



An Coimisiún um Cheapacháin Seirbhíse Poiblí
Commission for Public Service Appointments

Our mission is to safeguard the integrity of the recruitment, selection and appointment of people to publicly funded posts, and, by continually improving standards, to engender widespread confidence in the ability of those appointed to contribute to the delivery of public services.

**ANNUAL
REPORT 2011**

OUR MISSION

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FOREWORD

The Commission for Public Service Appointments is pleased to present its seventh Annual Report which provides an overview of the Commission's work during 2011, including reports on progress on meeting the key objectives outlined in its Strategy Statement 2011 – 2013.

Mindful of the continuing focus on the importance of probity generally and specifically in engendering trust in those appointed to positions in the Public Service, the Commission recognises that this report is an important vehicle for detailing its work and achievements during 2011.

Notwithstanding the continuing impact of the government's recruitment moratorium on the number of appointments processes conducted in 2011, the safeguarding of recruitment standards and the management of allegations of breaches of the codes of practice presented a challenging business programme. The Commission is satisfied that it was successful in meeting the challenges in protecting the standing of Ireland's public appointments system for those bodies within its remit.

A key focus of the Commission during the year centred on ensuring that best practice was applied consistently in recruitment and selection practices. The programme of audits across the bodies within the Commission's remit underlined its resolution to safeguard recruitment standards.

The Commission wishes to express its gratitude to the management and staff of the Office for their continuing dedication and commitment.

MEMBERS OF THE COMMISSION



Seán Barrett T.D.*
(CHAIRPERSON)
An Ceann Comhairle

* (An Ceann Comhairle Seán Barrett TD replaced Mr Seamus Kirk TD as Chairman of the Commission following his election as Ceann Comhairle in March 2011.)



Martin Fraser*
Secretary General,
Department of the
Taoiseach and Secretary
General to the Government

* (In August 2011 Mr. Martin Fraser Secretary General, Department of the Taoiseach and Secretary General to the Government replaced Mr. Dermot McCarthy on the Commission)



Robert Watt
Secretary General,
Department of Public
Expenditure and Reform

* (In July 2011, Mr. Robert Watt, Secretary General Department of Public Expenditure and Reform replaced Mr. Ciarán Connolly on the Commission.)



Justice Matthew P. Smith
Chairman, Standards in
Public Office Commission



Emily O'Reilly
Ombudsman and
Information Commissioner

INTRODUCTION

2011 marked the Commission's seventh full year in operation as regulator of recruitment and selection to the Civil Service, An Garda Síochána, the Health Service Executive, the Health Information and Quality Authority and a number of other public service bodies.

The Commission is responsible for engendering trust and confidence in public sector appointments processes that exemplify the principles of probity, merit, transparency, impartiality, consistency and fairness. The Commission is committed to ensuring that these core principles are not mere ends in themselves but the means to achieving the greater goal of attracting and selecting the strongest possible candidates, thus facilitating the delivery of most efficient and effective public services.

In 2011 the Commission considered a number of complaints from individuals concerned that they had been effectively excluded from competing for positions on the basis of the eligibility criteria for these positions. In certain cases, the Commission accepted the validity of the complaints. It prepared a report for the Minister for Public Expenditure and Reform on the controls in place in the many Civil Service Departments preventing professional staff applying for promotion to administrative positions. The Commission recognised that confining some processes to staff serving within organisations can help to increase staff loyalty and commitment, promote career progression and serves to incentivise staff development. That said, in examining these complaints and in its subsequent review of the arrangements within the Civil Service the Commission noted that the public interest is best served by removing restrictive practices that serve to limit the opportunities for a public service body to appoint the most suitable candidates. These cases are dealt with in greater detail later in the report.

In recent years public confidence in many institutions has been shaken, many questions have been asked and doubts have been raised about the performance of these institutions. The Commission has a significant role to play in underpinning confidence in the system of appointments as a way of engendering trust in those persons appointed to fill these positions. The systems through which individuals are appointed to positions in public bodies are key to recruiting and selecting the most competent candidates and building trust and confidence in the institutions of the State.

