



An Coimisiún um Cheapacháin Seirbhíse Poiblí
Commission for Public Service Appointments

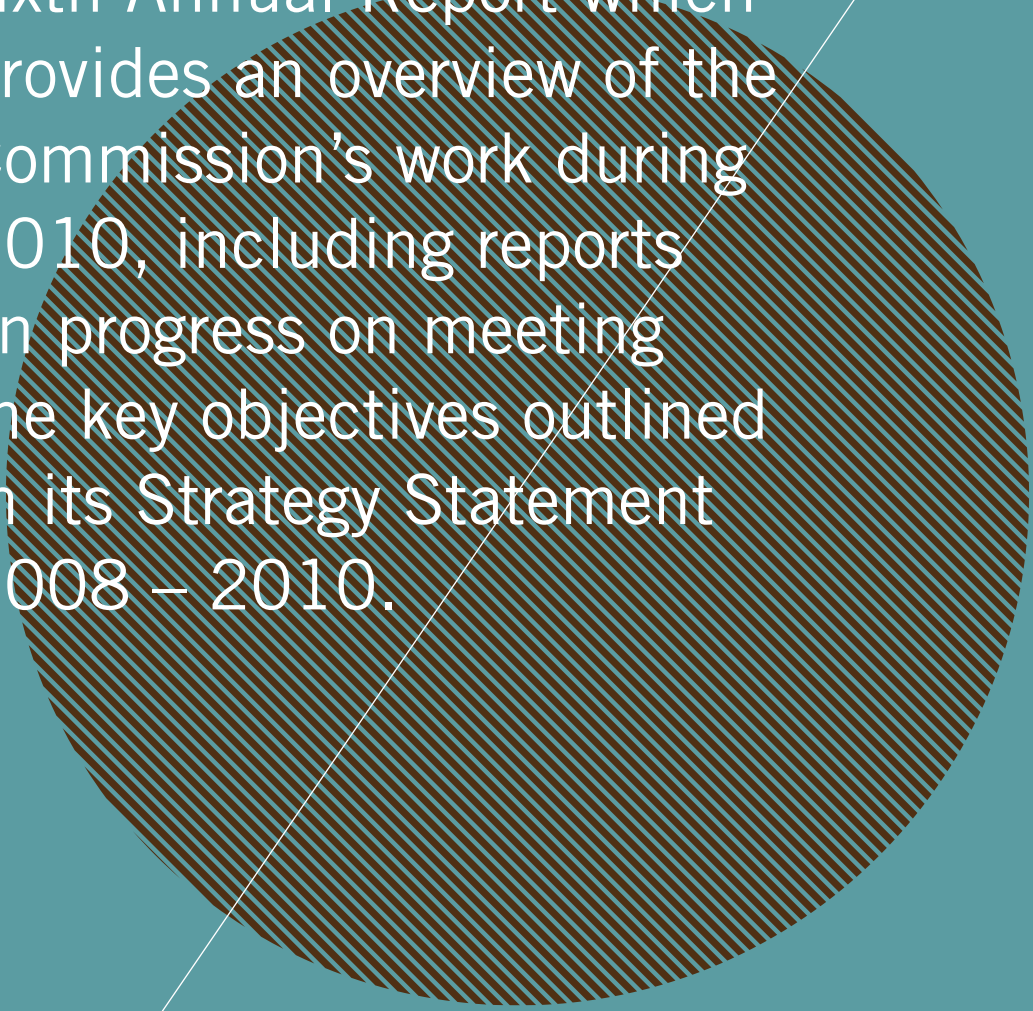
ANNUAL REPORT 2010



2010

OUR MISSION

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



The Commission for Public
Service Appointments
is pleased to present its
sixth Annual Report which
provides an overview of the
Commission's work during
2010, including reports
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the key objectives outlined
in its Strategy Statement
2008 – 2010.

FOREWORD

The Commission for Public Service Appointments is pleased to present its sixth Annual Report which provides an overview of the Commission's work during 2010, including reports on progress on meeting the key objectives outlined in its Strategy Statement 2008 – 2010.

