



Oifig an Choimisiúin um Cheapacháin Seirbhíse Poiblí
Office of the Commission for Public Service Appointments

Annual Report 2020

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Introduction

2020 marked the Commission's 16th year as regulator of recruitment and selection in the public service. From the beginning, we have played a key role in promoting values of fairness and transparency. We have supported offices and departments in recruiting high quality employees and helped to promote confidence in services provided to the public.

Activities in 2020

The Commission continued its work in the investigation of complaints under the Code of Practice in 2020. During 2020, the Office of the Commission worked to strengthen its engagement with public bodies and to ensure a thorough understanding of their obligations, as set out in the Code of Practice. A strong emphasis was placed on the review and appeals procedures to ensure complaints were dealt with appropriately by public bodies.

The Commission was acutely aware of the additional workload imposed on public bodies in the context of the COVID Pandemic. In particular, the pressures imposed on the HSE were acknowledge and concessions were given with regard to timeliness and response deadlines. However, the Commission continued to advise and support best practice and adherence to the Code in all recruitment campaigns. The advent of increased remote interviewing and extra reliance on digital platforms provided some challenges but public bodies in general should be commended for the efforts made in changing from traditional methods, while also adhering to their obligations as public service recruiters.

In 2020 the Commission further developed an early engagement process of complaint handling to potentially facilitate more customer focused outcomes and also develop informal engagements with public bodies to assist in solution based complaint learning. This development has proved extremely fruitful, both in providing tangible resolutions for complainants and service users but also in strengthening the network of co-operation with public service recruiters.

Also in 2020, through consultation with public bodies the Commission commenced the review of the existing five Codes of Practice. The intention is to provide one clear, unambiguous code for recruiters and to provide supporting information for candidates on review processes. It is envisaged that this revised Code will be published in the near future, and it will be accompanied by a short practical guide for recruiters.

The Commission

The Commission was set up under the Public Service Management (Recruitment and Appointments) Act in 2004. Our current members are:

- Seán Ó Feargháil TD, Ceann Comhairle
- Peter Tyndall, Ombudsman
- Martin Fraser, Secretary General to the Government
- Robert Watt, Secretary General, Department of Public Expenditure and Reform
- Mr Justice Garrett Sheehan, Chairperson of the Standards in Public Office Commission

The Commission is supported in our operations by staff of our secretariat. During 2020 our secretariat was led by Ms Elaine Cassidy, as its Director and Mr Sean Garvey as Secretary to the Commission. The Commission was supported by Ms Linda Joyce, Assistant Principal, and a team of dedicated and committed staff members.

We would like to express our appreciation to all staff members of the secretariat for their continued dedication and hard work throughout 2020. We would also like to thank staff of the shared services units in the Office of the Ombudsman for their ongoing support.

Departure of Commission member

In February 2020, the tenure of Mr Justice Daniel O’Keeffe as Chair of the Standards in Public Office, ended at the conclusion of his six-year term. This in turn ended his tenure on the Commission for Public Service Appointments. The Commission thanks him for his dedication and service, and wishes him well. Mr Justice Garrett Sheehan was appointed as the new Chairman of the Standards in Public Office on December 9, 2020 and thus took up his position with the Commission also.

Our role

Our role is to make sure appointments to the civil and public service are fair, transparent and merit-based. We aim to support the effective delivery of public services by continuously promoting best practice in recruitment and selection.

In our Codes of Practice, we set out the key recruitment principles and standards for appointments. We have an oversight role in ensuring public bodies within our remit adhere to these standards when carrying out a selection process.

We also outline how a candidate can review and appeal an appointment, if they believe it was unfair or wrong.

Our key responsibilities include:

- Setting out and promoting good recruitment practice
- Publishing Codes of Practice
- Issuing recruitment licences
- Outlining how to review and appeal an appointment
- Examining complaints about alleged breaches of the Codes
- Ensuring public bodies comply with the Codes
- Auditing recruitment and selection at public bodies
- Helping and guiding public bodies

Codes of Practice

One of our primary functions is to set out the principles and standards that should be followed by a public body when carrying out a recruitment process. These are set out in our Codes of Practice. Our key recruitment and selection principles are:

1. Probity
2. Merit
3. Best practice
4. Consistency
5. Transparency

The Codes give guidance on the meaning and application of these principles in everyday practice. They also set out the standards which should be followed at each stage of the selection process.

We have five Codes of Practice. These are the:

- Code of Practice for Appointment to Positions in the Civil Service and Public Service
- Code of Practice for Emergency Short-term Appointments to Positions in the Health Service Executive
- Code of Practice for Appointment of Persons with Disabilities to Positions in the Civil Service and Certain Public Bodies
- Code of Practice for Atypical Appointments to Positions in the Civil Service and Certain Public Bodies
- Code of Practice for Appointment to Positions where the Garda Commissioner has Statutory Responsibilities

Most appointments are made under the Code of Practice for Appointment to Positions in the Civil Service and Public Service. However, in some cases, appointments are made under one of the other specified Codes.

