



An tOmbudsman Seirbhísí  
Airgeadais agus Pinsean  
Financial Services and  
Pensions Ombudsman

## Candidate Information Booklet

The Financial Services and Pensions Ombudsman intends to hold a competition for the purpose of recommending suitable persons for appointment to the position of:

### **Director of Corporate and Communication Services**

**Closing date:** 3:00pm on 30 September 2019

The Financial Services and Pensions Ombudsman runs this campaign in compliance with the Codes of Practice for Appointment to Positions in the Civil Service and Public Service prepared by the Commission for Public Service Appointments (CPSA) which are available on [www.cpsa.ie](http://www.cpsa.ie).

The Financial Services and Pensions Ombudsman is committed to a policy of equal opportunity.

Financial Services and Pensions Ombudsman,  
Lincoln House, Lincoln Place, Dublin 2, D02 VH29.

TEL: +353 1 567 7000

[www.fspo.ie](http://www.fspo.ie)

## **CONTEXT:**

The Office of the Financial Services and Pensions Ombudsman (FSPO) was established on 01 January 2018 to resolve complaints from consumers, including small businesses and other organisations, against financial service providers or pension providers.

The FSPO provides an independent, fair, impartial, confidential and free service to resolve complaints through either informal mediation or formal investigation and adjudication. When a consumer is unable to resolve a complaint or dispute with a financial service or pension provider, they can refer their complaint to the FSPO.

The FSPO deals with complaints informally through mediation at first, by listening to both parties and engaging with them to facilitate a resolution that is acceptable to both parties. Much of this informal engagement takes place by phone. For complaints where these early interventions do not resolve the dispute, the FSPO formally investigates the complaint and issues a decision that is legally binding on both parties, subject only to an appeal to the High Court.

The Ombudsman has the power to direct a provider to pay compensation of up to €500,000 to a complainant. He can also direct that a provider rectify the conduct that is the subject of the complaint. There is no limit to the value of rectification he can direct. During the formal investigation of complaints, documentary and audio evidence, and other material, together with submissions from the parties, are gathered by this office and exchanged between the parties.

Following detailed consideration of all of the evidence and submissions made, a preliminary decision is issued to the parties and they are advised that certain limited further submissions can be made prior to the issuing of a legally binding decision. The financial service or pension provider must implement any direction given by the Ombudsman in his legally binding decision.

In July 2018, the office launched its [Strategic Plan, 'Enhancing the Customer Experience'](#), which sets out its vision for the next three years. This Plan recognises the increasing volume of complaints and aims to ensure that the organisation can deal efficiently with this increase while enhancing the experience of customers by delivering services faster and better.

In January 2019, the office launched an online database which details the legally binding decisions which issued in 2018. In addition to publishing the database of full decisions, it also published a ['Digest of 2018 Decisions'](#) which includes a short summary of a selection of 27 legally binding decisions issued in 2018. In March 2019, the office published its ['Overview of Complaints 2018'](#) which provides a summary of the 5,588 complaints made to the FSPO in 2018, and how these were dealt with.

The work of the FSPO is funded through two distinct sources; the management of financial services complaints is funded by a levy on the financial services industry and the management of pensions complaints is funded by the Exchequer, through the Department of Finance. The current staff complement is over 60 and sanction has recently been obtained for a further 35 additional permanent positions in recognition of the office's important and expanding role. The FSPO operates under a four-team structure comprising: Corporate and Communication Services; Dispute Resolution Services; Investigation, Adjudication, and Legal Services; and Customer Operations and Information Management.

## **Statutory Powers**

The Oireachtas, through the Financial Services and Pensions Ombudsman Act 2017 has given the FSPO significant statutory powers that are among the strongest in the world for any specialist ombudsman.

These include the power to:

- Collect evidence, enter a business premises, summon witnesses and examine them under oath in order to investigate complaints and make legally binding decisions;
- Direct compensation of up to €500,000 for financial service complaints, €52,000 per year for complaints about annuities, and unlimited rectification for both financial service and pension complaints;
- Publish decisions in relation to financial service complaints and case studies in relation to pension complaints;
- Publish the names of financial service providers who have more than three complaints upheld, substantially upheld or partially upheld in a year;
- Bring matters of concern to the attention of the Central Bank of Ireland or the Pensions Authority.