Mindful of the current focus on probity and trust and how these extend to the efficacy of regulatory arrangements, the Commission recognises that this report is an important vehicle for detailing its work and achievements during 2010.

Notwithstanding the continuing impact of the government recruitment moratorium on the number of appointments processes conducted in 2010, 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



Seamus Kirk T.D.*
(CHAIRPERSON)
An Ceann Comhairle



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



Emily O'Reilly
Ombudsman and
Information Commissioner

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



Dermot McCarthy*
Secretary General,
Department of the
Taoiseach and Secretary
General to the Government



Ciarán Connolly*
Secretary General, Public
Service Management and
Development, Department
of Finance

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

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

INTRODUCTION

2010 marked the Commission's sixth 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 the most efficient and effective public services.

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. In addition to responses to the rapidly changing economic circumstances and rising customer expectations, well-documented weaknesses in governance have understandably undermined beliefs and assumptions with regard to probity. In light of this it is timely to restate the Commission's core function, which is to safeguard, reinforce and embed the principles of probity, merit, equity and fairness with regard to public service appointments.

Current economic difficulties have 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.

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 processes allegations of breaches against them as required.

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.

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 2010, the Commission undertook thematic reviews of practices and procedures in place across all Offices and government departments. These reviews, which are described in greater detail later in the Report, focussed on areas such as training, communications and internal review procedures.

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 2010 the Commission granted one new recruitment licence as follows;

- [Health Service Executive](#).

This specific purpose recruitment licence, granted under Section 43 (1) (b) of the Public Service Management (Recruitment and Appointment) 2004 Act, was required to cater for the amalgamation of five State agencies into the Health Service Executive on foot of a government decision and / or relevant enabling legislation. The recruitment licence may also be used to facilitate the transfer of staff arising from the amalgamation of other State agencies with the Health Service Executive.

The Commission had granted a total of thirty recruitment licences to the end of 2010, of which eight were specific licences that issued to office holders who already hold 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 process 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 which 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 will operate them. This enables recruiters to adopt a flexible and innovative approach to recruitment procedures without compromising the principles of integrity and merit.

The standards that the Commission 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 licence holders, office holders and other interested parties, insight gained through audit work and the general flow of 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.

The Commission is generally satisfied that its 2010 audits (Table 1) demonstrated that recruitment and selection activity in the audited bodies was in compliance with the standards set down in the codes of practice.

In 2010 the Commission used a number of different audit approaches and continues to explore how it might develop these methodologies. The primary audit approaches used in 2010 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.

The on-site audit of specific processes continues to provide the Commission with its most robust and comprehensive form of evaluation. While it continued to carry out the same level of in-depth audit of process and procedures as it had in previous years, the Commission's audit reports were modified and sought to highlight areas for improvement.

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 warrant 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 audits completed in 2010 areas of weakness were identified. Some reoccurring themes are:

- The failure to conduct any review or evaluation of recruitment and selection policies,
- The need for better communication particularly in the area of feedback and management of Section 7 and 8 reviews,
- The use and role of line manager assessments, and
- Insufficient controls in place to manage atypical appointments, for example acting-up arrangements.

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.

The Commission stresses the importance of organisations retaining recruitment knowledge and expertise during the current recruitment moratorium. Such knowledge management systems will enable them to implement effective appointments processes when higher levels of recruitment activity resume.

TABLE 1: Audits Completed by the Commission in 2010

Organisation	Focus of audit
State Examinations Commission	Compliance with recruitment licence terms and conditions and review of internal appointments processes.
Department of Agriculture, Fisheries and Food	Review of internal appointments processes.
Department of Education and Science	Review of internal appointments processes.
An Garda Síochána	Compliance with recruitment licence terms and conditions and review of internal appointments processes within the Northern Region.
Public Appointments Service	Compliance with recruitment licence terms and conditions.
Health Service Executive	Compliance with recruitment licence terms and conditions in its use of recruitment agencies and acting-up arrangements in the HSE.
Health Service Executive	Compliance with recruitment licence terms and conditions.
Irish Prison Service	Review of internal appointments processes.

