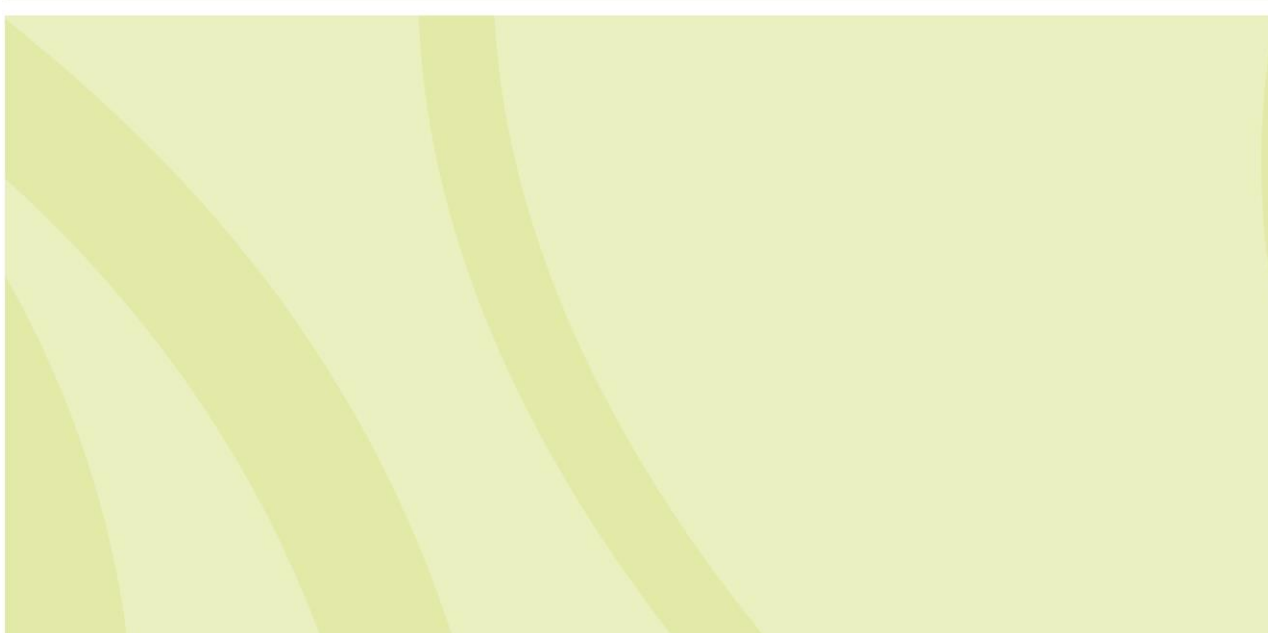




Oifig an Choimisiúin um Cheapacháin Seirbhíse Poiblí  
Office of the Commission for Public Service Appointments



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# Introduction

2021 marked the Commission's 17<sup>th</sup> year as regulator of recruitment and selection in the public service. Since the CPSA's inception, 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 2021

The Commission continued its work in the investigation of complaints under the Code of Practice in 2021.

The Office of the Commission also continued its work to strengthen 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 again, acutely aware of the additional workload imposed on public bodies in the context of the continuing COVID Pandemic. In particular, the pressures imposed on the HSE, (who had also suffered a major cyber-attack), were acknowledged and flexibility was shown 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 continuation of 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.

After consultation with public bodies throughout 2020 and 2021, the new Code of Practice was published in November 2021. The new singular Code has replaced the previous existing five Codes of Practice. The intention is to provide one clear, unambiguous Code for recruiters under remit and supporting information for candidates on review processes.

# The Commission

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

- Seán Ó Feargháil TD, Ceann Comhairle
- Peter Tyndall, Ombudsman- (up to the 31<sup>st</sup> December 2021)
- Martin Fraser, Secretary General to the Government
- Robert Watt, Secretary General, Department of Public Expenditure and Reform (DPER)- (up to June 2021)
- Mr Justice Garrett Sheehan, Chairperson of the Standards in Public Office Commission
- David Moloney, Secretary General, Department of Public Expenditure and Reform (DPER)- (from June 2021)

The Commission is supported in our operations by staff of our secretariat. During 2021, 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 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 2021. 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 members

Following his move to become Secretary General in the Department of Health, Mr Robert Watt, formerly Secretary General of DPER, is no longer a member of the Commission. During the June 2021 Commission meeting, his position was filled by the then acting Secretary General of DPER, Mr. David Moloney. Mr Moloney has since been formally appointed as Secretary General and serves on the Commission in that capacity.