In addition to these extensive powers of investigation, the Act also provides that the Ombudsman shall, as part of an investigation, try, as far as possible, to resolve a complaint by mediation. The FSPO is a vital and integral part of the consumer protection framework. The Ombudsman has committed to using these powers to the fullest extent to ensure that any complainant with an unresolved complaint against a financial service provider or a pension provider has a robust and clear path to seek redress.

## **Team Structure**

The FSPO operates under a four-team structure comprising: Corporate and Communication Services; Dispute Resolution Services; Investigation, Adjudication, and Legal Services; and Customer Operations and Information Management.

### **Dispute Resolution Service**

Dispute Resolution provides a fast, simple and informal resolution service to complainants and financial service providers in order to resolve disputes between these parties in an impartial, independent and objective manner. This involves managing a cohort of individual complaint files and undertaking an initial assessment of eligibility, engaging with the parties to the dispute, securing their willingness to participate on a voluntary basis in mediation, using a range of intervention tools including e-mail and telephone communication and, where necessary, face-to-face meetings.

### **Investigation, Adjudication, and Legal Services**

Investigation and Adjudication involves managing a cohort of individual complaint files, including the management of all matters relating to the investigation of complaints which have not been resolved by the Dispute Resolution Service. This service provides impartial, independent, and fair investigation of complaints about the conduct of financial service providers or pension providers by actively investigating complaints, collecting, collating, exchanging and considering the necessary evidence and

drafting decisions. In drafting decisions, this service evaluates evidence and applies relevant legislation, regulations, codes and fair procedures to the issues arising.

Legal Services deals with a wide range of complaints and matters concerning the discharge of the FSPO's statutory functions under Irish and EU laws and regulations. This involves a mixture of legal research and analysis and contribution to preparation of legal advices and documents, as well as involvement in live matters including complaint management litigation and appeals.

### **Corporate and Communication Services**

Corporate and Communication Services deals with Human Resources, Finance, Governance, Information Services, Facilities, and Communications (including data protection, media queries, corporate publications, freedom of information and parliamentary questions). In addition to its core team, the Office also relies on a number of outsourced service providers to support its corporate functions.

### **Customer Operations and Information Management**

Customer Operations and Information Management involves driving improvements in customer service through the implementation of a robust and innovative cross-cutting customer experience strategy to ensure the customer is at the centre of all our processes, procedures and activities.

## **Role of Director of Corporate and Communication Services:**

The Director of Corporate and Communication Services, operating at Principal Officer level, will be a member of the Senior Management Team. The successful candidate will be expected to contribute effectively to FSPO activities and decisions, as well as playing an important role in the strategy, governance and development of the organisation.

This is a wide-ranging and multifunctional role, as the Director of CCS will be the overall executive lead in relation to the organisation's finance, governance, human resources, organisational development, communications, corporate affairs, and facilities functions. The Director will have responsibility to create a strong people culture that contributes to the achievement of the FSPO's overall objectives, and provide strong corporate governance leadership to support the rapid growth of the Office while also managing risk. As the FSPO operates within a fast moving and constantly evolving financial services and pensions landscape, the individual should be able to demonstrate an appetite and aptitude for change, including the assignment of additional responsibilities.

The Director of Corporate and Communication Services will:

- Foster and maintain a high-performance culture and organisation. This will involve supporting and empowering the FSPO teams to build and retain internal knowledge, expertise and capacity as well as enhancing leadership capability by ensuring a focus on coaching, developing and empowering our people;
- Implement the organisation's Workforce Plan and ongoing recruitment in compliance with the Codes of Practice for Appointment to Positions in the Civil Service and Public Service;
- Lead, motivate, support and develop the FSPO's HR, Finance, Facilities and Communication functions in the development and implementation of function-specific strategies and core operations;
- Implement robust systems to ensure adherence to the highest standards of governance in accordance with the Code of Practice for the Governance of State Bodies, all relevant legislation and public sector directives including in areas such as Data Protection, FOI, SIPO, Open Data, Customer Service, Official languages, Human Rights and Equality Public Sector Duty, Health and Safety, Risk Management, and Disaster Recovery;
- Manage the organisation's finance function and internal audit unit, overseeing the preparation of annual budgets and financial statements while implementing an appropriate system of internal control, and suitable corporate procurement and internal audit plans;
- Represent the Ombudsman as the primary liaison person with the Department of Finance and report regularly on the ongoing management of compliance, oversight, risk and audit processes against agreed frameworks;
- Provide appropriate briefings and reporting on audit, risk, financial management, and operational matters to the Financial Services and Pensions Ombudsman Council and its sub-committees and oversee the flow of communications between the Council and the Executive;
- Oversee a comprehensive communications strategy which includes the delivery of a suite of reports, and publications, including the organisation's website and online database containing each of the legally binding decisions issued by the office;
- Exercise strong judgement and decision-making daily in terms of reactive management of parliamentary questions, press coverage, and requests for interview and comment;
- Manage the performance of outsourced service partners as required.

Broader responsibilities will include:

- Any other duties as assigned by the Ombudsman from time to time;
- Providing advice and support to the Ombudsman, Deputy Ombudsman and the Senior Management Team on relevant matters;
- Contributing to the strategic leadership of the organisation and to the formulation and implementation of strategies and policies generally, including overseeing the coordinated delivery of the overall FSPO Strategic Plan 2018 – 2021;
- Supporting the effective operation of the Senior Management Team structure and procedures, including administrative support, reflecting the need to ensure that corporate governance issues are reviewed regularly by the SMT;
- Support FSPO teams in implementing alternative or innovative service delivery models;
- Representing the Office at events and fora as required;
- Engaging actively and openly with a broad range of stakeholders to effectively communicate the FSPO's vision.

**The responsibilities outlined in this job description should not be regarded as comprehensive in scope and may be added to or altered as required, in line with the requirements of the FSPO. The duties appropriate to the post will be determined by the Ombudsman and may cover a range of activities allowing for maximum flexibility according to the needs of the organisation.**

## **EXPERIENCE, QUALIFICATIONS & PERSONAL QUALITIES REQUIRED**

### **Essential Requirements:**

Candidates must have on or before 30 September 2019:

- A strong track record of strategic and operational leadership and management experience and the ability to drive the full range of corporate and communication functions in an evolving and expanding organisation;
- Recent relevant experience in one or more of the key operational areas of HR, Finance, Governance or Communications with previous experience in a senior leadership role;
- Knowledge of practices/procedures of the public sector and particularly public sector governance or the ability to quickly acquire such knowledge;
- A record of significant achievement which would demonstrate the capacity and leadership capability to deliver in this challenging role;
- Excellent leadership, negotiation, communication, management and teamwork skills;
- Evidence of ongoing professional and personal development.

The person appointed should have the capacity to lead other Directorates, in the future, in respect of the Office's functions. In addition to the specific requirements set out above, candidates must be able to demonstrate that they possess the competencies identified for effective performance at Principal Officer level as set out in Appendix A.

### **Desirable Requirements:**

In addition to the above essential requirements, it would be a decided advantage for candidates to have some or all of the following:

- An NFQ level 8 or equivalent in a relevant discipline, such as human resources management, organisational development, applied behavioural science, business administration, finance or other area related to this role;
- Experience in leading and motivating in a rapidly expanding organisation to deliver on a wide range of strategic goals and objectives, coupled with the drive and ability to contribute to the delivery of the FSPO's strategic vision;
- A demonstrable track record in internal and external communications management;
- A proven ability to deliver change initiatives including organisational design and process improvements and to manage projects and systems implementation;
- Excellent judgement and creative problem-solving skills, including negotiation and dispute resolution skills;
- Experience of managing multi-disciplinary teams, including consultant and subcontractor management;
- Demonstrable knowledge and appreciation of the statutory, governance and policy framework within which the FSPO operates;
- Excellent analytical, judgement, and creative problem-solving and dispute resolution skills, with a strong focus on delivering quality outcomes in the public interest;