In carrying out its brief, the Commission publishes codes of practice for recruitment and selection to positions in public sector organisations. It monitors the performance of Office Holders under its remit on their adherence to the codes through regular monitoring and auditing. It also advises on and promotes the codes of practice and examines allegations of breaches against the Code Principles as required.

Current economic difficulties and the ensuing moratorium on appointments to public service positions has resulted in far fewer public service appointments. However, it is vitally important that the Irish public can continue to have faith and confidence in the impartiality and objectivity of decisions arrived at throughout public service appointments processes. Given that recruitment activity levels have fallen as a result of the moratorium on recruitment and promotions in the public service, the Commission was mindful of the risk that standards might also fall. As experienced recruitment staff are inevitably reassigned across organisations, the Commission is particularly keen to ensure that Offices have in place well documented recruitment and selection processes and procedures to support the continued delivery of high standards. The onus is on public bodies involved in recruitment to ensure ongoing appropriate training of staff involved in recruitment and selection processes, informed by the codes of practice. In 2011, the Commission undertook thematic reviews of practices and procedures in place across all government departments and offices. These reviews, which are described in greater detail later in the Report, focused on areas such as Management of Acting Up Appointments, Excluding Orders and Accuracy of Statistical Returns to the Commission.

The Commission is satisfied that the audit and assurance function, developed since its establishment, has proven a robust and effective mechanism for improving efficiency by ensuring that selection for appointment is made on merit, following a fair, open, and competitive process. The Commission is happy to note that public service recruitment and selection practices are, in the main, being conducted in line with the standards established in its codes of practice and that the values and principles defining merit are being respected.

LICENSING

The Commission is responsible for granting recruitment licences to certain public service bodies who wish to conduct their own recruitment. Recruitment licences may be granted either in respect of all positions in the public body (a general licence) or in relation to one or more particular positions (a specific licence).

An application for a recruitment licence must be made to the Commission in which the Office Holder is required to demonstrate its capability to carry out the selection process in line with the Commission's code of practice. The Commission is available to provide appropriate advice or assistance during the application process.

Each licence granted has certain terms and conditions attached which must be strictly adhered to by the licence holder. The Commission monitors compliance with the terms and conditions of a recruitment licence through its audit function. Although a recruitment licence is not time-limited the Commission has the power to terminate a licence in certain circumstances. This power has not been invoked to date.

During 2011 the Commission granted one new recruitment licence as follows;

- Department of Public Expenditure and Reform

The Commission had granted a total of thirty one recruitment licences to the end of 2011, of which eight were specific licences that issued to Office Holders who already held a general licence.

CODES OF PRACTICE

One of the Commission's primary functions is to establish and safeguard the standards to be observed by those responsible for the appointments processes in each of the public bodies within its remit. In so doing, the Commission must ensure public confidence in an appointments process that is open, fair, inclusive and, above all, firmly based on merit. The standards established by the Commission are published as Codes of Practice.

The Codes also set out the procedures that those responsible for the appointments process must follow when handling complaints and grievances brought by candidates. There are specific procedures for complaints in relation to a decision affecting a candidate's participation in the appointments process and separate procedures for an allegation of a breach of the Code.

The current Codes of Practice are:

Appointment to Positions in the Civil Service and Public Service (No. 01/07)

Emergency Short-Term Appointments to Positions in the Health Service Executive (No. 02/07)

Appointment of Persons with Disabilities to Positions in the Civil Service and Certain Public Bodies (No. 03/07)

Atypical Appointments to Positions in the Civil Service and Certain Public Bodies (No. 04/07)

Appointment to Positions Where the Garda Commissioner has Statutory Responsibilities (No. 01/09)

The Codes reflect the Commission's intent that all appointments processes are conducted with integrity and that decisions are always made on the basis of merit. They offer guidance rather than prescriptive instructions to those who operate them, thereby enabling recruiters to adopt a flexible and innovative approach to recruitment procedures without compromising the principles of integrity and merit.