Recruitment licence

For an appointment to be made under the Public Service Management (Recruitment and Appointment) Act, 2004, the selection process must be carried out by an approved licence holder.

In many cases, the Public Appointments Service will carry out a recruitment process on behalf of a public body. In these cases, a recruitment licence is not needed. However, if a body wants to carry out its own recruitment, it must apply to us for a recruitment licence. A recruitment licence is a permit allowing a public body to carry out its own recruitment.

Licences are granted either generally, in relation to all positions within an organisation, or specifically, in relation to one or more positions. They are issued with a number of terms and conditions attached that must be strictly adhered to at all times.

While we have the power to terminate a licence in certain circumstances, this power has not been invoked to date.

Recruitment licences issued

We granted one new general recruitment licence in 2020. This was to the:

- Department of Business, Enterprise and Innovation

To date, 44 general licences have been issued to public bodies within our remit. A full list of licences holders is attached at Appendix 3.

Recruitment activity

A total number of 13,989 appointments were reported by licence holders during 2020. Of these, 4,352 were new appointments, made following a selection process carried out by the Public Appointments Service and 6,503, following an open selection processes carried out by individual offices/departments.

In addition, 2,370 appointments were made by way of internal promotion and 764 people were appointed to acting-up positions within licence holder organisations. A detailed breakdown of the recruitment and selection activity reported by licence holder is attached at Appendix 1.

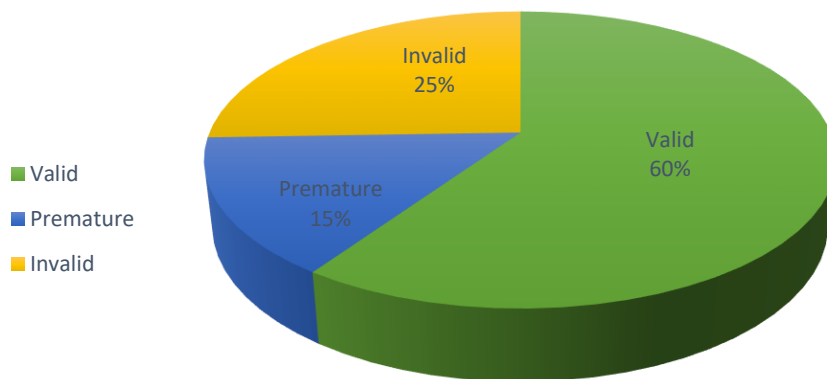
Complaints

Our Codes of Practice set out the review and complaint mechanisms open to a candidate if they are unhappy with a selection process. They can either ask for a review of a decision made during the selection process, under section 7 of the Codes, or make a complaint about the process itself, under section 8.

If a candidate wants a decision to be reviewed, they ask the public body directly. If they believe that the selection process was not carried out fairly, they make an initial complaint to the public body and if they are still unhappy, to us on appeal.

In total, 192 requests for a review under section 7 were made to licence holders during 2020. In addition to this, 42 complaints were made to licence holders under section 8.

Complaints received to the Commission in 2020



Complaints received

During 2020, the Commission received 47 complaints on appeal. Of these, 27 were considered valid and accepted by the Commission, 2 were then subsequently withdrawn. 7 cases were reviewed under exceptional circumstances, however, none of these issues raised were considered to warrant exceptional circumstances. In 6 cases where the complaints were premature, candidates had raised valid concerns but had not yet raised the matter formally with the public body. Of the remaining invalid

complaints, most related to selection processes carried out by bodies not within the remit of the Commission.

The breakdown of complaints received per public body is below.

Licence Holder	Valid	Invalid /Premature	Total
Health Service Executive	7	4	11
Public Appointments Service	6*	5	11
An Garda Síochána	5	2	7
Adoption Authority of Ireland	2	-	2
Office of the Revenue Commissioners	2*	1	3
Dept of Agriculture, Food and the Marine	-	1	1
Courts Service	1	-	1
Galway University Hospital	1	-	1
Irish Prisons Service	1	4	5
Dept of Justice	1	-	1
Tulsa- Child and Family Agency	1	-	1
Other Bodies/positions outside remit	-	3	3
Total	27*	20	47