- Ability to create a highly cohesive, team-oriented, collaborative environment, with a strong focus on performance management, staff coaching, motivation and development and knowledge transfer, with a view to delivering multiple priorities at pace;
- Excellent communications, interpersonal and influencing skills at senior level, combined with experience of developing effective relationships with a complex range of stakeholders, including media;
- A career history demonstrating successful and timely delivery of high-quality outcomes through complex multi-stakeholder projects, with a range of management disciplines including strong performance, financial, risk, quality and project management skills;
- Ability to anticipate and manage change, to prioritise, to be innovative and drive innovation in a complex, fast-moving environment;
- Proficiency in the Irish language.

## **OTHER ELIGIBILITY CRITERIA**

### **Eligibility to compete and certain restrictions on eligibility**

Candidates should note that eligibility to compete is open to citizens of the European Economic Area (EEA). The EEA consists of the Member States of the European Union along with Iceland, Liechtenstein and Norway. Swiss citizens under EU agreements may also apply.

### **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.

### **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 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 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 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. 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.

**Maximum Recruitment Age:**

Candidates should be aware that a maximum recruitment age will apply to this competition. Candidates must not yet be 67 years of age on the closing date and time for the competition.

**PRINCIPAL CONDITIONS OF SERVICE**

**General**

While it is envisaged that appointments arising from this competition will be to a full-time permanent position in the public service (following an appropriate initial probationary period), the FSPO reserves the right to use the panel formed from this competition to fill other vacancies which may arise which may not be permanent in tenure.

**Pay**

The salary and terms and conditions for a Principal Officer are those, as set out below, that apply to Principal Officer (Standard Scale PPC) in the public service.

The salary for this position, with effect from 01 September 2019 is as follows:

PRINCIPAL OFFICER (PPC)

€87,325    €90,920    €94,487    €98,082    €101,114(NMAX)    €104, 258 (LSI1)    €107,399 (LSI2)

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

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, in line with Government pay policy.

**Important Note**

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

**Tenure**

The appointment will be to a permanent post in the public service. The appointee will be required to serve a 10 month probationary period.

## **Assignment / Location**

The successful candidate will be based in Dublin. When required to travel on official duty the appointee will be paid appropriate travelling expenses and subsistence allowances, subject to normal public service regulations.

## **Hours of Attendance**

Hours of attendance will be fixed from time to time but will amount to not less than 43 hours and 15 minutes gross per week. The successful candidate 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 for this position is 30 days. This leave is on the basis of a five day week and is exclusive of the usual public holidays.

## **Health**

A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

## **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.

Appointees, who will be paying the 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 direct to the employing Department/Organisation. Payment of salary during illness will be subject to the appointee 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 public service, at the time of being offered an appointment. In general, and except for candidates who have worked in a pensionable (non-single scheme terms) public service job in the 26 weeks prior to appointment (see paragraph d below), this means being offered appointment based on membership of the Single Public Service Pension Scheme (“Single Scheme”). Key provisions attaching to membership of the Single Scheme are as follows:

#### **a. Pensionable Age**

The minimum age at which pension is payable is 66 (rising to 67 and 68) in line with State Pension age changes.

#### **b. Retirement Age**

Scheme members must retire at the age of 70.

#### **c. Pension Abatement**

If the appointee was previously employed in the Civil/Public Service and is in receipt of a pension from the Civil/Public Service normal abatement rules will apply. However, if the appointee was previously employed in the Civil/Public 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 above, 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 Circular102/2007***

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).

#### ***III-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.

#### **d. Prior Public Servants**

While the default pension terms, as set out in the preceding paragraphs, consist of Single Scheme membership, this may not apply to certain appointees. Full details of the conditions governing whether or not a public servant is a Single Scheme member are given in the Public Service Pensions (Single Scheme and other Provisions) Act 2012. However the key exception case (in the context of this competition and generally) is that a successful candidate who has worked in a pensionable (non-single scheme terms) capacity in the public service within 26 weeks of taking up appointment, would in general not become a member of the Single Scheme.

