers introduced, with effect from 1st June 2012, a Collective Agreement which had been reached between the Department of Public Expenditure and Reform and the Public Services Committee of the ICTU in relation to ex-gratia Redundancy Payments to Public Servants. It is a condition of the Collective Agreement that persons availing of the agreement will not be eligible for re-employment in the public service by any public service body (as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011) for a period of 2 years from termination of the employment. Thereafter the consent of the Minister for Public Expenditure and Reform will be required prior to re-employment. People who availed of this scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility) and the Minister's consent will have to be secured prior to employment by any public service body.

Department of Health and Children Circular (7/2010):

The Department of Health Circular 7/2010 dated 1 November 2010 introduced a Targeted Voluntary Early Retirement (VER) Scheme and Voluntary Redundancy Schemes (VRS). It is a condition of the VER scheme that persons availing of the scheme will not be eligible for re-employment in the public health sector or in the wider public service or in a body wholly or mainly funded from public moneys. The same prohibition on re-employment applies under the VRS, except that the prohibition is for a period of 7 years, after which time any re-employment will require the approval of the Minister for Public Expenditure and Reform. People who availed of either of these schemes are not eligible to compete in this competition.

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

The Department of Environment, Community & Local Government Circular Letter LG(P) 06/2013 introduced a Voluntary Redundancy Scheme for Local Authorities. In accordance with the terms of the Collective Agreement: Redundancy Payments to Public Servants dated 28 June 2012 as detailed above, it is a specific condition of that VER Scheme that persons will not be eligible for reemployment in any Public Service body [as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011 and the Public Service Pensions (Single Scheme and Other Provisions) Act 2012] for a period of 2 years from their date of departure under this Scheme. Thereafter, the consent of the Minister for Public Expenditure and Reform will be required prior to re-employment. These conditions also apply in the case of engagement/employment on a contract for service basis (either as a contractor or as an employee of a contractor).

Declaration:

Applicants will be required to declare whether they have previously availed of a public service scheme of incentivised early retirement. Applicants will also be required to declare any entitlements to a Public Service pension benefit (in payment or preserved) from any other Public Service employment and/or where they have received a payment-in-lieu in respect of service in any Public Service employment.

SELECTION PROCESS

How to Apply

Please send a cover letter outlining your suitability for the position, a CV and a completed application form to publicsector@sigmar.ie before the closing date.

Applications submitted after the closing time / date will not be considered/accepted.

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

In order to be eligible for shortlisting for interview, applicants will be required to provide details of their experience in all of the competencies required for the role of Assistant Principal: Leadership, Analysis & Decision Making, Management and Delivery of Results, Interpersonal & Communication Skills, Specialist Knowledge, Expertise & Self Development, and Drive & Commitment to Public Service Values – see Appendix A which includes descriptions of these competencies.

The onus is on the candidate to ensure that they satisfy the essential eligibility requirements for this position. Candidates having doubts on any aspect of their eligibility and / or any other aspect of this competition are advised to contact publicsector@sigmar.ie.

Closing Date

The closing date and time for applications is 12 Noon Thursday 22 January 2025.

Selection Methods

The approach employed may include:

- Shortlisting of candidates on the basis of the information contained in their application form and cover letter/personal statement.
- A competitive, competency based interview.
- A second round of interviews may also be required which will include a presentation.

Interview

If shortlisted, candidates will be notified in due course of the confirmed date and time for the interview. It is expected that interviews will be held after 29th January 2026.

Prior to recommending any candidate for appointment to this position, the AAI will make all such enquiries that are deemed necessary to determine the suitability of that candidate. Until all stages of the recruitment process have been fully completed a final determination cannot be made nor can it be deemed or inferred that such a determination has been made.

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

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

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

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

Panel

AAI will establish a panel of suitably qualified individuals to fill vacancies in HR. If a candidate is offered and accepts a position, they must be available to take up that position within a reasonable time frame. The Authority has no foresight as to how many vacancies may be filled over the lifetime of the panel, and potentially candidates may not be reached on the order of merit.

Qualification and placement on the panel is not a guarantee of an appointment to a position. Once assigned to a position, a candidate will be removed from the panel and will no longer be considered for any future positions. Please note that once an offer of appointment has been accepted or declined a candidate will be removed from the panel and no further offers of

appointment will be made. This panel will remain in place for up to 18 months from the date it is established.

SECURITY CLEARANCES

Please Note: You may be required to complete and return a Garda vetting form should you come under consideration for appointment. This form will be forwarded to An Garda Síochána for security checks on all Irish and Northern Irish addresses at which you resided. If you are not successful, this information will be destroyed by the Authority. If you do, therefore, subsequently come under consideration for another position, you may be required to supply this information again.

Deeming of candidature to be withdrawn

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

The importance of confidentiality

The AAI may use third party recruitment specialists to manage all or part of the recruitment process on our behalf. We would like to assure you that protecting confidentiality is our number one priority. You can expect, and we guarantee, that all enquiries, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

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

Review of Decisions

There are formal procedures set down where a candidate seeks a review of a decision taken in relation to their application. These procedures are set out in the **Code of Practice**

Appointments to Positions in the Civil and Public Service. A full version of the document is available on the website of the Commission for Public Service Appointments www.cpsa.ie.