* 1 request withdrawn

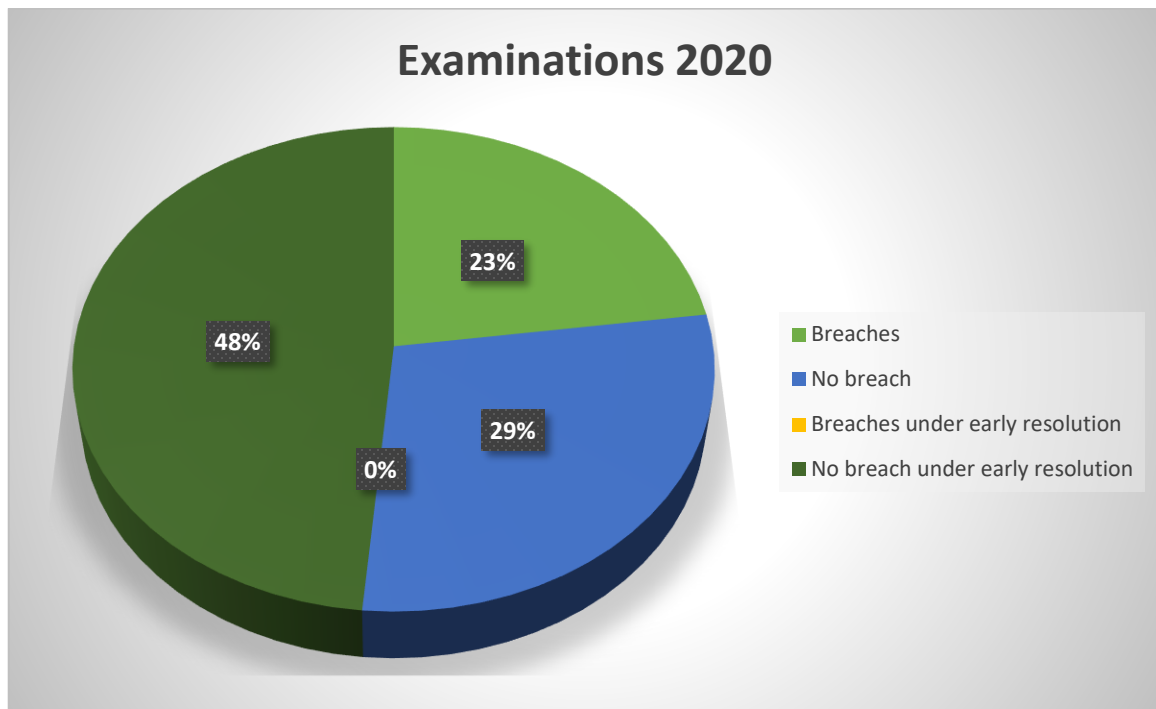
Complaints examined

The examination of complaints makes up a large amount of our day-to-day activity. An in-depth examination is carried out into the selection process followed, in order to identify whether any breaches of the Codes of Practice occurred. Where breaches are identified, instructions and/or recommendations are made to the public body to amend its processes to make sure they do not re-occur.

We completed examination of 35 complaints during 2020, these included a rollover of complaints from 2019. Of the complaints examined, 27 cases had no breaches of the Codes, 17 of which were approved under the early resolution process. In 8 cases, breaches were found.

In certain cases, the Commission found that although the actions taken did not amount to a breach, some aspects of the process fell below the standards we would like to see. In these cases, recommendations were made to the public body to amend its processes.

During 2020, we noted a considerable increase in the engagement with public bodies and their willingness to improve recruitment processes and the review and complaints procedures. The Commission welcomes this engagement and hopes to promote future discourse.



Breaches of the codes

Of the complaints examined, in 8 cases, breaches of the Codes of practice were found to have occurred. In a number of these, several breaches occurred during the same selection process.

These included:

1. Failure to advise candidates of the review and appeals procedures.
2. Failures to document key decisions relating to the recruitment process.
3. Failure to adhere to best practice by disregarding earlier stages of the selection process when forming the final order of merit.
4. Candidate placed first on panel had been involved in drafting job description.
5. Failure to complete section 8 within a reasonable time period.
6. Failure to investigate allegations of breaches appropriately under of the Code of Practice received under section 8.
7. Adding candidates to the next round who had failed to meet the qualifying standards.

In a number of the other cases, the Commission found that while the actions taken by a public body did not constitute a breach of the Codes, some aspects of the selection process fell below the standard we would like to see. In these cases, recommendations were made to the public body to amend its processes.

These included ensuring that:

1. All interview board members are fully trained in the tone and manner which should be used when questioning candidates.
2. Competency examples are not to be time-restricted.
3. Ensure that any eligibility criteria applied are clearly defined and sufficiently objective to be able to assess candidates fairly and consistently.
4. The removal of the use of manager's assessments in future competitions.
5. All future requests for section 8 reviews are managed appropriately in line with the Code of Practice.
6. Staff members are fully aware of the review and appeals mechanisms in place under section 7 and section 8 and their responsibilities in relation to each stage.
7. Appropriate procedures are in place to provide meaningful feedback to candidates.