In this case such a candidate would instead be offered membership of the pension scheme for non-established civil servants (“Non-Established State Employee Scheme”). This would mean that the abatement provisions at (c) above would apply, and in addition there are implications in respect of pension accrual as outlined below.

#### **e. 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.

#### **f. Pension-Related Deduction**

This appointment is subject to the pension-related deduction in accordance with the Financial Emergency Measure in the Public Interest Act 2009. Please note that from 1 January 2019 PRD has been replaced by an Additional Superannuation Contribution (ASC) in accordance with the Public Service Pay and Pensions Act 2017.

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

#### **Important Notice**

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

## APPLICATION AND SELECTION PROCESS

### How to Apply:

All candidates should visit [www.fspo.ie/careers](http://www.fspo.ie/careers) where there is a full list of available positions at the FSPO with the corresponding downloadable information booklet and application form for each position. Completed application forms should be submitted to [careers@fspo.ie](mailto:careers@fspo.ie) with 'Application for the position of Director of Corporate and Communication Services' in the subject line.

Only applications submitted by email will be accepted into the campaign.

### Closing Date:

Your application must be submitted by email to arrive by 15:00 on Monday, 30 September 2019.

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

Candidates should make themselves available on the date(s) specified by the FSPO and should make sure that the contact details specified on their application form are correct.

### Selection Process:

The selection process may include the following:

- Shortlisting of candidates based on the information contained in their application
- Initial/preliminary interview
- A written exercise
- A final competitive interview

In addition, the Selection Process may also include the following:

- Presentation or other exercises
- Work sample or any other tests or exercises that may be deemed appropriate.

### Shortlisting:

Normally the number of applications received for a position exceeds that required to fill existing and future vacancies to the position. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the FSPO may decide that a number only will be called to interview.

Shortlisting will be undertaken on the basis of the information you provide as part of your application. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/experience on the application form.

**Candidates with Disabilities:**

Candidates who have indicated on their application form that they would like to avail of reasonable accommodations are asked to submit a psychologist/medical report. The purpose of the report is to provide information to act as a basis for determining reasonable accommodations where appropriate. These reports must be forwarded to Barbara Fitzgerald Malone, Financial Services and Pensions Ombudsman, Lincoln House, Lincoln Place, Dublin 2 or Barbara.FitzgeraldMalone@fspo.ie by close of business on Monday, 30 September 2019.

**Confidentiality:**

Subject to the provisions of the Freedom of Information Act 2014, applications will be treated in strictest confidence.

**Security Clearance:**

Garda vetting will be sought in respect of individuals who come under consideration for appointment. The applicant will be required to complete and return a Garda Vetting form should they 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 they have resided.

**Other Important Information:**

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

The admission of a person to a competition, or invitation to attend interview, or a successful result notification, is not to be taken as implying that the FSPO is satisfied that such a person fulfils the requirements or is not disqualified by law from holding the position and does not carry a guarantee that your application will receive further consideration. It is important, therefore, for you to note that the onus is on you to ensure that you meet the eligibility requirements for the competition before attending for interview. If you do not meet these essential entry requirements but nevertheless attend for interview you will be putting yourself to unnecessary expense.

Prior to recommending any candidate for appointment to this position, the FSPO 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.

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

**Candidates' Rights - Review Procedures in relation to the Selection Process:**

The FSPO will consider requests for review in accordance with the provisions of the codes of practice published by the CPSA. The Codes of Practice are available on the website of the Commission for Public Service Appointments <http://www.cpsa.ie/>.

**Candidates' Obligations:**

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
- interfere with or compromise the process in any way

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

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, where a person found guilty of an offence was or is a candidate at a recruitment process, then:

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

**Specific candidate criteria:**

Candidates must:

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

and if successful, they will not be appointed to the post unless they:

- Agree to undertake the duties attached to the post and accept the conditions under which the duties are, or may be required to be, performed;
- Are fully competent and available to undertake, and fully capable of undertaking, the duties attached to the position.