The Commission also completed four thematic audits in 2010. The areas covered by these thematic audits were:

- Internal promotions and recognition of service (seniority) in the civil and public service,
- Management of complaints and reviews,
- Management of communications and feedback arrangements, and
- Training of recruitment practitioners across the civil service and certain public service bodies.

The objective was to identify best practice and inform office holders on measures they ought to consider in their efforts to avoid the kinds of shortcomings the Commission has observed since 2004.

The four audits show that a number of Offices and departments support the management of sound processes with very well documented procedures. While noting that many organisations do not have the level of recruitment activity to warrant the time and effort involved in creating their own procedure manuals, the Commission encourages recruiters to consider consulting with and learning from others in a timely manner. In this regard, the Commission intends approaching some key stakeholders to explore how to enhance the sharing of best practice models. The following broad topics highlighted in the reports are:-

- There is considerable desire across public service bodies to share recruitment and selection knowledge and expertise,
- The use of seniority / suitability as a selection criterion breaches the code of practice and office holders must take the necessary action to ensure compliance with the 2004 Act and Codes of Practice in this regard,
- The provision of tailored advice and procedural guidelines to those managing the appointments processes and selection board members responsible for carrying out candidate assessments are necessary to provide a solid basis and support for Offices and departments, to meet their obligations under the codes of practice.
- Training is key to avoiding predictable and preventable errors in recruitment and selection and the skills learned should be re-evaluated and reinforced particularly for those without recent relevant exposure, and
- Managing and meeting candidates' legitimate expectations plays a vital role in engendering trust in the process. Proper planning at the outset in addition to proactive communication can be extremely important in this regard.

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 2 sets out the principal appointment categories for which such orders were made or extended in 2010.

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 a 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 2010 twenty-one posts were excluded for ministerial staff.

Twenty-one orders were granted to support specific short-term initiatives, i.e. student placement programmes and WAM (willing able mentoring) projects. The remaining seven 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 2: Orders Made in 2010

Category	Number of orders
Ministerial appointments e.g. personal assistants, personal secretaries, civilian drivers, press officers	21
Student placement programmes	9
WAM projects	12
Term-time arrangements	0
Temporary appointments pending permanent placement	6
Professional/technical appointments where specific skills are required for time-limited periods	1
Total	49

COMPLAINTS / REQUESTS FOR REVIEW

In 2010 the number of complaints received and investigated by the Commission decreased as compared with previous years.

Throughout 2010, the Commission received enquiries and informal complaints from people who were dissatisfied with their experience when competing for selection. With regard to formal complaints alleging breaches of the codes, thirteen requests for review were received by the Commission. In the case of ten of these complaints, the Commission conducted an investigation and finalised its report during the year. Reports on the outcome of the investigation of a further three cases were finalised in early 2011. The Commission also completed four reports on complaints received in 2009.

In addition to fewer formal complaints throughout 2010 the Commission also noted that there was a decrease in the number of 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.

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 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 office holder and, aside from setting out how the review should be conducted, has no role in this process.

The second review procedure applies 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 2010 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

In 2010 the Commission investigated fourteen formal complaints of alleged breaches of the code in addition to providing advice to a further twenty inquirers, some of which, following a preliminary investigation, were resolved informally or were not considered to be complaints 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, the Commission is of the view that the majority of the complaints can be traced back to 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 time frames 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.

Three sample complaints investigated during 2010 are summarised below:-

- I. A complainant alleged that his request for feedback was not dealt with in an open, accountable and transparent manner and that comments made by his supervisor on the application form were inappropriate. Following its examination of the case, the

Commission found that the complainant was treated poorly by the office holder in that:-

- the complainant only learned that he had not been short listed for interview when it became clear that other candidates had been invited to attend for interview,
- the office holder failed to notify the complainant of the outcome of his application in a timely manner,
- the complainant's request for feedback was not handled in a timely or coherent manner, and
- the delay in providing the complainant with a copy of comments proffered by the complainant's supervisor was unacceptable and only served to undermine confidence in the supervisor's comments and, in turn, the appointment process.