Case studies

In 2020 the complaints received by the Commission continued to be diverse and covered all areas of recruitment. Below we have outlined some positive outcomes through our Early engagement process and also some examples of issues identified in recruitment competitions. These illustrations are intended as a learning and training tool and to highlight how issues can be resolved and safeguards implemented.

Early engagement Outcomes

Case 1

The complaint: The candidate assessment for a competition was completed by the candidate's Line Manager, Second Supervisor and a Third Assessor. The Line Manager gave a favourable assessment while the Second Supervisor did not. The Third Assessor ticked a box on the assessment form stating that the other two assessor's view, '*gives a correct overall impression of the applicant's level of competency*'. In his section 8 review application, the candidate stated that this was ambiguous as he could not tell from that box if the third level assessor agreed with the Line Manager or the Second Supervisor's comments. The section 8 review found that the assessment form should be changed to remove the ambiguity complained of and that the third level assessor should meet the complainant to clarify which of the other two assessor's view he agreed with. The candidate complained that neither of these findings were implemented.

Commission Intervention: We contacted the public body to see if a meeting had been arranged between the complainant and the Third Assessor and requested confirmation that the ambiguity in the assessment form should be changed.

Outcome: The complainant met with the Third Assessor and had the opportunity to address any issues with the form. The competitions office concerned also informed us that a new clearer application form has been created and would be used for future competitions.

Case 2

The Complaint: After the initial stages of the selection process, a complainant was placed at 196 in order of merit and was notified that the first 198 placed candidates were being called for interview. On this communication, he was also given the time and date for this interview. Subsequently due to the restrictions enforced by COVID-19, all

interviews were cancelled. In July this year all 198 candidates due to be involved in the interview process were contacted to state that the interviews would now be conducted through the Zoom platform. The recruiter further stated that due to safety concerns they would be interviewing candidates in smaller batches and were only calling candidates placed 1-70 in order of merit for interview at that time. The complainant felt that this change in the earlier agreed selection process detrimentally affected his ability to achieve a high placing on any subsequent panels. The public body informed the Commission that they had made the decision to interview smaller batches for health reasons and also because they had come under pressure to provide candidates for vacant roles.

Commission Intervention: The Commission examined the information received from the complainant and initially formed the view that the change in the manner in which the selection process was to progress was unfair. While we understood that, the health emergency necessitated alteration to how campaigns were conducted; all changes should continue to be fair and equal to all candidates allowing them to achieve their own best personal outcomes. The Commission contacted the public body and expressed concern at the manner in which this campaign was proceeding. They expressed that there was a worry that if they waited until all the candidates' interviews were complete that the process would be further delayed. Again, the Commission indicated that in the interest of fairness and transparency best practise would be for the competition to progress as initially indicated. We encouraged the public body to continue with their recruitment process as originally indicated.

Outcome: The complainant notified the Commission that the public body had contacted him to state that all 198 candidates were being interviewed and the competition would continue as originally stated with the exception of remote interviewing. The Commission were satisfied that the public body adhered to best practise and reverted back to the initial interviewing arrangement.

Case 3

The Complaint: The complainant entered a competition for internal promotion to the grade of executive officer. The complainant passed the online assessments and was due to progress to the interview stage. However subsequently the complainant received an email from her local human resources unit to say that due to governmental changes that she would be moving to a new department and would therefore no longer be eligible to participate in the competition in her current department.

The complainant believed that this was unfair as she entered the competition in good faith and did not request to leave the department and therefore did not want to be removed from the competition.

Commission Intervention: The Commission contacted the public body and requested that they consider the issue further as it seemed unfair to candidates, who in good faith, participated in a competition where they met the eligibility criteria on application. The candidate did not ask to be transferred and in the interest of fairness it would be reasonable for them to be given the chance to continue in the competition.

Outcome: The Commission received a reply from the public body to say that the complainant and two further officers, although they had been transferred to another department, had been reinstated to the competition following an arrangement between both their current department and their new department, on an exceptional basis.

Breaches, recommendations and safeguards

Complaint 1:

The complaint: The complainant applied for the post of training officer in a public body and he did not meet the eligibility criteria for the post. The complainant alleged that a breach of the Code of Practice occurred during the selection process, as the public body had changed the eligibility criteria used previously which resulted in him being unfairly disqualified from this competition. The complainant believed that under the previous selection criteria he would have been successful.

Commission Consideration: The Commission requested a business case explanation for the change in criteria and documentation to show how the change in eligibility was directly linked to the requirements of the role. The public body cooperated with our requests for information by providing explanations but did not provide any of the supporting documentation for decisions made during the planning stage of the process.