**Deeming of candidature to be withdrawn:**

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

**Data Protection:**

As part of the recruitment and job application process, we will collect your Personal Data. It is necessary for us to process your Personal Data in order to assess your job application and/or include you in a recruitment initiative. Ultimately, it may also be necessary for us to process your Personal Data in order to take steps to offer and enter into a contract of employment with you. We may disclose some or all of your Personal Data to the following parties: your previous employer(s) (where you have

listed them as your reference(s)); Recruiters (where your application is being handled by a Recruiter); Outsourced service providers who assist FSPO with recruitment initiatives and campaigns. Where you are an unsuccessful job applicant, we will retain your Personal Data for a period of up to 12 Months from interview for unsuccessful candidates and 12 months for expiration of panel. If you have any concerns about the way your Personal Data is being used or processed by FSPO, please e-mail [dataprotection@fsp.ie](mailto:dataprotection@fsp.ie). Please see our full [data protection notice](#).

#### APPENDIX ONE:

##### Key competencies for effective performance at Principal Officer level:



## Principal Officer Level Competencies

### Effective Performance Indicators

Leadership & Strategic Direction	Leads the team, setting high standards, tackling any performance problems & facilitating high performance
	Facilitates an open exchange of ideas and fosters and atmosphere of open communication
	Contributes to the shaping of Departmental / Government strategy and policy
	Develops capability and capacity across the team through effective delegation
	Develops a culture of learning & development, offering coaching and constructive / supportive feedback
	Leads on preparing for and implementing significant change and reform
	Anticipates and responds quickly to developments in the sector/ broader environment
	Actively collaborates with other Departments, Organisations and Agencies
Judgment & Decision Making	Identifies and focuses on core issues when dealing with complex information/ situations
	Assembles facts, manipulates verbal and numerical information and thinks through issues logically
	Sees the relationships between issues and quickly grasp the high level and socio-political implications
	Identifies coherent solutions to complex issues
	Takes action, making decisions in a timely manner and having the courage to see them through
	Makes sound and well informed decisions, understanding their impact and implications
	Strives to effectively balances the sectoral issues, political elements and the citizen impact in all decisions
Management & Delivery of Results	Initiates and takes personal responsibility for delivering results/ services in own area
	Balances strategy and operational detail to meet business needs
	Manages multiple agendas and tasks and reallocates resources to manage changes in focus
	Makes optimum use of resources and implements performance measures to deliver on objectives
	Ensures the optimal use of ICT and new delivery models
	Critically reviews projects and activities to ensure their effectiveness and that they meet Organisational requirements
	Instils the importance of efficiencies, value for money and meeting corporate governance requirements
Ensures team are focused and act on Business plans priorities, even when faced with pressure	
Building Relationships & Communication	Speaks and writes in a clear, articulate and impactful manner
	Actively listens, seeking to understand the perspective and position of others
	Manages and resolves conflicts / disagreements in a positive & constructive manner
	Works effectively within the political process, recognising & managing tensions arising from different stakeholders perspectives.
	Persuades others; builds consensus, gains co-operation from others to obtain information and accomplish goals
	Proactively engages with colleagues at all levels of the organisation and across other Departments// Organisations and builds strong professional networks
Makes opinions known when s/he feels it is right to do so	
Specialist Knowledge, Expertise and Self Development	Develops and maintains skills and expertise across a number of areas that are relevant to his/her field and recognised by people internal and external to the Department/ Organisation
	Keeps up to date with key departmental, sectoral, national and international policies and economic, political and social trends that affect the role
	Maintains a strong focus on self-development, seeking feedback and opportunities for growth
Drive & Commitment to Public Service Values	Consistently strives to perform at a high level
	Demonstrates personal commitment to the role, maintaining determination and persistence while maintain maintains a sense of balance and perspective in relation to work issues
	Contributes positively to the corporate agenda
	Is personally trustworthy, honest and respectful, delivering on promises and commitments
	Ensures the citizen is at the heart of all services provided
	Is resilient, maintaining composure even in adverse or challenging situations
	Promotes a culture that fosters the highest standards of ethics and integrity