On December 31 2021, Mr Peter Tyndall's term as Ombudsman ended after 8 years. Mr Ger Deering has been appointed as the new Ombudsman and has taken up his place on the Commission. The Commission and its staff would like to extend its' gratitude to Mr Watt and Mr Tyndall for their hard work and dedication and for the efforts they made to

help the Commission evolve and improve over the years. We would like to wish them both the very best for the future.

## 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 Code 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 a Code of Practice
- Processing recruitment licence applications
- Processing excluding order applications
- Processing approved agency applications
- Outlining how to review and appeal an appointment
- Examining complaints about alleged breaches of the Code
- Ensuring public bodies comply with the Code
- Auditing recruitment and selection at public bodies
- Helping and guiding public bodies

# Code of Practice

One of our primary functions are 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 Code of Practice. Our key recruitment and selection principles are:

1. Probity
2. Merit
3. Best practice
4. Consistency
5. Transparency
6. Appointment promoting equality, diversity and inclusion

The Code gives guidance on the meaning and application of these principles in everyday practice. It also sets out the standards which should be followed at each stage of the selection process.

After much consultation with stakeholders, including the public bodies under our remit, the Code of practice was reduced from five Codes to just one singular Code. It is titled:

- Code of Practice for Appointment to Positions in the Civil Service and Public Service [Link here](#)



# Recruitment licences

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 can be 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 two new general recruitment licences and one specific licence in 2021.

These were to the:

- National Council for Special Education - (General)
- Department of Transport - (General)
- Garda Síochána Ombudsman Commission (GSOC) - (Specific)

To date, 45 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 2021. 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

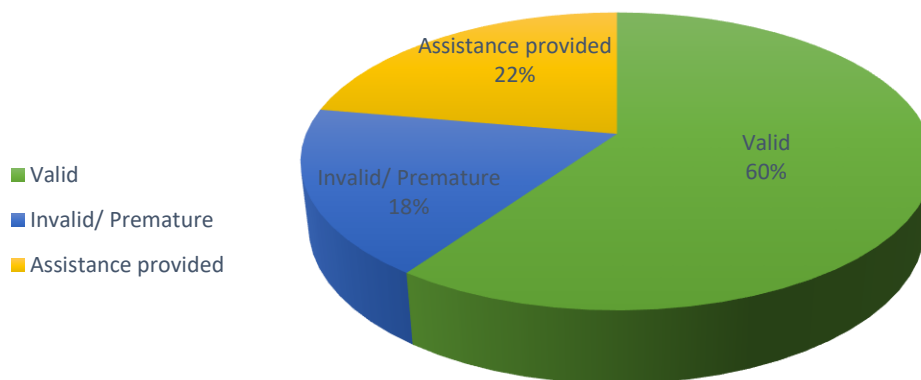
Our Code of Practice sets out the review and complaint mechanisms open to a candidate if they are unhappy with a selection process. They can either ask for a review of a decision made during the selection process, under Section 7 of the Code, or make a complaint about the process itself, under Section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

If a candidate wants to request a review of the decision, they can do this, by contacting the public body directly. If a candidate believes that the selection process was not carried out fairly, they can make a complaint to the public body in the first instance and to the Commission on appeal. The examination of complaints makes up a substantial amount of the day-to-day activity of the Commission. An in-depth examination is carried out into the process by the public body, in order to identify whether any breaches in the Code of practice have occurred. Where breaches are identified, these are highlighted and recommendations are made to the public body to amend its processes and make sure the issues do not reoccur.

In total, 192 requests for a review under Section 7 were made to licence holders during 2021. In addition to this, 42 complaints were made to licence holders under Section 8.

## Complaints received

Complaints received to the Commission in 2021



During 2021, the Commission received 72 complaints on appeal. This is an increase from the 47 received in 2020. Of these, 43 were considered valid and accepted by the Commission, of which one was subsequently withdrawn by the complainant. A number of cases were brought to the Commission where the 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 where the Secretariat of the Commission had decided not to review Section 7 appeals under exceptional circumstances. Two further appeals on selection processes were deemed invalid, as the public bodies carrying out these competitions are not within the remit of the Commission. 16 appeals were received which were not reviewed as cases, however, advice and assistance was provided.

The breakdown of complaints received to the Commission per public body is below.