Decision: The Commission considered that the failure to provide the supporting documentation for decisions made during the process of setting the eligibility criteria constituted a breach of the Code of Practice. The Commission recommended that, as per the Code of Practice, the public body document decisions made in relation to each stage of recruitment processes. This documentation should be retained and made available for investigation as required. The Commission further requested that in order to ensure that any eligibility criteria applied in the future are appropriate and not unduly

restrictive, the public body should carry out a review of the eligibility criteria for training officer positions. This was required to be carried out at an appropriate level by qualified personnel and signed off at a senior level.

Outcome

All recommendations and requests of the Commission were fully implemented

Complaint 2:

The complaint: The complainant applied for a technical post in a public body. He passed stages 1 – 4 and was placed highly on the order of merit. However, he was unsuccessful at the interview stage of the process. One of the initial stages involved a competitive practical assessment process in which he scored very highly. The complainant believed that the process was unfair as two candidates progressed to interview stage despite not reaching the qualifying mark, that the process was not merit based as the initial stages of the process were not taken into consideration. Final shortlisting was determined on the interview stage only. The complaint also complained that his section 8 request was not dealt with in a timely manner.

On receipt of documentation from the public body it was found that following stage 4 of the process, the chairperson of the interview board decided that two candidates who did not meet the qualifying mark in the practical assessment should be invited to interview. The chairperson stated that this action was in line with previous CPSA guidance. Stages 1-4 of the process were disregarded and order of merit was based on the final interview only. It was also noted that a reviewer was initially appointed in a timely manner. This reviewer subsequently asked to be excused as he was on medical leave. A replacement reviewer was found, but excused herself, citing a potential conflict. The original reviewer was reappointed and the final report was published after a lengthy period of time had elapsed.

Commission Consideration:

Having examined the public bodies actions the Commission had serious concerns that candidates who did not meet the qualifying standard were progressed to interview and the Commission did not consider it fair or in line with best practice that the initial stages of the selection process were disregarded when forming the final order of merit. The Commission also did not consider the timeline of the internal Section 8 process to be in line with best practice and could find no reference to the previous CPSA practice the

chairperson had mentioned in deciding to progress the two non-qualifying candidates to interview.

Decision: The Commission found that breach occurred on all three points raised by the complainant and the public body was instructed to take follow-up action as set out below:

- to immediately update its processes to ensure that only candidates who meet the qualifying criteria are progressed in any competition. It was also requested to update its procedures to ensure that any decisions to amend any aspect of the competition are fully documented, made by appropriately placed personnel and based on appropriate information.
- consult in advance with the Commission where they seek to rely on any previous recommendations, decisions or approved procedures when designing a competition
- having regard to the vigorous testing throughout stages 1 to 4 to determine a candidate's suitability for the role, the public body was requested to consider whether a competitive interview is necessary and, if so, what level of weighting should be given to it; and
- to ensure all future complaints under Section 8 are processed in a timely manner. This included identifying reviewers when competitions are announced as this should reduce time delays in trying to find them on receipt of requests for review. The Commission also recommended that the public body contact the reviewer periodically over the course of the review for progress updates

Outcome

All recommendations and requests of the Commission were fully implemented.

The Commission Audit Function

As part of the Commission's oversight role, audits are undertaken annually of licence holder recruitment and selection activity. This serves as an essential learning tool, setting benchmarks for good practice and highlighting areas for improvement.

No audits were undertaken by the Commission for Public Service appointments in 2020.

Approved agencies

In most cases a licence holder will carry out all aspects of the selection process. However, it is open to a licence holder, where relevant, to seek the assistance of a private sector recruitment agency with some of the tasks associated with the recruitment process.

We publish a list annually of 'approved recruitment agencies'. These are agencies that have applied to the Commission and, on examination, we were satisfied that they have appropriate processes in place to support public bodies in carrying out fair merit-based selection.

All approved agencies are listed on the register of licenced employment agencies maintained by the Department of Business, Enterprise and Innovation and have given statements of compliance confirming that they will adhere to the standards and principles outlined in the Codes of Practice.

During 2020 the Commission approved the following agencies:

- Brightwater Recruitment
- Lansdowne Executive
- Logiskills
- Matrix Recruitment
- PWC Executive
- Signium Ireland
- Yala Recruitment

To date, 22 agencies have been included on our list of approved agencies. A full list of approved agencies is attached at Appendix 4.

Excluded positions

Civil service bodies should be in a position to plan their staffing needs, including the filling of temporary posts, through workforce planning activities. However, in some cases, it can be necessary to appoint someone to an unestablished position on a temporary basis, outside of the requirements of the Public Service Management (Recruitment and Appointments) Act, 2004.

