

Quality Customer

Service Action Plan

2011 - 2013

August 2011

First Published in 2011
by the Public Appointments Service

© 2011 Public Appointments Service

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording or any information storage retrieval system, without permission in writing from the Public Appointments Service.

CONTENTS

Foreword by Chief Executive

The Role of the Public Appointments Service
Our Mission
About the Office

Quality Customer Service Action Plan

Development of the Quality Customer Service Action Plan
Our Customers and the services we provide to them
Recent Developments in Service Delivery
Implementing the Principles of Quality Customer Service

Customer Charter

Appendices
Appendix 1 - Contact Details
Appendix 2 - Standards of Service Delivery
Appendix 3 - Guidelines in relation to:
-Freedom of Information
-Dealing with Customer Complaints
-Dealing with appeals in relation to decisions taken in a
selection process

FOREWORD

I am pleased to present this Customer Action Plan for the period 2011-2013 which sets out our commitment to deliver a recruitment, assessment, redeployment, consultancy and advisory service of the highest standard for our clients and candidates and aims to provide a supportive and learning environment for all staff members.

The organisation's continued success will depend on the quality and range of services we deliver to our existing and potential clients and the contribution we can make through these services to the public service transformation programme.

We have set clearly stated standards of service delivery which cover the full range of services we provide and by which we ourselves, client organisations and other interested parties can evaluate our performance. This plan was produced in a spirit of partnership which has become a hallmark of our approach to service delivery. This Office has always valued highly the contribution of our customers (both external and internal) in the development of our services. Through ongoing consultation, in the form of Customer Surveys, and workshops with staff, we are able to keep in touch with all of our customers and have gained valuable feedback on our services, which has in no small part contributed to the development of this plan and to the service standards set out in this document.

This has led to a plan which, although challenging, is realistic and achievable and which I hope meets the needs of all of our customers. I am confident that staff at all levels will play a critical role in making the plan happen and their professionalism and commitment will be the key to its success. On behalf of the management team, I can assure that they will be given every support necessary to ensure our commitments are achieved and, where possible, exceeded.

I hope that our plan reflects the standard of service that you, our customer, expect from the Public Appointments Service. Whether you are a job applicant, a representative of one of our current or potential client organisations, a member of the public seeking information, or, indeed, a member of our own organisation, it is important that you feel that we are anticipating and responding effectively to your needs. We will be delighted to hear from you about how our services can be further improved in your interests and in the interests of the future well-being and quality of the public service.

Bryan Andrews
Chief Executive

THE ROLE OF THE PUBLIC APPOINTMENTS SERVICE

OUR MISSION

We will source the highest quality candidates for positions in the civil and public service and we will facilitate the movement of public servants within and between sectors ensuring a more efficient and appropriate resourcing of all essential services.

ABOUT THE OFFICE

The Public Appointments Service was established in October 2004. The Public Service Management (Recruitment & Appointments) Act 2004 dissolved the Office of the Civil Service and Local Appointments Commissioners. This Office was replaced with two separate organisations: the Commission for Public Service Appointments (CPSA) and the Public Appointments Service (PAS).

The Public Appointments Service is the centralised provider of recruitment, assessment and selection services for the Civil Service. We also provide recruitment and related human resource advisory services to Local Authorities, the Health Service Executive, An Garda Síochána and other public bodies as requested.

In March, 2009 the Government introduced a moratorium on Public Service recruitment and promotions, which meant that recruitment or promotions could not take place except where specifically sanctioned by the Minister for Finance. PAS was identified by Government as the organisation best equipped to take on the key inter-agency element of the Public Service Redeployment Scheme. Every effort will be made to ensure that key positions across the Public Service, sanctioned by the Minister for Finance, will now be filled by redeployment rather than recruitment, if at all possible.

Amongst our programme of activities we:

- Fill key sanctioned positions through redeployment
- Support client organisations in managing the internal redeployment processes within their organisations
- recruit openly for essential positions in the public service which are sanctioned to be filled through a recruitment process
- select candidates for promotion within the Civil Service by means of competitive inter-departmental selection tests and interviews;
- assist other public sector organisations with their essential recruitment needs;
- assist clients with their internal promotions processes, where requested.

Increasingly, our role includes training, advisory and other consultancy services which complement our recruitment and selection services, including the provision of the following services:

- advice and support on redeployment, recruitment and selection matters to client organisations and other public bodies;
- job analysis services in order to obtain accurate job-related information to guide competency-based selection processes which are also of benefit to our client organisations for human resource development activity;

- a selection testing service (i.e. conducting the testing part of a selection process with the client conducting the remaining selection processes);
- assessor training in selection techniques, including interviewing;
- conducting on-line external and internal customer surveys for clients;
- a range of additional consultancy projects (e.g. organisational realignment, training needs analysis);
- researching and sharing best practice with the public service in the area of redeployment, recruitment, assessment and selection.

QUALITY CUSTOMER SERVICE ACTION PLAN

DEVELOPMENT OF THE QUALITY CUSTOMER SERVICE ACTION PLAN

This Action Plan has been developed to coincide with our new Statement of Strategy 2011-2013, and our commitment to customers and service delivery set out in that document. This Action Plan reflects our commitment to quality service delivery to both external and internal customers. Arrangements will be made for the monitoring of and reporting on the commitments contained in this document. The various commitments to quality customer services will be included in each unit's business plan and will be included in the objectives specified for each staff member as part of the PMDS (Performance Management and Development System) process.

OUR CUSTOMERS AND THE SERVICES WE PROVIDE TO THEM

All customers can expect to be treated by us in a professional, fair and impartial manner with the utmost courtesy and respect. We will endeavour to deliver a quality service in accordance with the highest standards of effectiveness, efficiency and integrity.

The specific services we provide for each of our customer groups are set out below:

CLIENT ORGANISATIONS

This group includes Government Departments/Offices, Local Authorities, the Health Services Executive (HSE) and other public bodies who avail of the recruitment, selection and advisory services that we provide (as set out on page 5). We are also open to providing assistance to clients with any other matters where they feel PAS expertise might be of assistance to them.

APPLICANTS FOR REDEPLOYMENT

This group includes members of the public service who had either volunteered for redeployment or had been designated by their employer as available for redeployment. They are entitled to a process which is fair and impartial, where they will be dealt with in an efficient and courteous manner. As part of the redeployment process we will provide them with timely and accurate information in relation to possible options for redeployment and inform them whether they have been selected for particular redeployment positions in which they may be interested.

APPLICANTS FOR PUBLIC SERVICE POSITIONS

This group includes members of the public who apply for any public service positions advertised by us and who are entitled to have their applications dealt with fairly, impartially and in an efficient and courteous manner. As part of our recruitment and selection service we provide services to applicants to allow them to participate fully in the relevant recruitment and selection process, including information on posts available and guidance on interview/test preparation.