The Commission is confident that the standards it has established are fundamental to ensuring a recruitment system that is genuinely open to values such as fairness, equality and respect for diversity, as well as meeting the professional imperatives of efficiency and effectiveness. As part of its ongoing commitment to quality assurance, the Commission acknowledges that these standards must be reviewed from time to time, and revised where necessary, to remain relevant. In keeping the Codes under review, the Commission

will continue to take account of feedback from Office Holders, candidates and other interested parties, insight gained through audit work and the general queries from departments, offices and other public bodies.

SAFEGUARDING STANDARDS

Through its audit function, the Commission endeavours to safeguard high standards in public service appointments. Audits establish whether Office Holders are upholding their obligations under the Public Service Management (Recruitment and Appointments) Act 2004 and are observing the principles set out in the Commission's codes of practice. On foot of its audits the Commission seeks to make recommendations which it believes, when implemented, will address any systemic shortcomings and serve to improve the manner in which appointment processes operate.

The Commission is generally satisfied that its 2011 audits demonstrated that recruitment and selection activity in the audited bodies was broadly in compliance with the standards set down in the codes of practice. It completed five audits in 2011. These audits were as follows:

1. Compliance with recruitment licence terms and conditions by the Office of the Revenue Commissioners and review of internal appointments processes.
2. Review of Eligibility Criteria for Promotion of staff in Civil Service Departments and Offices
3. Audit of Management Systems and procedures in place for controlling the use of Excluding Orders
4. Audit Management Systems and procedures in place for controlling the awarding of Acting-Up Appointments
5. Audit of Procedures in place to manage Statistical Returns to the Commission of Recruitment Activity within selected Civil Service Departments/Offices

In 2011 the Commission used different audit approaches and continues to explore how it might develop these methodologies. The primary audit approaches used in 2011 include:

- Conducting in-depth reviews of specific appointments processes including evaluating recruitment policies and procedures and assessing compliance with the terms and conditions of the recruitment licence(s), and
- Carrying out thematic audits that encompass a number of Office Holders involving self-completion questionnaires and follow up.

Given that recruitment activity was low in 2011 and is envisaged to remain so in 2012, the Commission considered that there was little to be gained by carrying out any more than the five audits it completed.

The Commission acknowledges the continued assistance and co-operation it receives from audited organisations. While recognising that these organisations have many

competing pressures, the Commission's view is that the benefits of internal reviews of appointments processes by Office Holders warrants consideration. Taking this further, the Commission urges the use of periodic internal auditing of recruitment and selection policies and practices as part of each organisation's risk management process.

Areas for Improvement

In all five audits completed in 2011 areas of improvement were identified:

- Management systems are reviewed to ensure that fully documented records, including all original supporting documentation, are retained to clearly support each stage of the process.
- Effective systems are in place to manage the feedback function and this information is communicated to candidates at the outset of the process.
- Put in place management systems with regard to Excluding Orders to include written procedures/checklists and maintenance of records for monitoring purposes.
- Develop a policy and guidelines for managing acting-up appointments and ensure there is full supporting documentation available for each stage of the process.
- Review the use of seniority/suitability for the purposes of making acting-up appointments to ensure compliance with the requirements of the Codes of Practice.
- Review systems for providing statistical returns to the Commission to ensure that all information reflects accurate and up-to-date recruitment activity.

Audit reports are placed on the Commission's website – www.cpsa.ie – and can be viewed by all organisations and used as a tool to benchmark their own policies and practices. Where appropriate, each audit report includes recommendations for improvement. It is important that the Office Holder addresses any identified shortcomings and the Commission will continue to monitor progress in this regard. The Commission also acknowledges that many organisations demonstrate good practices developed through ongoing review and evaluation of policies and procedures, development of management systems, training and staying abreast of good recruitment practices.