In these cases, a body can apply to us for an excluding order. If we grant the order, the appointment is temporarily excluded from the Act. This means that they can make an appointment without a full selection process under the Codes of Practice.

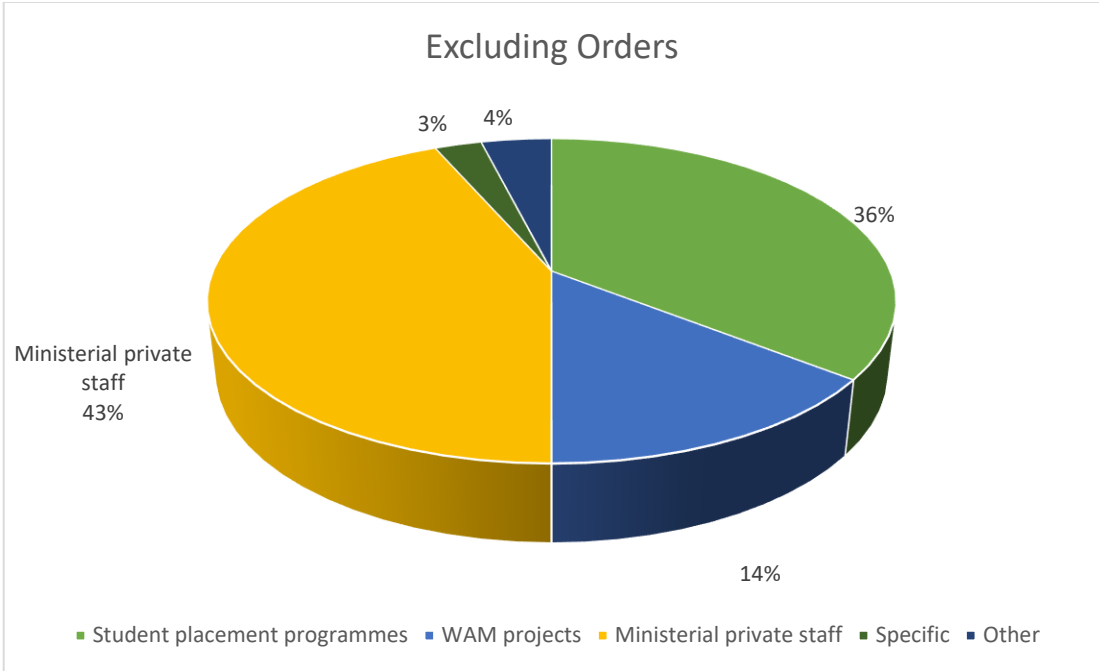
We only grant excluding orders for temporary, unestablished positions within the Civil Service. They are usually only granted when appointing someone to a specific short-term initiative or as ministerial office staff. Apart from this, we will only grant an order in exceptional circumstances.

The table below details the orders which were made or extended in 2020.

Category	Orders
Student placement programmes	27
WAM projects	11
Ministerial private staff	33
Specific skills	2
Other	3
Total	76

38 orders were granted to support specific short-term initiatives i.e. student placement programmes, WAM (Willing Able Mentoring) projects and exchange schemes. 33 orders were made for ministerial private staff and 2 orders were made for specific skills.

The remaining 3 orders enabled the engagement of staff to short-term appointments, where the timescales involved did not allow for the running of an open competitive selection process.



Office Operations

Statement of Strategy

In 2020 the Commission also published its' Statement of Strategy for the next three years. In this statement we outlined our vision that appointments to positions in the civil and public service will be made fairly, transparently and consistently, and only in line with best practice.

In carrying out our vision, we promote and adhere to the principles: of probity, merit, best practice, consistency and transparency. In carrying out our day-to-day work, staff of the Commission also adhere to a number of key organisational values. These are applied in decisions and actions taken as well as policies and processes in place for carrying out its functions. These are:

- Independence – To examine complaints, conduct reviews, consider applications and make decisions in a fair, objective and impartial manner.
- Customer focus – To aim for excellence and professionalism in the delivery of our services. To meet defined standards and continuously review our performance to ensure that the customer remains at the heart of everything we do.
- Fairness – To treat all people with respect, dignity and fairness. This is fundamental to our relationships with all of our stakeholders. It also contributes to a work environment that promotes engagement, openness and transparency.
- Empathy – To understand that our customers often come to us having exhausted all avenues open to them. To understand that public bodies rely on us for clarity and support. To listen carefully to our customers, understanding and have sensitivity to their concerns.
- Innovation – To deliver continuous performance improvements and avail of best practice methods for delivering a first class service, and in doing so promote confidence in public service delivery