SERVICES FOR APPLICANTS WITH DISABILITIES

We encourage people with disabilities to apply for any position in the Public Service for which they hold the basic entry requirements. It is our policy to ensure that recruitment and selection activity is carried out in accordance with our core principles of fairness, equality and merit-based selection. We will ensure that all applications are fully considered on the basis of abilities, qualifications and suitability for the work in question. We are also happy to make all reasonable efforts to accommodate any requirements or special needs which applicants might have, in order to enable applicants to participate fully and fairly in the selection process.

THE GENERAL PUBLIC

This includes members of the public who may be interested in applying for a public service position, or who have an interest in knowing that such positions are filled in an open and transparent manner. We also have a duty to account publicly for our use of the public funds entrusted to us and to demonstrate that such monies are spent properly, sensibly and with due consideration for value for money.

A range of information is provided on publicjobs.ie in relation to the types of careers in the public service. There is also a facility for members of the public to register their interest in particular types of posts and to receive an email notification when a post is advertised.

SERVICES FOR IRISH SPEAKERS

Irish speakers have the right to choose to conduct any business with us through Irish and/or bilingually. We are committed to providing a full, quality service through the Irish language. Every reasonable effort is made to ensure high quality services are provided in Irish. In line with Government policy, applicants for public service positions who can demonstrate that they are proficient in both Irish and English may be awarded additional credit during the selection process.

SELECTION BOARD MEMBERS

The office relies heavily on the valuable contribution of all board members. Providing them with every possible assistance to carry out their task is essential to ensure a positive experience while working with us.

INTERNAL CUSTOMERS

We believe that internal staff members should be considered as customers and should be entitled, as are all customers, to expect the highest standards of service delivery in their dealings with the organisation.

RECENT DEVELOPMENTS IN SERVICE DELIVERY

Providing excellent customer service is a priority for the Office. To achieve and maintain high standards the following initiatives are in place:

CUSTOMER CHARTER

In conjunction with this Action Plan we have developed a Customer Charter, in consultation with external customers and staff. The Customer Charter sets out the level of service a customer can expect from PAS in 2011-2013. This Action Plan sets out how it will be achieved. We will continue to monitor and report on our performance and customer satisfaction levels to ensure we are reaching the required standards and are delivering a high quality service to all our customers.

CUSTOMER CONSULTATION

Meeting the needs and expectations of our customers is of the utmost importance to the Office. Through ongoing consultation we are able to keep in touch with our customers and have gained valuable feedback on our service.

This Office has always valued highly the contribution of our customers in the development of our services. As part of our commitment to providing quality customer care, we use regular Customer Surveys in order to ascertain whether we are achieving all of the service standards set for all our customer groups and how these groups rate the services we provide. These surveys include annual Selection Board Member, Client and Staff Surveys, and twice-yearly Candidate Surveys. All of these surveys are anonymous and conducted on-line in order to make it easier for our customers to respond and provide feedback on our services. Following each survey, an Action Plan is produced in order to address any issues identified. As part of the development process for this Action Plan we have reviewed all customer surveys to date, and all quarterly service standards reports, to identify the main issues arising.

CLIENT RELATIONS MANAGEMENT

The introduction of the Client Relations Management approach has had a positive impact on how we interact with our clients. The CRM Unit provides clients with a designated account manager.

Ongoing consultation provides a deeper understanding of their needs, which has allowed us to provide a recruitment process tailored to their requirements and to offer a wider range of recruitment related services.

QUALITY OFFICER

Our Quality Officer audits recruitment campaigns and ensures that the Codes of Practice are adhered to, that equality monitoring is conducted, and best practice followed in all campaigns.

e-RECRUITMENT

Following its release in November 2009 our core recruitment application continues to be substantially enhanced in order to provide additional and higher quality on-line services to our customers. The application has been welcomed by staff, clients and candidates and is viewed as a major improvement in how we carry out our business. Recent enhancements for our various customer groups include:

Clients

- Client Portal for the Central Applications Facility
- Improvements to the profile and recording of offers from the Central Applications Facility and reporting enhancements to assist with parliamentary questions and press queries in relation to decentralisation
- Detailed application form data extractable for third party HR systems
- Client logos incorporated on to our standard and generic forms
- The client portal has been extended so that clients can now add requests, view campaign details and view/export submitted application information.

Candidates

- Improvements to job alerts with no duplicates issuing where candidates have registered for the same job in two categories
- Ability to track application stage
- Improvements to the application process and the application form
- Candidates are alerted if they attempt to leave the application process before finally submitting their application
- Forgotten Password Link tailored for the Department of Social Protection email servers.

PROVISION OF THE REDEPLOYMENT FACILITY

PAS developed an application to manage candidate information for the redeployment programme. It has a detailed contact management module to automate offers and a comprehensive search facility. Client organisations can login at our site, download and populate a spreadsheet with their employee details, then upload it to our central database.

PROVISION OF THE CENTRAL APPLICATIONS FACILITY

In order to support the Government's decentralisation programme and ensure that an effective customer service was provided to clients and candidates we built, and have continued to operate and develop, the Central Applications Facility (CAF). This was built on our e-government platform, and has allowed us to deal with initial, and ongoing, applications for decentralisation and to supply reports as required by the key stakeholders in the decentralisation programme. We have also facilitated the redeployment of staff in Dublin by setting up and operating the 'Dublin Arrangement', where required. Departments/Offices with surplus staff in Dublin now notify PAS. A seniority list is maintained in PAS and all vacancies due to be filled from the Dublin Arrangement are circulated to all those on the seniority lists. Departments/Offices with Dublin vacancies are then notified of the most senior people interested in transferring to them.

ISER Database

PAS is currently establishing systems and processes for managing the Incentivised Scheme for Early Retirement (ISER). Certain details in respect of officers availing of the scheme will be held on a centralised database. This database will be administered by the PAS through the Client Portal module of our core recruitment system. In order to ensure the re-employment provisions of Department of Finance Circular 12/2009 are complied with, when Departments/Agencies are recruiting staff they will need to verify whether the proposed staff member has availed of the scheme.

e-TESTING

To improve a candidate's experience of the testing process and to increase the efficiency of the process we conduct computer based and on-line testing where possible.

Our research has shown that clerical officer applicants prefer computer-based testing (CBT) to the traditional approach of paper and pencil tests. We provide computer based testing facilities for up to 40 candidates, on a rolling basis, in our multi-media test centre. We also conduct on-line internet based testing on a range of campaigns.

APPEALS PROCEDURE

As much information as possible is supplied to candidates as part of the first line response. A staff member is responsible for registering all appeals to allow for central management, monitoring and reporting. This gives a clearer indication if any particular issues are reoccurring and need to be addressed.

IRISH SERVICES

We are committed to reaching our customers and corresponding with them in either Irish or English, according to their preference. We provide a range of training interventions for staff to enable staff to communicate with customers in the official language of their choice.

From time to time, we run general recruitment campaigns (at Clerical and Executive Officer level) to recruit staff who are proficient in the Irish language in order to ensure that our clients can access the staff they require to assist them meet their obligations under the Official Languages Act. We also recruit other specialist staff (e.g. Aistritheoir) and administrative staff with proficiency in the Irish language on the request of our particular clients (e.g. Oifig an Choimisinéara Teanga, Foras na Gaeilge).