EXCLUDED POSITIONS

The Commission is empowered under Section 8 of the Public Service Management (Recruitment and Appointments) Act 2004 to exclude, by order, unestablished positions in the Civil Service from the operation of the Act.

In agreeing to exclude these positions from its remit, the Commission requires that the Civil Service office or department adheres to guidelines setting out the nature of positions it will exempt and also the length of time that will apply.

Table 1 sets out the principal appointment categories for which such orders were made or extended in 2011.

Each order relates to a specific type of position or grade in the Civil Service. Consequently, as more than one person may have been appointed to the position or grade in question, the number of orders granted does not reflect the number of persons appointed.

In the case of orders relating to Ministerial Private Staff, the conditions of service of the appointees provide that they will cease to hold their positions when the Government or Minister leaves office. In 2011 the number of excluding orders for Ministerial Private Staff increased due to a change of Government. In total **fifty two** excluding orders were granted that covered 102 excluded posts for Ministerial Private Staff.

Twenty-two orders were granted to support specific short-term initiatives, i.e. student placement programmes and WAM (Willing Able Mentoring) projects. The remaining **four** orders enabled persons to be employed temporarily pending the completion of formalities for permanent employment and allowed departments and offices to secure the services of staff for a specific period to provide specialised professional services.

TABLE 1: Orders Made in 2011

Category	Number of orders
Ministerial appointments e.g. personal assistants, personal secretaries, civilian drivers, press officers	52 Orders (102 Posts)
Student placement programmes	4
WAM projects	18
Temporary appointments pending permanent placement	2 (6 posts)
Professional/technical appointments where specific skills are required for time-limited periods	2
TOTAL	78

COMPLAINTS/REQUESTS FOR REVIEW

In 2011, while there was an increase in the number of complaints received and investigated by the Commission over the previous year, the overall number of requests for review under the Codes of Practice remains relatively low. The Commission is satisfied that this reflects not only the reduced levels of recruitment activity but also the continuing commitment to the application of high standards in recruitment and selection practices by the bodies under its remit, together with a greater awareness among Office Holders of their responsibilities and obligations under the Codes of Practice.

The Commission received nineteen formal requests for review during the year alleging breaches of the Codes. In the case of twelve of these complaints, the Commission conducted an investigation and finalised its report during the year. In one case a preliminary examination of the complaint was carried out, however it was considered that there was insufficient information to proceed and the Complainant was advised accordingly. Reports on the outcome of the investigation of a further six cases were finalised early in 2012. The Commission also completed five reports on complaints received in previous years.

Throughout 2011 the Commission received enquiries and informal complaints from candidates who were unhappy with one or more aspects of the appointments process. In response to these requests the Commission continued to provide advice and information to candidates as appropriate. It is interesting to note that there were a considerable number of enquiries received relating to the codes and whether they were applicable to certain public bodies that are outside the remit of the Commission, which reflects an awareness among candidates in general of the code principles and the Commission's role in advocating best practice in recruitment and selection.

The management of complaints continued to be a considerable part of the Commission's workload. The investigation of complaints is a complex function that invariably involves a comprehensive review of relevant documentation along with interviews, where appropriate, with those involved in the appointments process. In dealing with a complaint, the Commission's remit is to address and respond to the complainant's allegations of breaches of its code following the conduct of a thorough and fair investigation in line with the standards and procedures outlined in the code.

Following the receipt of a formal complaint, the Commission engages with the relevant Office Holder to establish whether the complainant's allegations of breaches of the Code of Practice have occurred. This provides an opportunity for the Commission to offer guidance and advice on best practice in the appointments process which is an important aspect of the Commission's work in upholding the principles of probity, merit, equity and fairness in recruitment and selection practices.

Review Procedures

There are two distinct review procedures. The first applies under Section 7 of the code in cases in which a candidate is unhappy with a decision in relation to his or her candidature (but does not believe that there was a breach of the Code) and wishes to have that decision reviewed. The review of a recruitment decision is conducted by the Office Holder. The Commission cannot overturn the decision of the licence holder and, aside from setting out how the review should be conducted, has no role in this process.