Licence Holder	Valid	Invalid/ Premature	Not a case but assistance provided	Total
An Garda Síochána	11	1	3	15
An Garda Síochána Ombudsman Commission	1	1		2
Dept of Communication, Climate Action and Environment			1	1
Dept of Social Protection	2			2
Financial Services and Pensions Ombudsman	1			1
Health Service Executive	14	4	11	29
Irish Prisons Service	2			2
OPW	1			1
Other Bodies/positions outside remit		2		2
Public Appointments Service	10*	5	1	16
University Hospital Limerick	1			1
<b>Total</b>	<b>43</b>	<b>13</b>	<b>16</b>	<b>72</b>

\* 1 request withdrawn

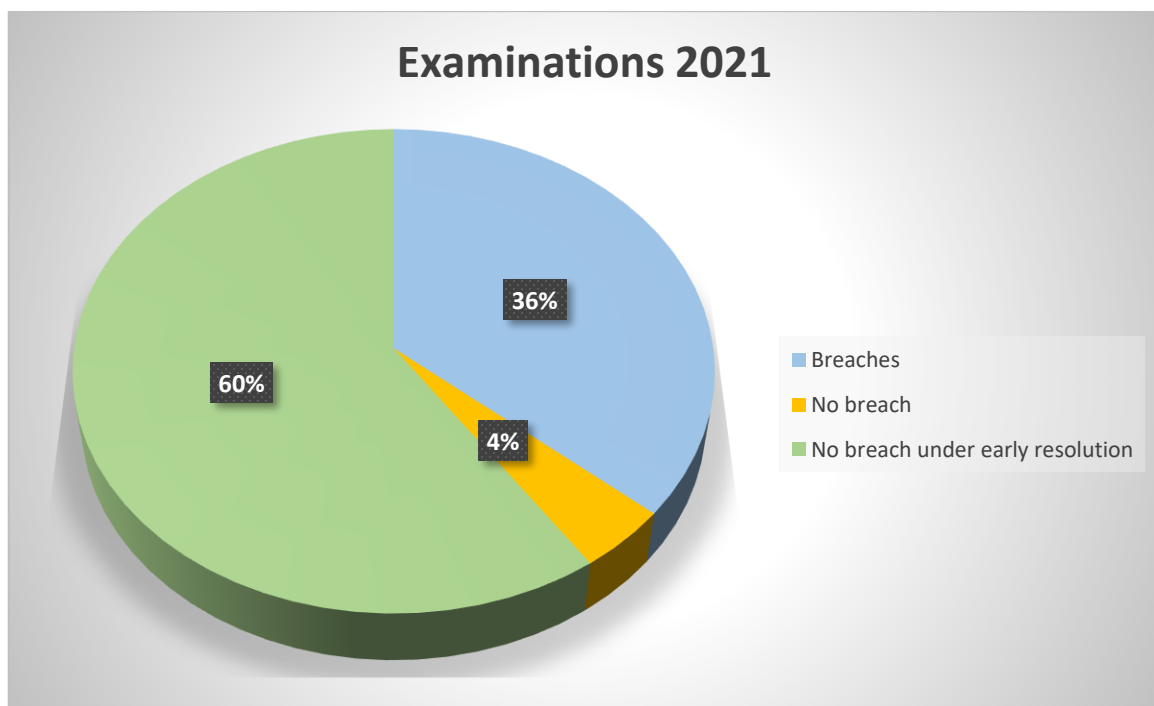
## Complaints examined

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 Code 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 reoccur.

We completed examination of 47 complaints during 2021, these also included a rollover of complaints from 2020. Of the complaints examined, 30 cases had no breaches of the Code, 28 of which were approved under the early resolution process. In 17 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 2021, we noted a continued increase in the engagement with public bodies and their willingness to improve recruitment processes and the review and complaints procedures. The Commission welcomes this continued engagement and hopes to promote future discourse.



## Breaches of the codes

Of the complaints examined, in 17 cases, breaches of the Code 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 maintain communication and provide updates to the complainant over the course of a delayed review process.
- 3) Requirements and experience listed in information booklet, where no practical assessments were undertaken to evaluate candidate competency in these.
- 4) Failure to complete a Section 8 review within a reasonable time period.
- 5) Failure to investigate allegations of breaches appropriately under the Code of Practice when received under an application for a Section 8 review.
- 6) Failure by an internal reviewer to appropriately illustrate an understanding of the review mechanisms under the Code or justify their recommendations in overturning a board's decision.

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 Code, 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) Clearer instructions that specify what marks candidates must achieve to be considered for appointment.
- 3) Ensure that candidate booklets set out the public bodies' transfer policy and explain how that policy and sequencing impact on filling vacancies.
- 4) That feedback requests are managed in a timely manner.
- 5) Ensure that the appointed formal reviewer is either an equivalent grade or of a higher grade to the informal reviewer.
- 6) Ensure future candidate booklets inform candidates about Section 7 and Section 8 appeals and the ramifications of candidates pursuing either of those appeal routes.