EQUALITY AND DIVERSITY

Equality and Diversity have remained central to the culture of the organisation with the following initiatives implemented:

- a customised Disability Training Programme and a customised Anti-Racism and Intercultural Awareness Programme (FETAC Accreditation) are offered to all staff;
- the provision of tests (where a need has been identified) in languages other than English/Irish;
- DORAS (Disability Orientated Recruitment & Assessment Service), allows for the testing of candidate(s) with special needs in a designated testing suite which has been equipped with the latest assistive testing technology. The technology has been installed both to help and support the candidate being tested and the staff member in preparing the test material;
- our 'Features and Services of the Public Appointments Service for customers with special needs' booklet highlights the various aspects of our accessible recruitment service and the physical accessibility of the Office in general. It is aimed at, and focused on, reassuring customers with special needs that we have the facilities and services necessary to allow them to take part in the recruitment process of their choice in a fair and impartial manner. This booklet is available on the website;
- retention of the Excellence through Accessibility Quality Award, National Disability Authority. As part of this award, an audit was carried out which involved the evaluation of our

Quality Customer Service, Information Communication Technology and Built Environment facilities. The audit was extremely thorough, involving interviews with customers with a disability, in addition to auditing the Office.

TRAINING AND AWARENESS RAISING

Training in the provision of a quality customer service is central to our annual training programme. In order to highlight the importance of our service standards, Customer Service awareness raising sessions have been provided to staff. The focus of these sessions is on the provision of a quality customer service, covering how each staff member can contribute to this, what exactly the service standards are, and how any barriers to achieving them can be removed.

The achievement of service standards and the provision of a quality customer service also form part of a module of our new Corporate Orientation Programme (held for all new staff) which is in operation since January 2006.

We have provided a Certificate in Customer Service for all interested staff and have also provided staff with the opportunity to participate in a Quality Customer Service Telephone Skills Course. Both of these programmes have been designed specifically for the staff of PAS and focus on our particular customers and how their needs can be met.

We have also promoted the service standards in our staff magazine, 'ChapterHouse', and have regular updates on our office Intranet in relation to our achievement of the standards and the results of customer surveys.

INTERNAL CUSTOMER SERVICE

The Excellence Through People accreditation is Ireland's national standard for human resource development. Its two main objectives are to encourage the development of employees to their full potential so as to maximise their contribution to the specific needs of the organisation and to show recognition for organisations that have achieved this standard.

The award is achieved by organisations that have best practice Human Resource Systems in place, particularly in the area of staff training and development, communication, and staff involvement in the decision making processes in the organisation. Our most recent assessment for this award took place in January 2011. This assessment involved a lengthy analysis of our Human Resource Systems and interviews with staff from across all grades and sections, in order to discuss their personal experience of opportunities for development and involvement in the organisation.

We retained platinum accreditation which is the highest award available, and we are delighted with this major achievement.

IMPLEMENTING THE PRINCIPLES OF QUALITY CUSTOMER SERVICE

QUALITY SERVICE STANDARDS

Publish a statement that outlines the nature and quality of service which customers can expect, and display it prominently at the point of service delivery.

With our Customer Charter we have committed to providing all our customers with a high quality service. We will publicise the Customer Charter to ensure all our customers are aware of the level of service they can expect. Along with the Customer Charter our Customer Action Plan outlines how the service commitments will be delivered and evaluated over the next three years.

Key Action points

Publish Customer Action Plan, which will be made available to all customers on our website;

Publish & prominently display our Customer Charter in our offices and on publicjobs.ie;

Develop a revised and improved set of Standards of Service Delivery;

Communicate our Customer Charter and Customer Action Plan (including Standards of Service Delivery) to all our staff in a series of workshops designed to encourage shared ownership of the goals and objectives set out in this Plan;

Draw attention to the Customer Charter in all Customer Surveys;

Provide Customer Comment Cards in public areas of our office to encourage feedback from all of our customers;

Invite feedback from our customers on our website (www.publicjobs.ie).

EQUALITY/DIVERSITY

Ensure the rights to equal treatment established by equality legislation, and accommodate diversity, so as to contribute to equality for the groups covered by the equality legislation (under the grounds of gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the Traveller Community).

Identify and work to eliminate barriers to access to services for people experiencing poverty and social exclusion, and for those facing geographic barriers to services.

We are committed to providing a service that complies fully with all equality legislation and accommodates the specific needs of all our customers.

Key Action points

Respect the principles of equality & diversity in all dealings with our customers;

Provide a service that complies fully with all Equality Legislation, the Disability Act 2005 and the Code of Practice for the Employment of People with a Disability in the Irish Civil Service;

Continue to exceed the Government quota of 3% for the employment of people with disabilities in the Office and develop best practice approaches;

Encourage the widest possible pool of applicants for public service appointments;

Continue to promote Equality Awareness on all training provided in relation to recruitment and selection;

Continue to provide both Diversity and Disability Awareness Training for all staff;

Proactively support Government Departments and Offices in the employment of people with disabilities;

Conduct Equality Monitoring in relation to the nine protected areas for all large volume tests in order to ensure that this recruitment activity complies with the Employment Equality Acts;

Ensure Candidate Surveys identify responses covering the nine grounds so that particular issues arising for any of these groups can be identified and solutions put in place;

Monitor the implementation of our Equality and Diversity Policy, as part of our overall Human Resource Strategy;

Conduct equality audits on internal selection systems.

PHYSICAL ACCESS

Provide clean, accessible public offices that ensure privacy, comply with occupational and safety standards and, as part of this, facilitate access for people with disabilities and others with specific needs.

Recruitment and selection services will be provided in clean, accessible public offices that ensure privacy, comply with occupational and safety standards, and are accessible to all, including persons with disabilities or special needs.

Key Action points

Provide a clean, safe & comfortable environment, with facilities for private & confidential discussions;

Provide access & facilities to meet all our customers' needs including those with special needs;

Ensure at all times that office accommodation is conducive to maximum mobility for all customers;

Implement our Accessibility Action Plan 2010-2012 within the agreed timeframe;

Ensure high standards of physical access at all points of service delivery e.g. testing centres, recruitment fairs, external training, etc;

Ensure our website complies with disability access requirements; Review health and safety policy and procedures;

Ensure that Equality Audits and Equality/Diversity policies and procedures take full account of physical environmental factors.

INFORMATION

Take a proactive approach in providing information that is clear, timely and accurate, is available at all points of contact, and meets the requirements of people with specific needs. Ensure that the potential offered by Information Technology is fully availed of and that the information available on our website follows the guidelines on web publication.

Continue the drive for simplification of rules, regulations, forms, information leaflets and procedures.

We provide accurate, up-to-date and comprehensive information on job opportunities within the civil service and on the selection process. We also offer applicants feedback on their performance during the selection process, if they request it. Our web-site contains details of employment opportunities available and offers the facility to download application forms or apply online.

We also provide information to clients on best practice in recruitment and selection.