Section 7 Review

A request for review may be taken by a candidate should they be dissatisfied with an action or decision taken by the AAI. The AAI will consider requests for review in accordance with the provisions of **Section 7** of the Code of Practice *Appointments to Positions in the Civil and Public Service* published by the Commission for Public Service Appointments (Commission). When making a request for a review, the candidate must support their request by outlining the facts they believe show that the action taken or decision reached was wrong. A request for review may be refused if the candidate cannot support their request.

The Commission recommends that, subject to the agreement of the candidate, where the office holder (in this instance the AAI's Chief Executive Officer) considers the matter could be resolved they should first seek to engage on an informal basis, before making use of the formal review procedure.

Procedure for Informal Review

A request for Informal Review must be made within 5 working days of notification of the decision and should normally take place between the candidate and a representative of the AAI who had played a key role in the selection process.

- Where the decision being conveyed relates to an interim stage of a selection process, the request for informal review must be received within 2 working days of the date of receipt of the decision.
- Where a candidate remains dissatisfied following any such informal discussion, he/she may adopt the formal procedures set out below.
- If the candidate wishes the matter to be dealt with by way of a formal review, he/she must do so within 2 working days of the notification of the outcome of the informal review.

Procedure for Formal Review of Selection Process

- The candidate must address his/her concerns in relation to the process in writing to the Chief Executive Officer (CEO), outlining the facts that they believe show an action taken or decision reached was wrong.
- A request for review must be made within 10 working days of the notification of the selection decision. Where the decision relates to an interim stage of a selection process, the request for review must be received within 4 working days.
- Any extension of these time limits will only be granted in the most exceptional of circumstances and will be at the sole discretion of the CEO.
- The outcome must generally be notified to the candidate within 25 working days of receipt of the request for review.

Complaints Process

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

Allegations of a breach of the Code of Practice should be addressed in writing, and within a reasonable timeframe, to the Chief Executive Officer in the first instance. The complainant must outline the facts that they believe show that the process followed was wrong. The complainant must also identify the aspect of the Code they believe has been infringed and enclose any relevant documentation that may support the allegation. A complaint may be dismissed if they, the complainant, cannot support their allegations by setting out how the AAI has fallen short of the principles of this Code.

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

Procedure for Formal Review of Selection Process

- The candidate must address his/her concerns in relation to the process in writing to the CEO, outlining the facts that they believe show an action taken or decision reached was wrong.

- A request for review must be made within 10 working days of the notification of the selection decision. Where the decision relates to an interim stage of a selection process, the request for review must be received within 4 working days.
- Any extension of these time limits will only be granted in the most exceptional of circumstances and will be at the sole discretion of the CEO.
- The outcome must generally be notified to the candidate within 25 working days of receipt of the request for review.

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

Candidates' Obligations

Candidates must not:

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

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

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

The Adoption Authority of Ireland is an equal opportunity employer and does not discriminate against individuals on the basis of gender, age, race, religion, marital status, family status, sexual orientation, disability or membership of the Traveller community.

Appendix A

Key Competencies for effective performance at Assistant Principal Level

Leadership	Actively contributes to the development of the strategies and policies of the Department/ Organisation
	Brings a focus and drive to building and sustaining high levels of performance, addressing any performance issues as they arise
	Leads and maximises the contribution of the team as a whole
	Considers the effectiveness of outcomes in terms wider than own immediate area
	Clearly defines objectives/ goals & delegates effectively, encouraging ownership and responsibility for tasks
	Develops capability of others through feedback, coaching & creating opportunities for skills development
	Identifies and takes opportunities to exploit new and innovative service delivery channels
Analysis & Decision Making	Researches issues thoroughly, consulting appropriately to gather all information needed on an issue
	Understands complex issues quickly, accurately absorbing and evaluating data (including numerical data)
	Integrates diverse strands of information, identifying inter-relationships and linkages
	Makes clear, timely and well grounded decisions on important issues
	Considers the wider implications of decisions on a range of stakeholders
	Takes a firm position on issues s/he considers important
Management & Delivery of Results	Takes responsibility for challenging tasks and delivers on time and to a high standard
	Plans and prioritises work in terms of importance, timescales and other resource constraints, re-prioritising in light of changing circumstances
	Ensures quality and efficient customer service is central to the work of the division
	Looks critically at issues to see how things can be done better
	Is open to new ideas initiatives and creative solutions to problems
	Ensures controls and performance measures are in place to deliver efficient and high value services
	Effectively manages multiple projects
Interpersonal & Communication Skills	Presents information in a confident, logical and convincing manner, verbally and in writing
	Encourages open and constructive discussions around work issues
	Promotes teamwork within the section, but also works effectively on projects across Departments/ Sectors
	Maintains poise and control when working to influence others
	Instills a strong focus on Customer Service in his/her area
	Develops and maintains a network of contacts to facilitate problem solving or information sharing
	Engages effectively with a range of stakeholders, including members of the public, Public Service Colleagues and the political system
Specialist Knowledge, Expertise and Self Development	Has a clear understanding of the roles objectives and targets of self and the team and how they fit into the work of the unit and Department/ Organisation
	Has a breadth and depth of knowledge of Department and Governmental issues and is sensitive to wider political and organisational priorities
	Is considered an expert by stakeholders in own field/ area
	Is focused on self development, seeking feedback and opportunities for growth to help carry out the specific requirements of the role
Drive & Commitment to Public Service Values	Is self motivated and shows a desire to continuously perform at a high level
	Is personally honest and trustworthy and can be relied upon
	Ensures the citizen is at the heart of all services provided
	Through leading by example, fosters the highest standards of ethics and integrity