# Case studies

In 2021, 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

Competition for 'Research Support Associate' in a public body

#### **The complaint:**

The candidate complained that the marking scheme to be used in the competition was not clearly explained and that this negatively impacted on their performance.

#### **Recruiter's actions:**

The public body issued an email specifying that the test was in two parts, each part comprising of a number of different elements for which the available marks were set out. The email also stated that there was a pass mark of 50% for each section.

#### **Secretariat's consideration:**

The Secretariat established that the 50% applied to each element within the two parts and all candidates were assessed on that basis. As the complainant did not reach the required pass mark in one of the elements, they were not successful in the competition. The Secretariat agreed with the Section 8 reviewer that the marking scheme had not been set out clearly to candidates and was open to being interpreted in either of two ways as described by the complainant.

#### **Decision:**

As the Secretariat was satisfied that the candidate was assessed in the same way as all other candidates, it was satisfied there was no breach of the Code. However, in its view the communication on the required pass mark was unclear.

**Follow-up action required:**

The public body was asked to review and update its competition documentation in all future competitions in order to present clearly and accurately what is required of candidates, including details of any marking schemes to be used for testing.

**Outcome:**

The public body have confirmed that the recommendation has been implemented.

**Case 2**

Competition for ‘Higher Executive Officer’ in a public body

**The Complaint:**

The candidate was not called for final interview stage of the competition and complained that;

1. The lack of a shortlisting process left him at a disadvantage as it did not give him due credit for his extensive supervisory experience;
2. That his interview board treated him unfairly when compared to other candidates; and
3. The notes taken by the Chairperson were inadvertently destroyed.

**Recruiter’s actions:**

The official notice advertising the competition explained that there would be no shortlisting as all candidates would be called for preliminary interview, with those ranked highest from that stage to progress to final interview. This followed a decision by management in the public body to ensure that all candidates in the competition would have the experience of being interviewed. Candidates were also notified in the information booklet of the scoring system and key competencies being looked for in the interview.

Regarding the alleged unfair treatment of the candidate, the recruiter outlined that, before the commencement of all interviews, a briefing session is arranged for all board members in which they are fully briefed in relation to the competition they are involved in and issued with a board members pack, which contains the relevant ‘Guidelines for Effective Interviewing’. It also stated that, even where candidates undergo the same competency based interview process and are subject to similar questioning, it is unlikely that the interview experience would be exactly the same for all candidates.



The recruiter confirmed that the candidate's interview notes had been destroyed, stating that this occurred due to a misunderstanding on which records should be retained following interview and which should not. Since that issue came to light the recruiter stated it has updated its guidance on records management for interviewers to clarify that all interview notes need to be returned to the HR Department following interviews.

**Secretariat's consideration:**

The public body provided copies of the office notice and candidate booklet for the competition which outlined the selection process, including the scoring system used and the key competencies being looked for. It also provided anonymised interview records of other candidates. Having examined these, the Secretariat was satisfied that the process followed by the recruiter in selecting candidates through a two-staged interview process was reasonable and that the complainant had been given the same opportunity to display his skills that all other candidates had. There were no discrepancies in interview records examined by the Secretariat to show that the complainant was treated any differently to other candidates. The Secretariat also considered the recruiter's response on interview experiences not being the same for all candidates to be reasonable. While the Secretariat accepted that the candidate's interview notes were not deliberately destroyed, they should have been retained.

**Decision:**

Destruction of the candidate's interview notes (while inadvertent) amounted to a breach of section 2.7.14 of the Code which requires retention of records that support each stage of a selection process.

**Follow-up action required:**

While there was a breach of the Code, the Secretariat was satisfied that the action taken by the public body in updating its guidance for interviewers should prevent a recurrence of the issue.

**Outcome:**

No further follow-up action by the public body was required.

## Case 3

Competition for 'Network Manager' in a national organisation

### **Complaint:**

The candidate was unsuccessful at the interview stage for the competition and complained that:

1. She was not informed by the recruiter in advance of the names of the interview board members. This placed her at a disadvantage as one of them was known to her;
2. One of the interview board said he could not hear her at interview which also placed her at a disadvantage; and
3. Her interview notes were not made available to her.

### **Recruiter's actions:**

The recruiter described its' arrangements for conducting large competitions involving multiple interview boards, but confirmed that it does not actively inform candidates of the identity of board members as board composition frequently need to be changed at short notice. However, it does identify board members the evening before or on the day of interview where candidates request it to do so.

In relation to the issue of the board being unable to hear the complainant, the board could offer two options. The first, the candidate could phone in and the second was to use the time given at the end of the interview to add anything they felt had not been covered, or, in the event of connectivity issues, to ensure what had been said was fully heard and understood. The public body confirmed these options were not activated and there is no record of the complainant raising an issue at the interview. There is also no mention of any audio issues recorded by the interview board.