The second review procedure applies under Section 8 of the code in cases where a person believes that an appointments process has breached the code and wishes to have it investigated. The complainant must make the complaint to the Office Holder in the first instance. If the complainant remains dissatisfied with the outcome of the Office Holder's review, he or she may request the Commission to investigate the alleged breach of the code. In this particular regard, the Commission's powers are limited. The Commission may, amongst other things, amend or revoke the recruitment licence of a public body, however, it does not have the power to alter a recruitment decision once it has been made and is, in fact, expressly precluded from doing this by the terms of the Public Service Management (Recruitment and Appointments) Act 2004. In 2011 the Commission made a number of recommendations to Office Holders with a view to addressing shortcomings identified during its investigations.

Breaches of the Code of Practice

During 2011, in addition to providing advice to informal enquiries, the Commission carried out investigations of formal complaints of alleged breaches of the code, some of which, following a preliminary investigation, were resolved informally or were not considered to be within the remit of the Commission under Section 8 of the code.

While a wide range of alleged breaches of the code principles were made by complainants against individual Office Holders in relation to the management of an appointment process, the Commission is of the view that the majority of these cases arose as a result of shortcomings in how the Office Holders managed candidates' expectations. Reactive rather than proactive communication was a recurring theme in this regard exemplified by inadequate documentation, the failure to provide germane or meaningful feedback, unsatisfactory management of supervisor assessments and lack of clarity in relation to its role in the appointment process, as well as the handling of complaints. These complaints invariably resulted in the Commission identifying one or more breaches of the code by the Office Holder together with appropriate recommendations to address the shortcomings to ensure compliance with the requirements of the code.

Although the Commission makes every effort to process each complaint in a timely and efficient manner, the complexity of complaints often results in a need to extend

timeframes to facilitate a thorough investigation. In such cases, both parties involved are kept informed of the status of the review and the reason for the delay. The Commission would like to express its appreciation for the patience and understanding shown from those concerned.

A sample of complaints investigated during 2011 is summarised below:-

- The Commission finalised its consideration of a complaint from the Law Society in which it was alleged that a key aspect of the appointment for the posts of Advisory Counsel Grade III in the Attorney General's Office breached the Code of Practice. The complaint centred on the eligibility criteria for the role that confined the position of Advisory Counsel Grade III to barristers, and excluded solicitors, which in the view of the Law Society was not only unnecessary in the context of the job but also militated against the public interest. The Law Society contended that the eligibility criteria for the positions in question breached each of the five principles of the code and essentially that by confining the position to barristers the Office Holder had employed unfair and restrictive criteria that did not reflect best practice or what was actually necessary to perform the duties of the role.

The Commission considered the duties and responsibilities of the Advisory Counsel Grade III in the provision of legal advice to the Attorney General and in particular the need to provide expert advice with regard to the likely outcome of litigation involving the State. It acknowledged that barristers undertake training and gain experience required to provide the independent specialist expert advice across the range of activities relevant to the Attorney General's office and that confining the competition to barristers allows that Office to focus on a pool of suitable candidates. However the Commission noted the Law Society's view that solicitors possessed the experience and training to equip them to meet the requirements of the Advisory Counsel Grade III role, that some solicitors also perform similar functions, that barristers and solicitors are seen as interchangeable within the British Government Legal Service (BGLS) and that positions similar to Advisory Counsel Grade III within the BGLS are open to solicitors as well as barristers. In considering the Law Society's complaint, the Commission recognised that eligibility criteria for positions must not be unduly restrictive. The criteria for the role must reflect the qualifications, training, skills and experience necessary to perform the duties of the position. The Commission concluded that the public interest is best served by recruiting from the widest pool of relevant candidates and in this instance the eligibility criteria in question contravened the Code of Practice.