Covid and Remote Working

The Commission for Public Service Appointments is a discreet unit operating under the umbrella of the Office of the Ombudsman. As reported in last year's publication, after a number of years on Lower Leeson Street, the Commission for Public Service Appointments moved to new premises in December 2019. The Secretariat is co-located with the Office of the Ombudsman, the Office of the Information Commissioner, the Office of the Environmental Information Commissioner, the Standards in Public Office Commission and the Referendum Commission (when established). All of these statutory functions are supported by staff provided by the Office of the Ombudsman. The Office of the Ombudsman also provides shared services in areas such as human resources, financial management and information and communications technology. The new offices, located at 6 Earlsfort Terrace, Dublin 2, are energy efficient, and wheelchair accessible. In early 2020 with the onset of the COVID lockdowns the Office was faced with the challenge of continuing to provide its services with all staff having to move off site. The Office had been following an ICT Strategy over the previous number of years which was moving our services to on-line digital platforms. We were able to leverage the strong foundations that were in place from this strategy to provide laptops to all our staff which included softphones. This enabled staff to operate remotely and still provide a full service to our complainants and the public service bodies we engage with. The online digital systems allow casework to continue and move towards full electronic casefiles by adopting a more paper light approach.

As we move forward with restrictions still a factor and possible future trends towards remote case working, we are continuing to develop and enhance our digital online provision of services to our customers and staff.

Public Sector Duty

The Irish Human Rights and Equality Commission Act 2014 introduced a positive duty on public bodies to have due regard to human rights and equality issues. The Commission for Public Service Appointments and all of the statutory functions operating alongside the Office of the Ombudsman are committed to providing a service to all clients that respects human rights and their right to equal treatment and has adopted a proactive approach to implementing this duty. Our approach is underlined by our core organisational values of independence, customer focus and fairness, which are evident in both the culture of the Office and our internal policies and procedures.

In 2020 the organisation expanded its focus to explore how it could implement public sector duty, and promote human rights and equality through the public service bodies it deals with. A new action plan was agreed for the short to medium-term, which aims to

embed the public sector duty into our core strategy and statutory functions, and explore how we can make further use of a human rights lens when we consider the actions of the public service providers under our remit.

Our Office 'Green Team'

A Green Team was established in the Office in 2020 comprising of enthusiastic volunteers. The main aims of the Green Team are to introduce environmentally friendly measures in the Office in the areas of energy, waste, transport and water, as well as improving the quality of the working environment. The Green Team has commenced a series of themed monthly awareness programmes to assist staff in making more environmentally sustainable decisions both in work and at home

Appendix 1 Licence holder recruitment and selection activity

Licence Holder	Internal	Open	Open (PAS)	Acting up	Total
Adoption Authority of Ireland	0	7	0	1	8
An Garda Síochána	48	2	0	29	79
Central Statistics Office	27	27	49	6	109
Chief State Solicitor's Office	7	8	14	5	34
Child and Family Agency (TUSLA)	31	350	0	83	464
Courts Service	33	49	77	39	198
Department of Agriculture, Food and the Marine	108	28	381	4	521
Department of Children and Youth Affairs	14	0	28	4	46
Department of Culture, Heritage and the Gaeltacht					0**
Department of Education and Skills	8	0	185	22	215
Department of Employment Affairs and Social Protection	59	38	1098	230	1425
Department of Finance	15	16	21	4	56
Department of Foreign Affairs and Trade	12	5	83	24	124

Department of Health (Specific)	19	0	78	7	104
Department of Housing, Planning and Local Government	38	6	57	1	102
Department of Justice and Equality	95	5	225	14	339
Department of Public Expenditure and Reform	7	0	40	1	48
Department of Rural and Community Development	2	0	11	0	13
Department of the Taoiseach	6	0	7	0	13
Financial Services and Pensions Ombudsman	2	33	1	0	36
Health Information and Quality Authority (HIQA)	2	38	0	17	57
Health Service Executive					0
Houses of the Oireachtas	11	11	48	1	71
Irish Human Rights and Equality Commission	2	5	8	2	17
Irish Prison Service	98	5	160	0	263
Law Reform Commission	0	1	0	0	1
Legal Aid Board	17	21	4	4	46
National Council for Special Education	0	0	35	6	41
National Shared Services office					0**

Nursing and Midwifery Board of Ireland	0	11	0	0	11
Office of the Comptroller and Auditor General	9	4	9	0	22
Office of Government Procurement	17	0	26	2	45
Office of the Director for Public Prosecutions	8	6	6	0	20
Office of the planning regulator	0	3	0	0	3
Office of the Ombudsman	4	0	9	1	14
Office of the Revenue Commissioners	334	116	547	24	1021
Ombudsman for Children	0	10	1	1	12
Policing Authority	1	5	3	0	9
Property Registration Authority	10	3	23	5	41
Public Appointments Service	22	3	20	2	47
State Examination Commission	9	29	18	9	65
State Laboratory	7	1	13	0	21
Tax Appeal Commission	0	0	12	3	15
Valuation Office	2	0	12	1	15
Totals	1084	846	3309	552	5791