Regarding the interview notes, the recruiter stated that, as a result of the interviews being held remotely, the notes were still being collated by the national recruitment team from the multiple boards at the time the candidate initially sought them. Due to the staggered receipt of the notes and the Christmas period, (2020), they were not fully collated until after the date the candidate sought them.

### **Secretariat's consideration:**

The recruiter provided copies of the candidate information booklet and the candidate's interview records. The Secretariat asked the recruiter to update the candidate booklet

to include the option candidates have to request the identity of board members the day before their interview. On the point of the candidate not being heard by a board member, there is nothing in the candidate's interview records to support this was said by one of the board. While this of itself does not prove what the board member did or did not say, it also does not support a conclusion that the candidate was incorrect. In the absence of objective evidence to definitely prove the point one way or another, the Secretariat is not in a position to find there was a breach of Code on this point.

Regarding the interview notes, the public body has explained to the Commission why the complainant experienced delays in receiving their interview notes. While we understand that occasionally such delays are inevitable, we would ask the public body to limit and prevent these delays where at all possible to provide transparency in each recruitment process.

**Decision:**

There was no evidence to support a conclusion that the process was unfair in this case or that there was a breach of the Code.

**Follow-up action required:**

While the Secretariat was satisfied that there was no breach of the Code in this case, the public body was requested to take steps to minimise any delay in providing candidates with copies of their interview notes.

**Outcome:**

The public body have confirmed that the recommendation has been implemented.

## Breaches, recommendations and safeguards

### Complaint 1

**The complaint:**

The complainant had applied for a promotion position in a competition where he was unsuccessful at the regional interviews. The complainant requested a review under Section 7 of the CPSA Code of Practice on 10 May 2018. However, he did not receive the review report until 8 January 2020. Given this delay, we considered exceptional circumstances justified a review of the complaint under Section 8. The complainant was advised that this would not be a review of his marks awarded at the interview but would

instead focus on the safeguards at interview and the Section 7 review process carried out by the public body.

**Commission Consideration:**

The Commission's role in considering any decisions made by a selection board is not to question the adequacy of the decisions or to re-evaluate the evidence presented. It is to ensure that the decisions were made in a consistent manner, by experienced and knowledgeable decision makers; on the basis of clear pre-defined criteria and with sufficient safeguards in place to support effective decision making.

Comprehensive documentation was provided to candidates and board members in advance of the selection process. This clearly identified the prescribed assessment criteria, related to the duties and requirements of the role. Appropriate guidelines, supporting material and performance indicators were also provided to board members, to support them in the interviewing process.

The Commission considered that the office holder had appropriate mechanisms and safeguards in place to support fair and consistent decision making, on the basis of the experience, knowledge and skills of candidates. Accordingly, it could not conclude that any breach of the Code of Practice has occurred.

In relation to the Section 7 review, there is clear evidence that considerable delays occurred in relation to issuing the complainant with a final report. It therefore cannot be concluded that the review was carried out in line with the Code of Practice. The reviewer also failed to address all of the points raised by the complainant.

**Decision:**

The Commission was satisfied that there were sufficient safeguards and mechanisms in place to ensure the integrity of the campaign. Therefore, we do not consider a breach of the Code of Practice occurred during the interview and, accordingly, no follow up action was required.

However, the Commission found that the content and timeliness of the Section 7 review fell short of best practice. The review did not address all of the issues raised by the complainant. The significant delays experienced in the issuing of the review outcome also made it impossible for the complainant to avail of any appropriate resolutions within the Section 7 process.

The public body also failed to illustrate that there was a system in place for following up on reviews to ensure that all complainants were responded to in a timely manner and any recommendation resulting from a Section 7 review could be implemented in an ongoing competition. This amounts to a breach of the Code of Practice.

**Follow-up action required:**

In order to address these findings, the Commission instructed the public body to take the following actions:

1. Ensure all future complaints under Section 7 are processed in a timely manner, in line with the Code of Practice.
2. Ensure the rationale behind any decision(s) reached is fully explained.
3. Revise its internal procedures for how complaints are processed. This should include information on the role of the reviewer, how a review should be carried out and a process of tracking and following up on current reviews.
4. Update the Commission on all revisions

**Outcome:**

All recommendations and requests of the Commission were fully implemented.

## Complaint 2

**The complaint:**

The complainant submitted an expression of interest for a post in April 2020. He was successful in the competition and progressed to pre-appointment clearance. During the course of the clearance stage he included information about his disability and submitted details of required accommodations at work. After five months of occupational health assessments and correspondence with recruiter, he received notification of the retraction of the job offer, on 7 October 2020.