- The Commission received similar complaints from a number of complainants alleging breaches of the Code of Practice by two Office Holders within the Civil Service in relation to the exclusion of Professional and Technical staff from appointment to administrative positions within their respective offices.

The complainants alleged that the Offices had applied unnecessarily restrictive criteria for internal appointments processes and as such had breached the code principles. The Commission considered the issue of “cross streaming” for internal appointments and was advised by the offices concerned that this was a matter to be agreed with local staff representative bodies or by central instruction from the relevant division of the Department of Finance (now the Department of Public Expenditure and Reform). Furthermore it was stated by the Office Holders concerned that eligibility criteria was a matter for the relevant Minister for Finance (now Minister for Public Expenditure and Reform).

Having examined the Public Service Management (Recruitment and Appointments) Act 2004, the Commission concluded that the decision to confine the appointments in this instance to administrative grades was restrictive and did not reflect what was necessary to perform the duties of the position, and as such, was contrary to the principle “An appointment process in line with best practice”. However the Commission also recognised that under Section 58 of the 2004 Act the Minister for Public Expenditure and Reform is responsible for setting the eligibility criteria for positions within the Civil Service and therefore it could not conclude definitively that the Office Holder was responsible for breaching the principles of the code in this instance.

The Commission decided that, pursuant to Section 17 of the 2004 Act, it would conduct an assessment into whether eligibility criteria used in internal appointment processes generally across the Civil Service meet the Codes of Practice with a view to making recommendations to the Minister on the matter. Following this assessment the Commission published a report on “Eligibility Criteria for Promotion of Staff in the Civil Service” in July 2011 (available on the Commission’s website). The report made the following recommendations:

- The Commission recommends that, in establishing eligibility criteria for promotions to positions in the Civil Service, the Minister for Public Expenditure and Reform removes any criteria that may prevent Civil Servants with the requisite knowledge, skills, experience and attributes from applying for these positions.
- The Commission asks the Minister for Public Expenditure and Reform to consider that, where his Department’s approval for promotions within the Civil Service is required, that this approval is made conditional on the opening of these promotions to those in the Office/Department (or within the Civil Service in the case of inter-departmental promotions) with the requisite knowledge, skills, experience and attributes to perform the duties of the position and not exclude anyone on the basis of their professional, technical and administrative background.

The Commission wrote to the Minister for Public Expenditure and Reform on the basis of the recommendations made in the report. In response the Minister has indicated that he is supportive of initiatives that will lead to the opening up of promotion competitions and the removal of barriers to eligibility, in line with the Croke Park Agreement that includes a commitment to review and revise eligibility requirements to support cross stream opportunities. The Minister welcomed the Commission's report and considers that, going forward, the recommendations will help to support any consultations with the civil service unions on the cross stream promotion issue.

- A complainant alleged that she had not secured an appointment as a result of unwarranted interference in the recruitment process by a third party and asked the Commission to review this matter under Section 6 of the Code of Practice. The complainant was informed that her appointment could not proceed on the basis that satisfactory references were not obtained in support of her candidature and she was advised she would not receive any further job offers in respect of the appointment process.

The Commission's role in a Section 6 review is not to question the decisions arrived at either by the Office Holder or by those providing references on behalf of the complainant. The Commission's brief is to consider whether there was unlawful interference in the referencing process. The examination of this complaint focused on the reference procedures employed by the Office Holder in support of the appointment process, as well as looking for evidence of interference in the process. As well as examining the procedures followed in the gathering of references for this appointment process, the Commission sought and received written statements from the relevant parties. Following its examination the Commission was satisfied that the decision by the Office Holder not to employ the complainant was based on information provided by a previous employer and there was no evidence that anyone had exercised any undue influence in the decision. The Commission concluded there was no basis for the complainant's allegation.