Key Action points

Provide general information on a broad variety of careers in the public service in order to inform new visitors to publicjobs.ie;

Provide a facility for member of the public to register with publicjobs.ie and receive email notifications should a post they might be interested in be advertised;

Bring vacancies to the attention of potential applicant pool by using an appropriate method and style of marketing;

Ensure that the material provided in relation to each post is accurate, up-to-date, clear and easy to understand;

Ensure all generally available information is accessible in both electronic and printed formats (e.g. Customer Action Plan, Annual Report, Familiarisation material etc);

Provide detailed information on all of the stages involved in the campaign and the implications of these for candidates;

Provide information to prospective candidates about the post and the type of person required which accurately reflect the requirements of the post;

Ensure information is available in an accessible format, on request, for customers with special needs;

Continue to make efforts to simplify the application process;

Provide information to applicants on their responsibilities under the Code of Practice and how decisions can be reviewed;

Provide a "test familiarisation" information booklet for all tests to help inform applicants in relation to issues such as the format of the test; answer sheets; the scoring system; and the time limits involved;

Give clients access to up-to-date information tailored to their interests;

Ensure all existing and potential clients have an understanding of the skills, expertise and capability of PAS as a shared recruitment service;

Continue to up-grade our web-site facility to increase access to a wider range of services;

Create a careers section on publicjobs.ie to support people in exploring career options;

Develop self-assessment tests to support prospective applicants in getting an understanding of their likely test range to help realistic decision making;

Ensure information on publicjobs.ie is accurate, up-to-date and useful, and is tailored to our different customer groups.

TIMELINESS AND COURTESY

Deliver quality services with courtesy, sensitivity and the minimum delay, fostering a climate of mutual respect between provider and customer.

Give contact names in all communications to ensure ease of ongoing transactions

Key Action points

Ensure our staff provide a friendly, courteous, efficient, timely and punctual service;

Provide documentation to applicants in a timely manner (e.g. test/interview information);

Provide adequate notice to applicants for attendance at tests and interviews;

Supply results and meaningful feedback on tests and interviews to applicants as early as possible;

Develop and deepen our Customer Relations Management approach to serving our clients with a designated Client Manager assigned to each client;

Provide cost effective recruitment and selection solutions and related services to clients;

Consult & involve clients when planning recruitment competitions on their behalf;

Continue to adopt a systematic approach to project planning & management for all campaigns;

Continue the in-house development of assessment tools and techniques;

Continue to monitor selection methods and their efficiency and effectiveness;

Provide standard reports from CAF on request;

Provide a tailored solution to all other client recruitment needs within agreed timeframe;

Provide Board Members with timely relevant briefing/training as appropriate (including training on new approaches in advance of their introduction and refresher training, where required);

Provide adequate notice to Board Members for attendance at interview boards and provide board member documentation in a timely manner (e.g. Board papers);

Conduct applicable recruitment and selection processes in line with the relevant CPSA Code of Practice (ensuring probity and a fair, consistent and transparent process in which appointment is on merit and in line with best practice);

Maintain adequate records to prove that the above recruitment and selection processes were conducted in line with the relevant Code of Practice;

Monitor customer satisfaction with the timeliness and courtesy of staff and act on any issues arising.

COMPLAINTS

Maintain a formalised well-publicised, accessible, transparent and simple to-use system of appeal/review for customers who are dissatisfied with decisions in relation to services.

We have formal systems in place to deal with customer complaints in relation to service delivery and for dealing with appeals in relation to selection decisions (outlined in Appendix 3).

Key Action points

Ensure our customer complaints and comments system is widely known and available to our clients/customers;

Raise awareness of staff in relation to the causes of complaints & effective complaint handling;

Provide information to candidates on the review process in place;

Monitor number of appeals at each level;

Provide maximum amount of information for all initial requests for review or feedback;

Prepare management information reports on complaints and requests for review received (including actions taken to reduce the number of appeals) in order to contribute to the future development of services.

CONSULTATION AND EVALUATION

Provide a structured approach to meaningful consultation with, and participation by, the customer in relation to the development, delivery and review of services. Ensure meaningful evaluation of service delivery.

In developing our services we have utilised the valuable contribution of customers. The office regularly consults with clients on service development and delivery through the Client Relations Management Unit. In developing our Customer Charter and the Standards of Service Delivery we consulted with various customers to ensure appropriate standards were set.

All Quality Customer Service (QCS) initiatives have been advanced through our Partnership structures.

We have put a programme in place to ensure appropriate monitoring, evaluating and reporting on the achievement of our commitments. We will evaluate the level of achievement of all commitments to ensure accountability and to facilitate learning and continuous improvement. The results will be used to identify more challenging customer service commitments.

We will use our Annual Report and /Annual Output Statement to report on the service standards in place; how performance has been measured; whether standards have been achieved and the next steps in the customer service improvement process. Where standards have not been met we will identify how it is intended to meet standards in the future. The report will include the results of all customer surveys and the level of customer complaints received; this report will include any actions taken on foot of monitoring results/customer complaints.

Key Action points

Continue to conduct annual surveys of key customers groups (Clients, Selection Board Members and Staff), and twice yearly Candidate Surveys;

Continue to use Comment Cards to obtain feedback from all customers who visit Chapter House;

Evaluate progress on a quarterly basis in achieving our Standards of Service Delivery;

Use feedback from the surveys, focus groups, comment cards, and other monitoring systems to improve performance, by identifying common issues and putting measures in place to address these issues (and benchmark progress over time);

Ensure the commitments in this Action Plan are adequately reflected in each team's business plan, and in all individual PMDS objectives;

Provide quarterly reports to the Management Team and to the Board of PAS on the achievement of standards of service delivery and on measures being introduced to improve areas in which we might not be achieving the standards set;

Provide reports to the Senior Management Team and to the Board following each customer survey on the feedback received and the actions being recommended as a result of the feedback received;

Publish a statement of progress on achieving Standards of Service Delivery, and actual results of surveys conducted in our Annual Reports, and on the Intranet;

Use the Annual Output Statement to report on the achievement of the commitments contained in our Customer Charter.

CHOICE

Provide choice, where feasible, in service delivery including payment methods, location of contact points, opening hours and delivery times. Use available and emerging technologies to ensure maximum access and choice, and quality of delivery.

Our Client Relations Management Team plays a vital role in tailoring recruitment services to suit the specific needs of individual client organisations on an ongoing basis. Our e-government programme is extending the nature and range of electronic services available to all our customers.

Key Action points

Continue to provide an on-line application process for all campaigns and to provide results and other campaign related correspondence to applicants on-line (including making available on-line assessment material for general service entry level posts);

Continue development of website to provide additional electronic services;

Provide video & tele-conference facilities for interviews, where required;

Client Relations Management Unit to continue to provide a single point of contact for client organisations on service delivery matters;

Provide tailored recruitment and selection services (or part services) to clients on request;

Provide a variety of recruitment and selection options to clients for their senior management and professional positions to allow them to choose from a range of options which are in line with best practice (e.g. Executive Search, Candidate Profiling);

Enhance the client portal on publicjobs.ie to facilitate client organisations in managing their own campaigns.