The complainant alleges that both the process and the delays encountered constitute breaches of the Code of Practice. Specifically, he alleges that:

1. There was a lack of communication throughout the pre clearance stage which took five months to complete and the procedures followed were unfair to him.
2. The communication he received about the retraction of the job offer on 7 October 2020 did not give a clear explanation or justification for the retraction of the post.
3. It was unfair to place responsibility on him as a candidate to contact service managers regarding whether or not positions offered to him were suitable with regard to the particular accommodations he needed arising from his disability.

4. His Section 8 review was not conducted fully and had shortcomings.

**Consideration:**

Having examined the public bodies actions, the Commission found that;

1. We do not find that the public body breached the Code of Practice in retracting the offer and reinstating the candidate back on the panel, however, the complainant has been signposted to the Office of the Ombudsman if he wishes to make a complaint under the Disability Act.
2. We find that the lack of communication from the public body to the complainant to be a breach of the Code of Practice, as per Principle 5 of the Code, which states, 'transparency in the appointment process and the openness with which candidates are dealt by office holders will enhance candidate confidence. Open and active communication on the process and the basis for assessment is essential'.
3. We were also not satisfied that the Section 8 review conducted internally, addressed the candidate's complaint in relation to communication and timeliness.
4. We resolved that a breach occurred and had recommendations to be followed up on.

**Decision:**

There was a breach of the Code of Practice with regard to the lack of communication provided to the complainant over the course of a number of months. The recruiter was instructed to review the follow up action recommended below to ensure future compliance with the Code.

**Follow-up action required:**

The Commission recommended that for future competitions where an offer to accept a position is sent to a candidate, the recruiter follows up to determine what occupational health checks need to be carried out and what accommodation requirements are needed by the candidate from the outset. No start date or contract offer should be made until the recruiter is sure the candidate can be catered for. The public body should continue to do work in the background on securing the right accommodation and should periodically update the candidate on what is being done. This is to give the candidate an opportunity to add their own input.

**Outcome:**

The recruiter accepted the findings and all recommendations and requests of the Commission were fully implemented.

# The Commission Audit Function

As part of the Commission's oversight role, audits may be undertaken 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 2021.

## 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 Enterprise, Trade and Employment and have given statements of compliance confirming that they will adhere to the standards and principles outlined in the Code of Practice.

During 2021 the Commission approved the following agencies:

- Excel Recruitment
- Lincoln Recruitment Specialists
- Odgers Berndtson
- Perrett Laver Ltd
- Eden Recruitment
- Vertical Markets Group
- 2into3
- Morgan McKinley Group

To date, 30 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 a 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 Code of Practice.

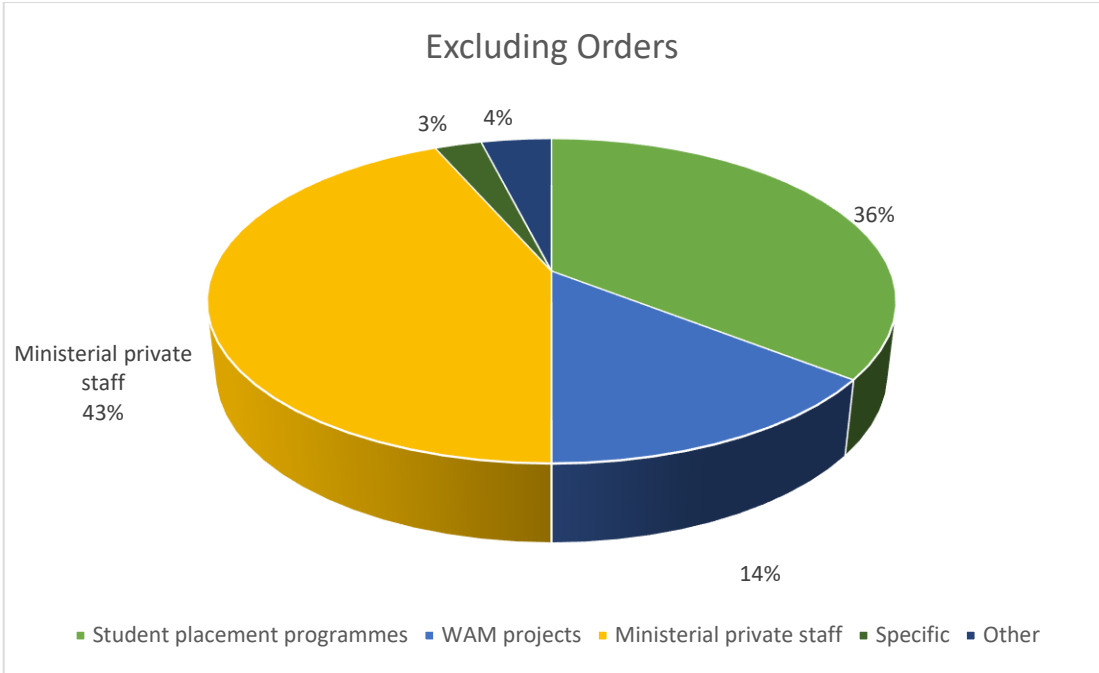
We only grant excluding orders for temporary positions within the Civil Service. They are usually only granted when appointing someone to a specific short-term initiative or as ministerial office staff. Apart from this, we will only grant an order in exceptional circumstances.