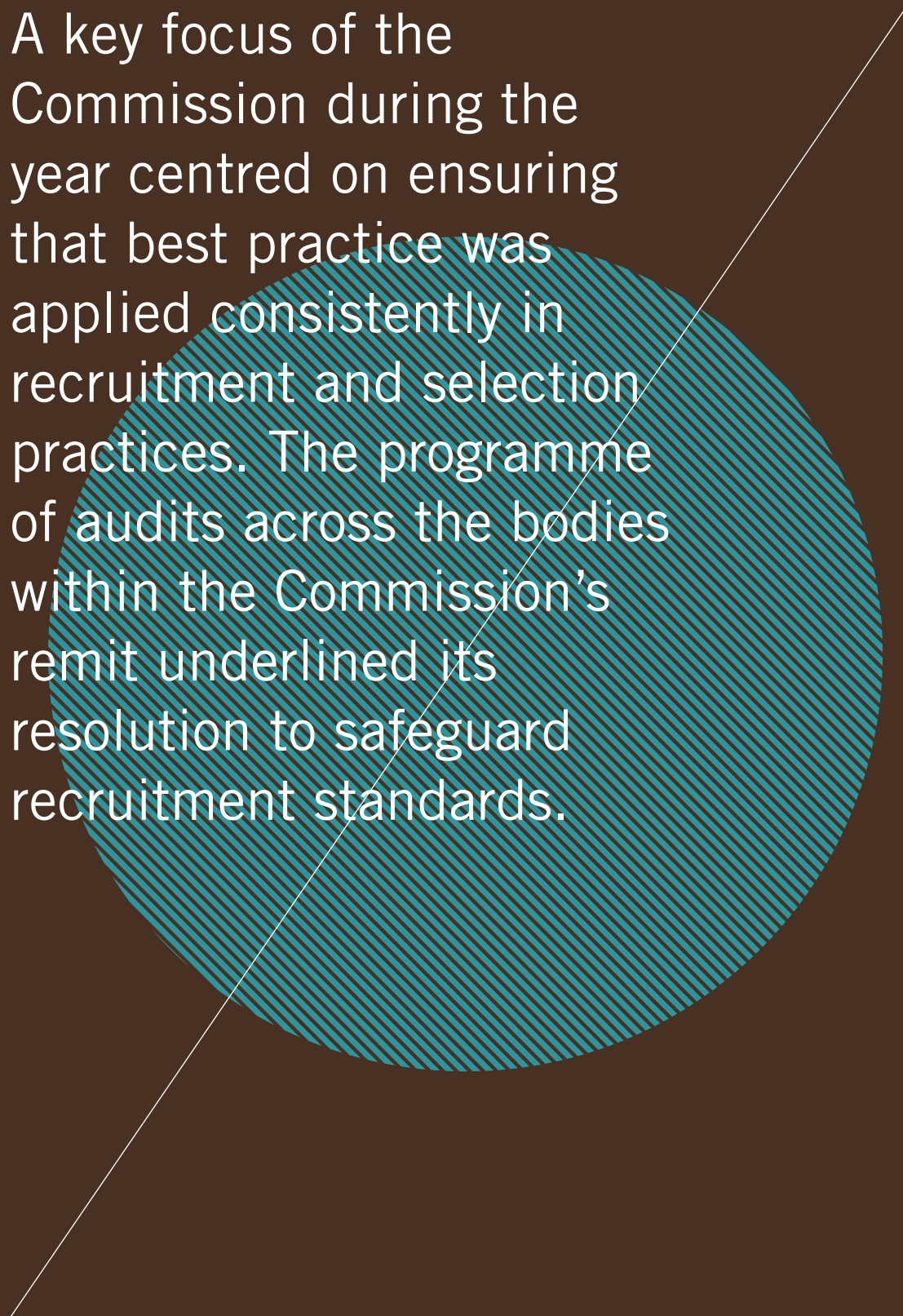
The Commission found that the office holder breached the code principle *"Appointments made in an open, accountable and transparent manner"* and recommended that all candidates are informed directly of the outcome of their application following short listing and that should be adopted, a more open and transparent approach to the provision of feedback. In addition the Commission recommended that the criteria applied in selection decisions at *all* stages of the appointments process be made clear to candidates at the outset.