OFFICIAL LANGUAGES EQUALITY

Provide quality services through Irish and/or bilingually and inform customers of their right to choose to be dealt with through one or other of the official languages.

We encourage all customers to exercise their right to choose to be dealt with by us through Irish or English or bilingually, if preferred.

Key Action points

We will fulfill our obligations outlined in our Scheme under the Official Languages Act, 2003, and ensure that all members of the public are facilitated in using Irish, if they so choose;

Ensure all correspondence (written/electronic) received in Irish is responded to in Irish;

Provide all key publications bilingually;

Ensure all candidate facilities available on the www.publicjobs.ie website are bilingual;

Continue to encourage and support staff in developing or improving their Irish skills;

Provide an annual "Customer Services through Irish" course for all interested staff.

BETTER CO-ORDINATION

Foster a more co-ordinated and integrated approach to delivery of public services.

Through the Client Relations Management Unit we are proactively planning service delivery in partnership with our clients. This approach of tailoring our services to meet the specific needs of clients will also allow us to target opportunities towards particular market segments and geographical areas.

Key Action points

Continue to provide a shared service for the public service;

Continue to develop the Resource Panel Database for all public service sectors;

Support clients in the process of uploading data in respect of their resources available for redeployment;

Operate an efficient redeployment process which identifies suitable people for sanctioned vacancies identified by clients;

Develop a Redeployment Toolkit for use by all public service bodies, publicise it extensively to clients, and provide seminars and training for clients in its use;

Provide redeployment consultancy services and support to clients;

Progress our e-recruitment strategy in consultation with our strategic partners;

Conduct recruitment campaigns to fill similar level vacancies throughout the public service from the one campaign (e.g. Clerical Officer in the Public Service)

Provide standardised comprehensive training programmes for selection board members to all interested client organisations;

Amalgamate, where possible, recruitment campaigns for various clients so that candidates will only have to undertake the recruitment process once to be eligible for appointment to a number of posts/locations;

When scheduling tests for interdepartmental campaigns, offer clients the opportunity to run their own internal promotion campaigns in conjunction with these, in order to avail of the opportunity to include a test as part of their internal selection process;

Provide assistance to client organisations with the implementation of merit based internal promotional processes, including running a series of seminars on this area;

Develop and expand our involvement in the selection of people for nomination to the Boards of State Bodies;

Provide advisory/consultancy services to clients on recruitment matters;

Participate in the implementation and further development of the Civil Service transformation programme;

INTERNAL CUSTOMER

Ensure staff are recognised as internal customers and that they are properly supported and consulted with regard to service delivery issues.

We are very conscious that the standard of service enjoyed by external customers is directly related to the overall satisfaction of our own staff with the organisation in which they work.

Partnership structures, now firmly established within the office, provide a useful mechanism for staff consultation and participation. Staff will be given the appropriate supports including training and development to ensure quality customer service is delivered.

Key Action points

Revise our Internal Customer Charter, through Partnership;

Develop, through Partnership, a new Strategy for Corporate Development and Human Resources, and a Learning and Development Strategy, to support the Strategy Statement 2011-2013;

Provide the leadership, at all levels across the organisation, to motivate staff and provide clear direction, inspiration and support in ensuring continuous improvement in the services we deliver;

Through the Partnership process, continue to provide a work environment that is challenging, stimulating and enjoyable for all staff;

Conduct annual Internal Customer Surveys and prepare and implement an Action Plan based on feedback from each survey;

Continue our programme of staff consultation, including internal customer panels/staff workshops;

Participate in HR benchmarking activities and maintain Excellence Through People Platinum Accreditation;

Provide necessary support to staff in advance on any major change programme;

Provide ongoing support to staff to allow them to carry out their duties in a healthy and safe environment, and to provide an excellent customer service to staff (e.g. Wellness Programme, relevant Information Sessions, fully functioning Intranet);

Maintain a highly effective Performance Management and Development System, that ensures that staff are aware of what is expected from them; are equipped to deliver on their objectives; and are measured against challenging performance indicators;

Provide the training and development for staff to allow them to meet their objectives and ensure personal development;

Develop an innovative culture which will lead to process improvements and the delivery of services more efficiently, using fewer resources;

Continue to develop ChapterHouse (our Staff Magazine) as a means to communicate with staff;

Ensure effective communication across the organisation.

YOUR RESPONSIBILITIES

In order to ensure that this Office can provide a quality customer service to all of its customers, customers should be aware that they also have responsibilities in this regard.

All customers are obliged to treat staff in a respectful manner and are expected to respect the right of the individual to dignity in their working life. Any form of harassment or discrimination will not be tolerated.

Applicants must not knowingly or recklessly provide false information, canvass any person with or without inducements, or interfere with or compromise a recruitment/selection process in any way.

We would be grateful if applicants could:

Quote candidate reference numbers in all correspondence and/or communication with this Office;

Ensure that all application forms are completed fully, accurately and legibly, include any necessary supporting documentation and are returned by the specified closing date;

Provide correct information in any correspondence with this Office;

Notify this Office at the earliest possible opportunity if they cannot attend for a scheduled interview.

COMPLAINTS & COMMENTS

We welcome customer feedback on all of our services (including compliments, general comments and complaints) and invite customers to contact us with any feedback that they may have;

All complaints will be dealt with promptly, fairly & impartially in line with our Procedure for Dealing with Customer Complaints (contained in Appendix 3); Contact customerfeedback@publicjobs.ie

HOW TO CONTACT THE OFFICE

Our Head Office, Careers Store and SMART Centre are located at
**Chapter House,
26-30 Abbey St. Upper,
Dublin 1**

Our web-site address is **www.publicjobs.ie**: email: info@publicjobs.ie

Our telephone service -
the main number is **01- 8587400**:
Locall **1890 449 999**

Contact details and direct dial numbers for staff responsible for all our frequently used services are included in the Appendix 1.

WHERE CAN I FIND OUT MORE?

Information on current job opportunities are available on our web-site www.publicjobs.ie

Websites for individual Government Departments can be sourced through www.irlgov.ie

Further copies of this plan, together with Office publications are available on request and can also be viewed on our website www.publicjobs.ie.

CUSTOMER CHARTER

2011 – 2013

Our Mission

We will source the highest quality candidates for positions in the civil and public service and we will facilitate the movement of public servants within and between sectors ensuring a more efficient and appropriate resourcing of all essential services.

Our Services

The Public Appointments Service is the centralised provider of recruitment, assessment and selection services for the civil service. We also provide recruitment and related human resource advisory services to Local Authorities, the Health Service Executive, An Garda Síochána and other public bodies as requested.

This Office is committed to the highest standards of customer service and it is our goal to deal with all customers professionally, fairly and impartially and with the utmost courtesy and respect.

Our Customer Charter is being put in place in order to improve customer service by setting out and measuring customer service levels.

Our Commitment To You

When dealing with us you can expect:

Friendly courteous staff who will identify themselves & provide appropriate contact details for any further communication;

Your query/request to be dealt with promptly;

A clean, safe & comfortable environment, with facilities for private & confidential discussions;

Access & facilities available to meet all our customers' needs including those with special needs;

Your phone call to be answered promptly (our aim is within 10 seconds);

An acknowledgement of all written enquiries (including faxes and e-mail) within 3 working days and a reply to your enquiry within 10 days;

Your feedback on any of our services to be given serious consideration.