The table below details the orders which were made or extended in 2021.

Category	Orders
Student placement programmes	31
WAM projects	18
Ministerial private staff	9
Specific skills	3
Other	
<b>Total</b>	<b>61</b>

49 orders were granted to support specific short-term initiatives i.e. student placement programmes, WAM (Willing Able Mentoring) projects and exchange schemes. 9 orders were made for ministerial private staff and 3 orders were made for specific skills.





## Looking ahead to 2022

In 2022 the Commission for Public Service Appointments (CPSA) intends to continue to expand and strengthen its outreach to public bodies. This will further support compliance and best practice in the sector. We also intend to commence a programme of candidate engagement to inform candidates and prospective candidates of their rights and inform them of the standards expected in a selection process conducted under the Commission's Code of Practice.

As with all professional landscapes the difficulties encountered throughout the Covid – 19 pandemic have altered the manner in which many organisations are conducting their recruitment. The Commission will fully support candidates and public bodies as we emerge from this era of uncertainty to ensure that high standards in public sector appointment processes are adhered to.

CPSA operates under the corporate umbrella of the Office of the Ombudsman, along with the Standards in Public Office Commission, the Office of the Information Commissioner and the Office of the Commissioner for Environmental Information. In 2022 the concept of a unified Statement of Strategy for all of these regulatory bodies will be considered. This approach will allow these offices to continue to support and strengthen the wider Public Service in reaching our shared goals.

## Appendix 1 Licence holder recruitment and selection activity

Licence Holder	Internal	Open	Open (PAS)	Acting up	Total
Adoption Authority of Ireland	1	12	0	5	<b>18</b>
An Garda Síochána	105	15	248	24	<b>392</b>
Central Statistics Office	17	52	46	7	<b>122</b>
Chief State Solicitor's Office	3	2	6	24	<b>35</b>
Child and Family Agency (TUSLA)	20	196	0	71	<b>287</b>
Courts Service					
Department of Agriculture, Food and the Marine	160	32	226	13	<b>431</b>
Department of Children and Youth Affairs					
Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media	48	12	55	4	<b>119</b>
Department of Education and Skills	79	0	216	41	<b>336</b>
Department of Enterprise, Trade and Employment	62	4	122	4	<b>192</b>
Department of Finance	17	26	36	2	<b>81</b>
Department of Foreign Affairs	29	0	61	74	<b>164</b>
Department of Health	1	0	162	3	<b>166</b>
Department of Housing, Planning and Local Government	84	17	179	2	<b>282</b>
Department of Justice and Equality					
Department of Public Expenditure and Reform	24	0	51	4	<b>79</b>
Department of Rural and Community Development	9	0	6	4	<b>19</b>
Department of Social Protection	343	39	1247	180	<b>1809</b>
Department of the Taoiseach	6	0	12	0	<b>18</b>
Department of Transport	30	0	44	0	<b>74</b>
Financial Services and Pensions Ombudsman	0	17	0	0	<b>17</b>

Garda Síochána Ombudsman Commission	21	0	12	3	<b>36</b>
Health Information and Quality Authority (HIQA)	12	100	0	7	<b>119</b>
Health Service Executive	1036	7528	116	506	<b>9231</b>
Irish Human Rights and Equality Commission	0	8	10	11	<b>29</b>
Irish Prison Service	58	33	158	0	<b>249</b>
Law Reform Commission	0	6	0	1	<b>7</b>
Legal Aid Board	7	26	8	4	<b>45</b>
National Council for Special Education	1	1	37	8	<b>47</b>
National Shared Services office	34	1	59	14	<b>108</b>
Nursing and Midwifery Board of Ireland	0	17	0	0	<b>17</b>
Office of the Comptroller and Auditor General	7	18	0	0	<b>25</b>
Office of the Director for Public Prosecutions					
Office of the Houses of the Oireachtas	23	22	70	1	<b>116</b>
Office of the Ombudsman	5	0	10	1	<b>16</b>
Office of the Ombudsman for Children	0	6	0	0	<b>6</b>
Office of the Planning Regulator	0	12	0	0	<b>12</b>
Office of the Revenue Commissioners	594	146	403	12	<b>1155</b>
Policing Authority					
Property Registration Authority	15	3	8	9	<b>35</b>
Public Appointments Service	5	0	40	15	<b>60</b>
State Examination Commission					
State Laboratory	5	3	8	0	<b>16</b>
Tax Appeal Commission	3	1	0	4	<b>8</b>
Valuation Office	3	0	18	1	<b>22</b>
<b>Totals</b>	<b>2867</b>	<b>8355</b>	<b>3674</b>	<b>1059</b>	<b>16000</b>