In relation to the allegations of inappropriate comments by the supervisor the Commission found that while supervisor assessments can provide an excellent source of information to aid an appointment process, they should be considered in conjunction with other sources of information. In this particular case the Commission could find no evidence to support the Complainant's allegations and was unable to adjudicate on whether the comments were true or untrue.

- II. The Commission received a complaint alleging that the assessment by complaints supervisor was unfair, partial and unreliable. It was the complainant's view that the assessment influenced the selection board in arriving at its decision not to qualify him for the next stage of the appointments process. Following its examination of the complaint, the Commission concluded that, as the office holder was aware of the particularly acrimonious working relationship between the complainant and his line manager, the office holder ought to have shown greater flexibility in determining who should complete the line management assessment. The Commission also concluded that the selection panel, despite being requested to ignore certain comments included by the line manager, having regard to the nature of these comments, that it could not but have taken some notice of them. The Commission upheld the allegation of a breach of the code.

The complainant also alleged that the internal reviewer was not sufficiently thorough in his review of the case and was perhaps predisposed towards rejecting his allegations. While the Commission could find no evidence to support this allegation there were shortcomings identified in relation to the time lines for the conduct of the review.

- III. The Commission investigated a complaint relating to allegations that the selection criteria employed by the office holder was flawed and not specific to the role. The complainant alleged that the selection board erroneously focused on candidates' experience rather than relevant qualifications. The Commission acknowledged the complainant's professional knowledge and expertise in an area relevant to the post in question. However, having examined the complainant's appeal, the preparation for the selection process and criteria selection employed, the Commission concluded that the selection criteria and the manner in which the board applied these did in fact reflect the duties and responsibilities of the role and as such did not breach the code as alleged. The Commission considered that the complainant's perception that the selection criteria should have had a greater emphasis on certain professional qualifications was unfounded as these were not requirements for the job.



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.

RECRUITMENT ACTIVITY REPORT

EXTERNAL RECRUITMENT ACTIVITY REPORT 2010

TABLE 3: Overall Activity

Number of Appointment Processes Announced:	726
Number of Applications Received:	44,429
Number of Recommendations Made:	19
(Local Authorities (Officers and Employees) Act 1926)	
Number of Appointments Made:	3,238

The statistics for the appointment processes announced break down as follows:

CIVIL SERVICE

Category of Appointments	Number of Appointment Processes Announced	Number of Applications Received	Number of Appointments Made
Professional	13	911	85
Technical	6	304	11
Managerial	29	819	4
General Service	0	7	152
Departmental	1	5,932	181
Temporary Clerical Staff	2	11,039	635
Total	51	19,012	1,068

GARDA SÍOCHÁNA

Category of Appointments	Number of Appointment Processes Announced	Number of Applications Received	Number of Appointments Made
Garda Trainee	0	0	0
Garda Reserve	0	19,607	309
Total	0	19,607	309

LOCAL AUTHORITY (Local Authorities (Officers and Employees) Act 1926)

Category of Appointments	Number of Appointment Processes Announced	Number of Applications Received	Number of Recommendations Made
Professional	11	271	12
Managerial	8	191	7
Total	19	462	19

HEALTH INFORMATION AND QUALITY AUTHORITY

Category of Appointments	Number of Appointment Processes Announced	Number of Applications Received	Number of Appointments Made
HIQA - Professional	7	105	8
HIQA - Management / Administration	2	14	2
Total	9	119	10

VEC (Local Authorities (Officers and Employees) Act 1926)

Category of Appointments	Number of Appointment Processes Announced	Number of Applications Received	Number of Recommendations Made
Professional	0	0	0
Managerial	0	0	0
Total	0	0	0

HEALTH SERVICE EXECUTIVE

Category of Appointments	Number of Appointment Processes Announced	Number of Applications Received	Number of Appointments Made
Nursing	89	778	219
Allied Health and Social Care / Paramedical	112	1,438	1,035
Management	22	319	30
Medical, Dental	417	2,637	451
Patient and Client Care	4	57	22
Support	3	0	15
Total	647	5,229	1,772

HEALTH SERVICE EXECUTIVE (Appointments under the terms of the urgent short-term Appointment Recruitment Licence 009 / 05)