When providing information we will:

Provide accurate and current information using clear and simple language;

Ensure all generally available information is accessible in both electronic and printed formats (e.g. Customer Action Plan, Annual Report, Familiarisation material etc);

Ensure information is available in an accessible format, on request, for customers with special needs;

Comply with the Freedom of Information and Data Protection legislation.

For Client Organisations we will:

Provide support in the process of uploading data in respect of their resources available for redeployment;

Provide an efficient redeployment process which identifies suitable people for sanctioned vacancies identified by clients;

Develop a Redeployment Toolkit for use by all public service bodies and provide seminars and training in the use of the toolkit;

Provide redeployment consultancy services and support;

Ensure all existing and potential clients have an understanding of the skills, expertise and capability of PAS as a shared recruitment service;

Provide cost effective recruitment and selection solutions and related services;

Provide a tailored solution to all other recruitment needs within agreed timeframe;

Provide suitably qualified people from either a recruitment or redeployment process which will meet the needs of clients;

Establish systems and processes for managing the Incentivised Scheme for Early Retirement (ISER);

Nominate a designated account manager to look after your interests;

Consult & involve you when planning recruitment competitions on your behalf;

Give access to up-to-date information tailored to your interests;

When scheduling interdepartmental campaigns, if appropriate, we will inform you, in order that you can consider availing of the opportunity to hold internal promotions and have your candidates undergo selection tests;

Provide assistance to client organisations with the implementation of merit based internal promotional processes, including running a series of seminars on this area;

Provide a variety of recruitment and selection options to you for your senior management and professional positions to allow you to choose from a range of options which are in line with best practice (e.g. Executive Search, Candidate Profiling, advanced Assessment Techniques);

Provide standardised comprehensive training programmes for selection board members to all interested client organisations;

Provide access to our recruitment application system for all clients who wish to use this application system for their own recruitment and selection needs.

For Applicants we will:

Bring vacancies to the attention of potential applicant pool by using an appropriate method of marketing and using primarily publicjobs.ie to advertise all campaigns;

Provide information on all of the stages involved in the campaign and the implications of these for candidates;

Provide information about the post and the type of person required which accurately reflect the requirements of the post;

Provide adequate notice for attendance at tests and interviews;

Supply results and meaningful feedback on tests and interviews as early as possible;

Provide documentation in a timely manner (e.g. test/interview information);

Use appropriate assessment techniques which are up-to-date, appropriate to the post, and in line with best practice;

Conduct all applicable (i.e. those organisations and campaigns covered by the Codes of Practice) recruitment and selection processes in line with the relevant CPSA Code of Practice (ensuring probity and a fair, consistent and transparent process in which appointment is on merit and in line with best practice);

Conduct all campaigns not covered by the above Codes of Practice in a way which ensures probity, fairness, consistency and transparency where appointments are on merit and in line with best practice;

Maintain adequate records to prove that the recruitment and selection process was conducted in line with the relevant Code of Practice;

Provide information on their responsibilities under the Code of Practice and how decisions can be appealed;

Provide a timely & punctual service;

Continue to make efforts to simplify the application process.

For Board Members we will:

Provide a relevant contract;

Provide relevant & up to date training as appropriate;

Provide training on new approaches in advance of their introduction and provide refresher training, where required;

Provide documentation in a timely manner (e.g. Board papers);

Provide adequate notice for attendance at interview boards;

Capture feedback to inform future processes and to identify training needs.

Our Website - we will:

Ensure all information is accurate and up to date;

Provide information and online facilities tailored to our different customer groups;

Ensure our website complies with disability access requirements;

Ensure our website is clear, easy to use and contains useful information;

Further develop our website to enhance its value to a wider range of public service clients we now cater for and improve its value to potential candidates;

Avail of new technology to continuously improve on our services.

Equality & Diversity:

We will respect the principles of equality & diversity in all dealings with our customers;

We will accommodate the specific needs of our customers by providing a service that complies fully with all equality legislation;

We will implement the remaining actions in our Accessibility Action Plan within the agreed timeframe;

We will comply with Equality legislation, the Disability Act 2005 and the Code of Practice for the Employment of People with a Disability in the Irish Civil Service.

Services in Irish:

We will fulfill our obligations outlined in our Scheme under the Official Languages Act, 2003, and ensure that all members of the public are facilitated in using Irish if they choose;

All candidate facilities available on the www.publicjobs.ie website will be bilingual;
All key publications will be available in Irish;

All correspondence (written/electronic) received in Irish will be responded to in Irish.

Monitoring, Evaluation and Reporting

We have put a programme in place to ensure appropriate monitoring, evaluating and reporting on the achievement of our commitments. We will evaluate the level of achievement of all commitments to ensure accountability and to facilitate learning and continuous improvement. The results will be used to identify more challenging customer service commitments.

We will use our Annual Report/Annual Output Statement to report on the service standards in place, how performance has been measured, whether standards have been achieved and the next steps in the customer service improvement process. Where standards have not been met, we will identify how it is intended to meet those standards in the future. The report will include the results of all customer surveys and the level of customer complaints received; this report will also include any actions taken on foot of monitoring results/ customer complaints.

Complaints & Comments

We welcome customer feedback on all of our services (including compliments, general comments and complaints) and invite customers to contact us with any feedback that they may have;

All complaints will be dealt with promptly, fairly & impartially in line with our procedures for dealing with customer complaints.

Contact customerfeedback@publicjobs.ie

Your Responsibilities

You are obliged to treat staff in a respectful manner and are expected to respect the right of the individual to dignity in their working life. Any form of harassment or discrimination will not be accepted by us and will not be tolerated.

APPENDICES

APPENDIX 1 - CONTACT DETAILS

Unit	Staff Names	Services	Telephone Numbers
Graduate and other Administrative Recruitment	Mary Doyle	<i>Running campaigns for:</i> Staff Officer Executive Officer Administrative Officer Higher Executive Officer Assistant Principal Principal Officer Selection Testing Service for Client Organisations	01 8587552
Garda Trainee, Garda Reserve, Prison Officer, and Clerical Officer Recruitment	Howard Moorhead	<i>Running campaigns for:</i> Garda Trainee Garda Reserve Prison Officer Mature Code Trainee Nurse Temporary Clerical Officers	01 8587552
Senior Management Recruitment	Pat O'Dea	<i>Running campaigns for:</i> Senior Management Posts	01 8587526
Senior Professional Recruitment	Gillian Holmes	<i>Running campaigns for</i> Senior professional posts	01 8587639
Redeployment and Central Applications Facility	Karan Nesbitt	Dealing with the Redeployment Process and the Central Applications Facility	01 8587491