## Appendix 2 Review and complaints activity

Licence Holder	Section 7	Section 8	Appointments
Adoption Authority of Ireland	0	0	18
An Garda Síochána	12	3	392
Central Statistics Office	0	0	122
Chief State Solicitor's Office	4	0	35
Child and Family Agency (TUSLA)	15	0	287
Courts Service			
Department of Agriculture, Food and the Marine	14	1	431
Department of Children and Youth Affairs			
Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media	4	1	119
Department of Education and Skills	4	0	336
Department of Enterprise, Trade and Employment	1	0	192
Department of Finance	2	0	81
Department of Foreign Affairs	2	0	164
Department of Health	1	0	166
Department of Housing, Planning and Local Government	2	0	282
Department of Justice and Equality			
Department of Public Expenditure and Reform	0	0	79
Department of Rural and Community Development	0	0	19

Licence Holder	Section 7	Section 8	Appointments
Department of Social Protection	38	2	1809
Department of the Taoiseach	0	0	18
Department of Transport	0	0	74
Financial Services and Pensions Ombudsman	1	1	17
Garda Síochána Ombudsman Commission	0	1	36
Health Information and Quality Authority	2	1	119
Health Service Executive	70	7	9231
Irish Human Rights and Equality Commission	0	0	29
Irish Prison Service	9	1	249
Law Reform Commission	0	0	7
Legal Aid Board	0	0	45
National Council for Special Education	0	0	47
National Shared Services Office	8	0	108
Nursing and Midwifery Board of Ireland	0	0	17
Office of the Comptroller and Auditor General	0	0	25
Office of the Director of Public Prosecutions			
Office of the Houses of the Oireachtas	3	0	116
Office of the Ombudsman	0	0	16
Office of the Ombudsman for Children	0	0	6
Office of the Planning Regulator	0	0	12

Licence Holder	Section 7	Section 8	Appointments
Office of the Revenue Commissioners	25	0	1155
Policing Authority			
Property Registration Authority	7	0	35
Public Appointments Service	1	0	60
State Examination Commission			
State Laboratory	0	0	16
Tax Appeal Commission	0	0	8
Valuation office	0	0	22
<b>Total</b>	<b>225</b>	<b>18</b>	<b>16000</b>

Notes: In the returns submitted by the HSE, there were 45 emergency appointments made, (this is included in the total Licence holder recruitment and selection activity).

## Appendix 3 Recruitment licence holders

Adoption Authority of Ireland  
An Garda Síochána  
Central Statistics Office  
Chief State Solicitor's Office  
Child and Family Agency - TULSA  
Courts Service  
Department of Agriculture, Fisheries and Food  
Department of Children and Youth Affairs  
Department of Culture, Heritage and the Gaeltacht  
Department of Education and Skills  
Department of Enterprise, Trade and Employment  
Department of Finance  
Department of Foreign Affairs  
Department of Health  
Department of Housing, Planning and Local Government  
Department of Justice and Equality  
Department of Public Expenditure and Reform  
Department of Rural and Community Development  
Department of Social Protection  
Department of the Taoiseach  
Department of Transport  
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 Ombudsman for Children  
Office of the Planning Regulator  
Office of the Revenue Commissioners  
Policing Authority  
Property Registration Authority  
Public Appointments Service  
State Examinations Commission  
State Laboratory  
Tax Appeals Commission  
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  
PE Global  
Gatenby Sanderson  
Conscia  
Amrop  
Yala  
Lansdowne Executive  
PWC Executive  
Brightwater Recruitment  
Signium Ireland  
Logiskills  
Matrix Recruitment  
Excel Recruitment  
Lincoln Recruitment Specialists  
Odgers Berndtson  
Perret Laver Ltd  
Eden Recruitment  
Vertical Markets Group  
2into3  
Morgan McKinley Group