Category of Appointments	Number of Appointments Made
Nursing	5
Allied Health and Social Care	0
Management / Administration	26
Medical, Dental	48
Patient and Client Care	0
Support	0
Total	79

INTERNAL RECRUITMENT ACTIVITY REPORT 2010

TABLE 4: Overall Activity*

Number of Appointment Processes Announced:	55
Number of Applications Received:	5,315
Number of Appointments Made:	527

* These figures do not include Temporary / Acting-up appointments - see separate tables below

The statistics for the appointment processes announced break down as follows:

INTERNAL APPOINTMENTS (PROMOTIONS) IN THE CIVIL SERVICE

Category of Appointments	Number of Appointment Processes Announced	Number of Applications Received	Number of Appointments Made
General Service	31	2,063	308
General Service – Interdepartmental	1	1,681	8
Professional	11	89	22
Managerial	0	16	1
Technical	2	12	2
Departmental	10	255	87
Total	55	4,116	428

INTERNAL APPOINTMENTS (PROMOTIONS) IN AN GARDA SÍOCHÁNA

Category of Appointments	Number of Appointment Processes Announced	Number of Applications Received	Number of Appointments Made
Sergeant	6	821	61
Inspector	0	376	38
Total	6	1,197	99

INTERNAL APPOINTMENTS (PROMOTIONS) IN THE HEALTH SERVICE EXECUTIVE

Category of Appointments	Number of Appointment Processes Announced	Number of Applications Received	Number of Appointments Made
Nursing	0	0	0
Allied Health and Social Care	0	0	0
Management	0	0	0
Medical, Dental	0	0	0
Patient and Client Care	0	0	0
Support	0	0	0
*Common Recruitment Pool	0	0	0
Total	0	0	0

*The Common Recruitment Pool Promotion Process is confined to specific staff in a number of Public Service Organisations excluding the Civil Service (e.g. Local Authorities, Health Boards, General Medical Service). It applies to certain grades and it is regulated by Department of Finance Circular 10/71

INTERNAL APPOINTMENTS (PROMOTIONS) IN THE HEALTH INFORMATION AND QUALITY AUTHORITY

Category of Appointments	Number of Appointment Processes Announced	Number of Applications Received	Number of Appointments Made
HIQA - Professional	0	0	0
HIQA - Management / Administration	0	2	0
Total	0	2	0

TABLE 5: Temporary Acting Up Appointments Made Under The Terms of The Code of Practice:

Appointments to Positions in The Civil Service and Public Service

CIVIL SERVICE

Category of Appointments	Number of Appointments Made
General Service	13
Professional	1
Managerial	0
Technical	0
Departmental	5
Total	19

HIQA

Category of Appointments	Number of Appointments Made
HIQA - Professional	0
HIQA - Management / Administration	0
Managerial	0
Total	0

TABLE 5: Temporary Acting Up Appointments Made Under The Terms of The Code of Practice Contd-

Atypical Appointments to Positions in The Civil Service and Certain Public Bodies

CIVIL SERVICE

Category of Appointments	Number of Appointments Made
General Service	23
Professional	0
Managerial	1
Technical	0
Departmental	27
Total	51

HIQA

Category of Appointments	Number of Appointments Made
HIQA - Professional	1
HIQA - Management / Administration	0
Managerial	1
Total	2

HSE

Category of Appointments	Number of Appointments Made
Nursing	0
Allied Health and Social Care	0
Management	0
Medical, Dental	0
Patient and Client Care	0
Support	0
Total	0

FINANCIAL REPORT

Table 6 outlines the expenditure incurred by the Office of the Commission for Public Service Appointments in 2010

TABLE 6: Financial Report 2010

Category	€000s
Staff Salaries	453
Travel and Expenses	4
Advertising, publications, training and incidental expenses	42
Postal and Communications	11
Office machinery and other office supplies	33
Office Premises Expenses	11
Consultancy Services	14
Legal fees	26
Gross Total	594
Less Appropriations in aid	28
Net Total	566

ORGANISATIONAL STRUCTURE OF THE SUPPORT OFFICE