Unit	Staff Names	Services	Telephone Numbers
Other Professional and Technical Recruitment	Mary Doyle	<i>Running campaigns for Professional and Technical posts</i>	01 8587552
Hospital Consultant Recruitment	Marese Phelan	<i>Running campaigns for All senior level medical posts</i>	01 8587671
Assessment Services Unit	Aine Gray Sarah Heywood Aoife Lyons Jennifer Flood	Assessment Development, Research and Evaluation, Consultancy Services (e.g. Job Analysis)	01 8587413 01 8587628 01 8587629 01 8587627
Human Resources (Internal)	Colm Dorgan	Human Resources and Training and Development	01 8587702
Corporate Development Unit	Catherine Dobbins Marion Christiansen	Strategic and Business Planning, Risk Management and Internal Audit, Project Management, Corporate Publications, Partnership	01 8587516 01 8587747
Freedom of Information and Quality Unit	Mary Lysaght	Dealing with all requests under the Freedom of Information Act 1997 & 2003 Quality assurance of recruitment and selection processes	01 8587483
Customer Relations Management Unit	Kathleen Jordan Martina Rooney	Direct consultation with client organisations in relation to service delivery, advice on recruitment, selection and related matters	01 8587697 01 8587630

Unit	Staff Names	Services	Telephone Numbers
IT Unit	Liam Hurley Karl Brogan Robbie Mahon Paul Page	Supporting and developing secure IT systems	01 8587414 01 8587707 01 8587705 01 8587714
Business Support and Records Management Unit	Anne McEvatt Emer Grenville	Facilities Management and Storage/Retrieval of Records, Careers Store, Customer Service Centre, Reception	01 8587442
Finance Unit	Joe Hanahoe Carol Black	Payment of accounts and financial administration	01 8587415 01 8587636
Senior Executive Recruitment Research	Joanna Cullen	Conducting executive search and related research	01 8587426

Contact Details for Customer Relations Managers

Contact Name & Details	Clients
Name: Mary Flynn Phone: 01 8587412 Email: mary.flynn@publicjobs.ie	All Government Departments/Offices except for the Departments referred to below.
Name: Margaret McCabe Phone: 01 8587551 Email: Margaret.mccabe@publicjobs.ie	All Local Authorities Department of Environment, Heritage & Local Government Health Service Executive Department of Health and Children

APPENDIX 2

Standards of Service Delivery 2011-2013

Service	Standard	Method and Frequency of Monitoring
Client Provision of administrative staff on request to Clients from Redeployment Panels	Redeployment process commenced within one day of request and all timescales in redeployment process adhered to	Internal Quarterly Reports And Annual Client Survey
Assignment to Senior Management and Professional/Technical Positions	85% of campaigns to be completed within the timescale agreed with Client (which will be dependent on volume at the time) 95% of campaigns to result in successful filling of vacancies	Internal Quarterly Reports
Provision of other recruitment and selection related services (e.g. Job Analysis, part recruitment and selection options)	Timescale to be agreed with Client on receipt of request as part of a Service Level Agreement	Internal Quarterly Reports
Provision of a Quality Service to Clients	85% satisfaction ratings with: Our understanding of client recruitment needs; Recruitment process timescales; Quality of staff assigned/recommended 95% of previous clients continuing to use PAS	Annual Client Survey

Service	Standard	Method and Frequency of Monitoring
----------------	-----------------	---

Applicants		
Provision of a Quality Service to Applicants	Satisfaction with quality of the recruitment process to exceed 80%	Twice Yearly Applicant Surveys
Provision of timely notice and results for each stage of the assessment process	80% satisfaction rating with the provision of notice and results	Twice Yearly Applicant Surveys
Provision of meaningful and timely feedback following each stage of the assessment process	80% satisfaction rating with the quality and timeliness of feedback	Twice Yearly Applicant Surveys
Provision of appeals/request for review process in line with timescales set out in the CPSA Code of Practice	Acknowledgement issued within 3 working days Outcome notified within 20 working days Outcome of appeal to Decision Arbitrator within 10 working Days	Twice Yearly Applicant Surveys
Board Members		
Provision of board papers/ Materials	Papers will be provided in time to adequately prepare for the Board	Annual Board Member Survey
Provision of a Quality Service to Board Members	85% satisfaction rating with: Information/Briefings and 85% satisfaction with facilities (including lunch and interview rooms); and overall service provided by the Staff of PAS	Annual Board Member Survey

Service	Standard	Method and Frequency of Monitoring

Internal Provision of comprehensive quality learning and development programmes for all staff	Implementation of annual Learning and Development Plan; Excellence Through People Accreditation retained	Annual Plan in place Accreditation by FAS every two Years
Provision of the necessary IT support to staff Provision of a Quality Service to Internal Customers Provision of a healthy and safe place to work All Customers Provision of a suitable, accessible and informative Website - publicjobs.ie	80% staff satisfaction levels with this area 80% staff satisfaction levels with this area 80% staff satisfaction levels with this area 99% uptime; Service restored within 2 hours of interruption being notified; Publicjobs.ie; 80% satisfaction with: Clarity of information on publicjobs.ie; Ease of use of publicjobs.ie; Quality of information on publicjobs.ie	Annual Staff Survey Annual Staff Survey Annual Staff Survey Internal Quarterly Reports Twice Yearly Applicant Surveys and Annual Client Survey
Provision of timely service in relation to telephone Queries Provision of a quality service in relation to correspondence Provision of a service through Irish where required	Calls answered promptly (aim - 10 secs. during office hours) Routine queries dealt with within 3 days Non routine queries dealt with within 10 days All correspondence in clear and simple language All key publications available in Irish All requested services through Irish provided in line with our commitments in Official Languages Scheme	Internal Quarterly reports Twice Yearly Applicant Surveys and Annual Client Survey Twice Yearly Applicant Surveys and Annual Client Survey

Service	Standard	Method and Frequency of Monitoring
----------------	-----------------	---

All Customers Provision of a quality service to all groups covered by the Equality Legislation and to applicants with special needs	Investigation of all requests for accommodations and agreed accommodations provided; All campaigns conducted in line with best practice in relation to equality and diversity Accessibility Action Plan fully Implemented	Twice Yearly Applicant Surveys
Provision of a quality service by PAS staff to all customers	80% satisfaction level with: Courtesy of staff; Knowledge levels of staff; Helpfulness of staff; Staff efficiency/speed of service; Availability of staff to handle queries; Quality of advice received from Staff	Twice Yearly Applicant Surveys and Annual Client and Board Member Surveys
Provision of suitable accommodation for all customers which is clean, safe, comfortable and accessible	80% satisfaction level with the facilities provided in PAS	NDA Excellence Through Accessibility Award retained Twice Yearly Applicant Surveys and Annual Client and Board Member Surveys

APPENDIX 3

GUIDELINES IN RELATION TO:

(A) Freedom of Information

(B) Dealing with Customer Complaints

(C) Dealing with appeals in relation to decisions taken in a selection process

FREEDOM OF INFORMATION

The Freedom of Information Act (FOI) gives members of the public a right to access information held by public bodies about them. In the context of the recruitment activity undertaken by this Office the Act gives applicants the right to:

access official information held by us in relation to their application
(for selection to a position being handled by us);

have such information amended where it is incomplete, incorrect or misleading;
obtain reasons for decisions affecting their application.