Appendix 2 Review and complaints activity

Licence Holder	Section 7	Section 8	Appointments
Adoption Authority of Ireland	0	2	8
An Garda Síochána	26	20	79
Central Statistics Office	0	0	109
Chief State Solicitor's Office	3	0	34
Child and Family Agency (TUSLA)	3	0	464
Courts Service	45	0	198
Department of Agriculture, Food and the Marine	27	3	521
Department of Children and Youth Affairs	0	0	46
Department of Culture, Heritage and the Gaeltacht			0**
Department of Education and Skills	0	0	215
Department of Employment Affairs and Social Protection	7	2	1425
Department of Finance	0	0	56
Department of Foreign Affairs and Trade	3	0	124
Department of Health (Specific)	0	0	104
Department of Housing, Planning and Local Government	0	0	102
Department of Justice and Equality	9	2	339
Department of Public Expenditure and Reform	0	0	48
Department of Rural and Community Development	0	0	13

Licence Holder	Section 7	Section 8	Appointments
Department of the Taoiseach	0	0	13
Financial Services and Pensions Ombudsman	0	0	36
Health Service Executive			0**
Health Information and Quality Authority	4	1	57
Houses of the Oireachtas	1	0	71
Irish Human Rights and Equality Commission	0	0	17
Irish Prison Service	51	12	263
Law Reform Commission	0	0	1
Legal Aid Board	0	0	46
National Council for Special Education	0	0	41
National Shared Services Office			0**
Nursing and Midwifery Board of Ireland	0	0	11
Office of the Comptroller and Auditor General	0	0	22
Office of the Director of Public Prosecutions	0	0	20
Office of Government Procurement	0	0	45
Office of the Planning Regulator	0	0	3
Office of the Ombudsman	0	0	14
Office of the Revenue Commissioners	13	0	1021
Ombudsman for Children	0	0	12
Policing Authority			9

Licence Holder	Section 7	Section 8	Appointments
Property Registration Authority	0	0	41
Public Appointments Service	0	0	47
State Examination Commission	0	0	65
State Laboratory	0	0	21
Tax Appeal Commission	0	0	15
Valuation office	0	0	15
Total	192	42	5791

* This figure includes appointments where the selection process was carried out by the Public Appointments Service, where review and complaint processes were carried out by the Service, but candidates were appointed to another licence holder

** Organisations with no data entered indicates that no statistical returns were received by the Commission. It should be noted that in the case of the HSE returns were made from the majority of the CHO areas, however some areas experienced difficulty accessing final figures due to the publicised Cyber Attack

Appendix 3 Recruitment licence holders

Adoption Authority of Ireland
An Garda Síochána
Central Statistics Office
Chief State Solicitor's Office
TULSA- Child and Family Agency
Department of Agriculture, Fisheries and Food
Department of Business, Enterprise and Innovation
Department of Children and Youth Affairs
Department of Culture, Heritage and the Gaeltacht
Department of Education and Skills
Department of Employment Affairs and Social Protection
Department of Finance
Department of Foreign Affairs
Department of Health
Department of Justice and Equality
Department of Public Expenditure and Reform
Department of Rural and Community Development
Department of the Housing Planning and Local Government
Department of the Taoiseach
Financial Services and Pensions Ombudsman
Health Information and Quality Authority
Health Service Executive
Irish Human Rights Commission
Irish Prison Service
Law Reform Commission
Legal Aid Board
National Council for Special Education
National Shared Services Office
Nursing and Midwifery Board of Ireland
Office of the Comptroller and Auditor General
Office of the Director of Public Prosecutions
Office of the Houses of the Oireachtas
Office of the Ombudsman
Office of the Planning Regulator
Office of the Revenue Commissioners
Ombudsman for Children's Office
Policing Authority
Property Registration Authority
Public Appointments Service
State Examinations Commission

Tax Appeals Commission
The Courts Service
The State Laboratory
The Valuation Office

Appendix 4 Approved recruitment agencies

FRS Recruitment Society Limited

Lex Consultancy Limited

Sigmar Recruitment Consultants Limited

Recruitment Plus

Osborne Recruitment

Cpl Ltd

Servisource Recruitment Limited

Hays Specialist Recruitment Limited

Orange Recruitment Limited

Mazars

InterSearch Ireland

PEGlobal

GatenbySanderson

Conscia

Amrop

Yala

Lansdowne Executive

PWC Executive

Brightwater Recruitment

Signium Ireland

Logiskills

Matrix Recruitment