- The Commission examined a complaint alleging the Office Holder breached the Codes of Practice in respect of the following:
 - * That no proper notes were taken that reflect the questions she was asked during her interview and that these notes did not support the evaluation of her candidature;
 - * The application of the marking scheme for the competency "Experience and Value Derived" did not meet best practice.

The complainant also took issue with aspects of the Report prepared by the Department's Reviewer.

Based on its examination, the Commission was of the view that the Office Holder had safeguards in place to support the appointment process and the interview board adopted the same approach for all candidates under the competencies. The Commission was satisfied that the interview notes taken for the competition demonstrated that all of the interviews were conducted in a consistent fashion and the questions asked at interview were not inappropriate. However it was found that there were shortcomings in the manner in which the criteria for the competencies “Experience” and “Value Derived” were used, and, while there was no evidence that the complainant was disadvantaged by the approach used, the Commission was of the view that the use of the criteria in this instance fell short of best practice and breached the Code of Practice. The Commission recommended that the Office Holder takes greater care to ensure that criteria used for future appointment processes are properly defined to reflect the duties and responsibilities of the role and that clear guidance is provided to members of selection boards on how they should interpret these criteria. The Commission also recommended that Reviewers are advised by Office Holders to confine themselves to examining allegations and to avoid commentary on areas not pertinent to the complaint.

The cover features a textured brown background. A large, dark brown, teardrop-shaped graphic is positioned on the right side. A thin, light-colored circular line overlaps this shape from the left. In the center of the dark shape, there is a smaller, light brown circle containing the text.

RECRUITMENT
ACTIVITY
REPORT

RECRUITMENT ACTIVITY REPORT

All of the figures in this report are based on information/statistics provided to the Commission for the years in question.

TABLE 2: EXTERNAL RECRUITMENT ACTIVITY

	Number of Appointments Made			
	2008	2009	2010	2011
CIVIL SERVICE				
Permanent Appointments	1,392	279	433	310
Temporary Clerical Staff	1,630	882	635	842
GARDA SÍOCHÁNA				
GARDA Trainee	1,173	373	0	0
GARDA Reserve	186	250	309	276
LOCAL AUTHORITY (Local Authorities (Officers and Employees) Act 1926)				
Professional/ Managerial	163	18	19	9
HEALTH INFORMATION AND QUALITY AUTHORITY	40	54	10	4
HEALTH SERVICE EXECUTIVE	3,797	2,923	1,772	1,107
TOTAL	8,381	4,779	3,178	2,548

TABLE 3: INTERNAL RECRUITMENT ACTIVITY

	Number of Appointments Made			
	2008	2009	2010	2011
CIVIL SERVICE	1,066	440	428	159
GARDA SÍOCHÁNA (Sergeant and Inspector)	300	52	99	9
HEALTH INFORMATION AND QUALITY AUTHORITY	1	0	0	0
HEALTH SERVICE EXECUTIVE	309	231	0	0
TOTAL	1,676	723	527	168

TABLE 4: TEMPORARY ACTING UP POSITIONS*

	Number of Appointments Made			
	2008	2009	2010	2011
CIVIL SERVICE	1,035	265	70	314
HEALTH INFORMATION AND QUALITY AUTHORITY	1	0	2	0
HEALTH SERVICE EXECUTIVE	58	52	0	0
TOTAL	1,094	317	72	314

*Note The following figures reflect the number of new appointments to Temporary Acting Up Posts and not the total number of staff in receipt of Acting Up Allowances.

FINANCIAL REPORT

Table 5 outlines the expenditure incurred by the Office of the Commission for Public Service Appointments in 2011

TABLE 5: Financial Report 2011

Category	€000s
Staff salaries	474
Travel and expenses	1
Advertising, publications, training and incidental expenses	13
Postal and telecommunications	2
Office machinery and other office supplies	20
Office premises expenses	0
Consultancy services including legal advice	8
Legal fees	22
GROSS TOTAL	540
Less Appropriations in aid	31
NET TOTAL	509

ORGANISATIONAL STRUCTURE OF THE SUPPORT OFFICE