The Freedom of Information Act 1997 is now cited as the "Freedom of Information Acts 1997 & 2003". Since the Freedom of Information Act came into effect on 21 April 1998, the office has been committed to meeting all requests for information to the fullest extent possible without compromising the fairness and integrity of the selection process.

It should be noted that information under the provisions of the Freedom of Information Acts (FOI) is not restricted to applicants.

Requests made under the provisions of the Freedom of Information Acts for "Personal Information"

There is no application fee for request that involve "PERSONAL INFORMATION" only as defined in the FOI Acts.

There may be a charge for "Search and Retrieval" and copy of records in certain circumstances. If it is proposed to impose such a charge, you will be advised accordingly and given an estimate of the cost involved, prior to the commencement of a search. You may be asked to pay a deposit. The information will not be provided until the full amount has been paid. If the actual cost involved for the "search and retrieval" of records concerned is less than the original estimate, the balance will be refunded.

Requests made under the provisions of the Freedom of Information Acts for "Non-Personal Information"

There is an up-front application fee for requests that involve non-personal information (or includes both "personal" and "non-personal" information);

A "Search and Retrieval" fee may also be payable for requests that include a request for "non-personal" records. If it is proposed to impose such a charge, you will be advised accordingly and given an estimate of the cost involved, prior to the commencement of a search. You may be asked to pay a deposit. The information will not be provided until the full amount has been paid. If the

actual cost involved for the "search and retrieval" of records concerned is less than the original estimate, the balance will be refunded.

Details of the contact person for dealing with FOI requests are included in the list of contacts provided in Appendix 1.

INFORMATION AVAILABLE OUTSIDE OF FOI - FREE OF CHARGE

This office has a policy of openness and transparency with regard to access to "personal" information relating to an applicant's individual candidature. Information relating to your candidature (interview notes for example) is available on request from the recruitment unit processing your application;

There is also an option to obtain Feedback on your performance where it is requested immediately after the results of the competition have been announced;

Applicants for professional and technical posts will be provided with a summary of their performance at interview, on request.

DEALING WITH CUSTOMER COMPLAINTS IN RELATION TO SERVICE DELIVERY

We aim to provide an excellent quality service to all our customers. If, for whatever reason, you are unhappy with any aspect of the service you receive from us, we urge you to bring this to the attention of the unit or staff member concerned. This is important as it ensures that we are aware of the problem and can take the appropriate steps to resolve it.

If the complaint cannot be dealt with immediately, we will issue a response to you within seven working days of receipt of the complaint. If this deadline cannot be met, we will inform you of progress in dealing with your complaint and provide you with an expected completion date.

If you are unhappy with the response, you may refer your complaint to the Complaints Officer who will respond within seven working days.

Should you still be unhappy after receiving the reply from the Complaints Officer, you should make direct contact with the Complaints Officer again to discuss what action might be taken to ensure that the matter can be resolved.

Customers may at any stage take their complaint to the Ombudsman. The Office of the Ombudsman is an independent agency established to investigate complaints from the public who are dissatisfied with the service they have received from a public sector organisation.

DEALING WITH CUSTOMER COMPLAINTS IN RELATION TO ACCESSIBILITY

- DISABILITY ACT 2005

We aim to provide an excellent quality service to all our customers. If, for whatever reason, you are unhappy with any aspect of the service you receive from us, we urge you to bring this to the attention of the unit or staff member concerned. This is important as it ensures that we are aware of the problem and can take the appropriate steps to resolve it.

If the complaint cannot be dealt with immediately, we will issue a response to you within seven working days of receipt of the complaint. If this deadline cannot be met, we will inform you of progress in dealing with your complaint and provide you with an expected completion date.

If you are unhappy with the response, you may refer your complaint to the Complaints/Inquiry Officer who will respond within seven working days.

Should you still be unhappy after receiving the reply from the Complaints/Inquiry Officer, you should make direct contact with the Complaints/Inquiry Officer again to discuss what action might be taken to ensure that the matter can be resolved.

A report on your complaint and the measure being put in place to address any issues you raised will be sent to the CEO as part of this process.

Customers may at any stage take their complaint to the Ombudsman. The Office of the Ombudsman is an independent agency established to investigate complaints from the public who are dissatisfied with the service they have received from a public sector organisation.

The Complaints/Inquiry Officer (Colm Dorgan) can be contacted at customerfeedback@publicjobs.ie or 01 8587702.

DEALING WITH APPEALS IN RELATION TO A SELECTION PROCESS

The Public Appointments Service 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

Initial Review

The candidate must address his/her concerns in relation to the process in writing, setting out the basis for the complaint being made, to the Chief Executive in the first instance. A complaint or request for review must be made within 10 working days of the notification of the initial decision or within 5 working days of the outcome of the informal review stage, if availed of. However, where the decision being conveyed relates to an interim stage of a selection process, the candidate should be informed that a request for review must be received within 4 working days of the date of receipt of the decision or within 2 working days of receipt of a decision under the informal process; candidates electing to use the informal process at the interim stage must do so within 2 working days of communication of the decision to them. 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.

Upon receipt of the request for review, the Chief Executive should issue an acknowledgement within 3 working days.

The case should be reviewed by a person other than the individual who made the decision in question.

The person conducting the initial review (the "reviewer") should consider any written submissions made by the candidate, and all other relevant information, including any emails, notes or memoranda held by the Chief Executive in respect of the selection process. Where necessary, the reviewer should meet with the personnel of the Chief Executive involved in the selection process and/or the candidate for the purpose of eliciting further information. Subject to any statutory (or other relevant) restrictions on disclosure, the reviewer shall provide the candidate with any relevant and material emails, notes or memoranda held by the personnel of the Chief Executive in respect of the selection process, on request.

The outcome must be notified to the candidate within 20 working days of receipt of the complaint or request for review. Where the investigation does not allow a decision within this timeframe, the initial reviewer must keep the candidate informed of the status of the review and the reasons for the delay.

In communicating the outcome to the candidate, which will be done by means of written report, the initial reviewer should indicate that he/she may seek further review by referring the matter to the Decision Arbitrator and that a request to do so must be made with 7 working days of receipt of the outcome of the initial review.

Review by the Decision Arbitrator

The Decision Arbitrator is appointed by the Chief Executive. This person is unconnected with the selection process and he/she will adjudicate on requests for review in cases where a candidate is not satisfied with the outcome of the initial review.

The request must be received within 7 working days of the notification of the outcome of the initial review.

Upon receipt of the request for review, the Decision Arbitrator should issue an acknowledgement within 3 working days.

The outcome of the investigation must be notified to the candidate in the form of a written report within 10 working days.

The decision of the Decision Arbitrator in relation to such matters is final. The Decision Arbitrator will make his/her decision on the basis of any written information available in respect of the matter, or written submissions made, and will not generally conduct interviews, although he/she may do so if felt warranted by the particular circumstances of individual cases.

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
- personate a candidate at any stage of the process
- interfere with or compromise the process in any way

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.