

## CANDIDATE INFORMATION BOOKLET

### PLEASE READ CAREFULLY

The Health Information and Quality Authority (HIQA) is undertaking a competition to identify suitable candidates for appointment to the position of:

Role Title: Quality Management Co-ordinator

Grade: Higher Executive Officer

Location: Dublin, Cork, Galway

Tenure: Permanent

Additionally, HIQA may create a panel for future permanent and fixed term vacancies that may arise

Blended Working: 1 – 2 days a week in the office and the remainder of the working week spent working from home. Further information can be found below in the **Principal Conditions of Service** under **Blended Working Arrangements**.

Salary: €57,122 (Higher Executive Officer, Point 1)

Closing date: 5.00pm on Monday 4<sup>th</sup> November 2024

This recruitment campaign will be in compliance with the Code of Practice, Appointment to the Civil Service and Public Service prepared by the Commission for Public Service Appointments (CPSA). The competition will be conducted under the recruitment licence of the Health Information and Quality Authority. The final Selection Process will be carried out by the Health Information and Quality Authority.

This Code of Practice is published by the CPSA and is available on [www.cpsa.ie](http://www.cpsa.ie)

## About the Health Information and Quality Authority (HIQA)

The Health Information and Quality Authority (HIQA) is an independent statutory body established to promote safety and quality in the provision of health and social care services for the benefit of the health and welfare of the public.

Reporting to the Minister for Health and engaging with the Minister for Children, Equality, Disability, Integration and Youth, HIQA has responsibility for the following:

- **Setting standards for health and social care services** — Developing person-centred standards and guidance, based on evidence and international best practice, for health and social care services in Ireland.
- **Regulating social care services** — The Chief Inspector of Social Services within HIQA is responsible for registering and inspecting residential services for older people and people with a disability, and children’s special care units.
- **Regulating health services** — Regulating medical exposure to ionising radiation.
- **Monitoring services** — Monitoring the safety and quality of permanent international protection accommodation service centres, health services and children’s social services against the national standards. Where necessary, HIQA investigates serious concerns about the health and welfare of people who use health services and children’s social services.
- **Health technology assessment** — Evaluating the clinical and cost effectiveness of health programmes, policies, medicines, medical equipment, diagnostic and surgical techniques, health promotion and protection activities, and providing advice to enable the best use of resources and the best outcomes for people who use our health service.
- **Health information** — Advising on the efficient and secure collection and sharing of health information, setting standards, evaluating information resources and publishing information on the delivery and performance of Ireland’s health and social care services.
- **National Care Experience Programme** — Carrying out national service-user experience surveys across a range of health and social care services, with the Department of Health and the HSE.

Visit [www.hiqa.ie](http://www.hiqa.ie) for more information.

## Key Areas for Performance

HIQA has identified key behavioural and technical competencies for effective performance through a Competency Framework as seen below. Please refer to the role description for an overview of each competency and the proficiency levels required for this role. For more in-depth information on the competencies. It is important that you review the full competency framework guidance document which is available at: <https://www.hiqa.ie/about-us/careers>.

### Proficiency Levels

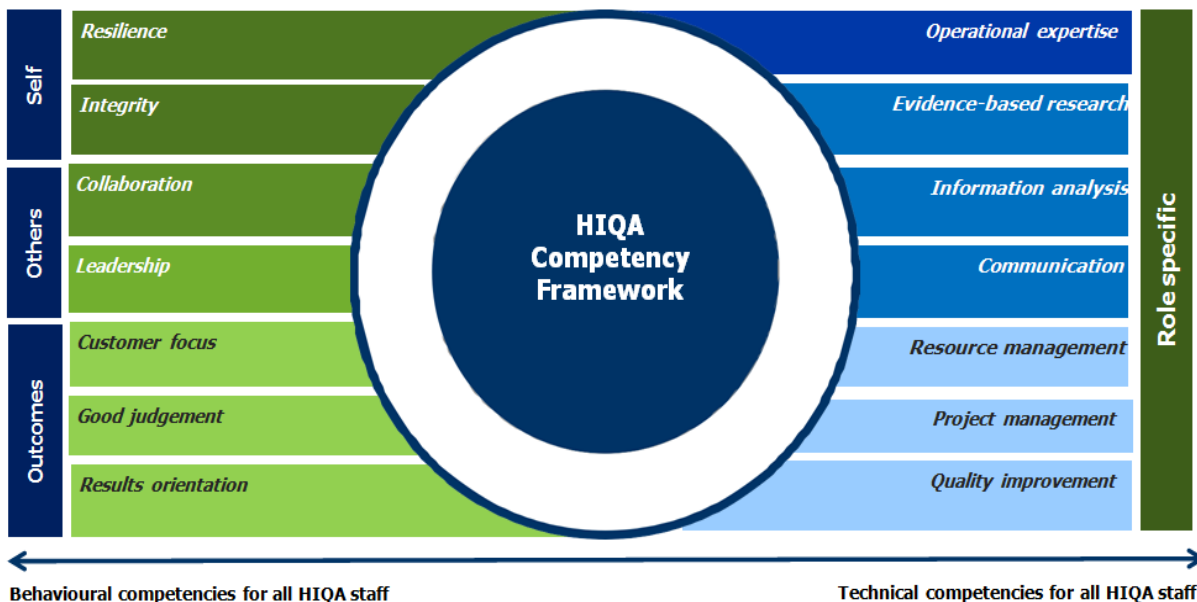
This Competency Framework is based on four levels of proficiency that build on each other:

**Emerging/Developing:** The level of competency required to carry out some of the core requirements of the role, with support/leadership required to develop competency in other requirements

**Proficient:** The level of competency required to carry out the core requirements of a role

**Skilled:** The level of competency required to carry out the core requirements of a role, and develop capability in others or demonstrate the competency in a more senior or complex role

**Master:** The level of competency required to carry out the core requirements of a role, develop capability in others, demonstrate the competency in a more senior or complex role and be seen as a role model in the organisation or field in that area of competence.



## Role Description

Role Overview	
Role Title	Quality Management Co-ordinator
Directorate	Office of the CEO - Quality Risk and Compliance
Grade	Higher Executive Officer
Reports To	Quality Lead
Role Purpose	
The purpose of this role within the relevant business unit and for HIQA as a whole:	The Quality Management Coordinator plays a key role in supporting HIQA's strong corporate governance by leading on the day to day management of the quality management system. This includes coordinating and facilitating training, the management and improvement of processes, archiving and conducting data analysis to support continuous improvement initiatives. This role ensures the maintenance of HIQA's high standards in its quality management practices.
Behavioural Expectations	
The way that HIQA people are expected to work to role model HIQA values:	The incumbent of this role is expected to demonstrate HIQA's values in the delivery of every day work and interactions with service users and colleagues, by putting people first, being fair and objective, being open and accountable, demonstrating excellence and innovation and working together.
Common Tasks	
<b>Team Member</b>	<ul style="list-style-type: none"> <li>▪ Seek clarity on the tasks associated with own role</li> <li>▪ Complete tasks in compliance with policies and procedures</li> <li>▪ Adhere to relevant legislation, standards and internal audits</li> <li>▪ Fulfil any mandatory or professional competency requirements</li> <li>▪ Maintain confidentiality and a professional approach</li> <li>▪ Raise any concerns in relation to workplace health and safety</li> <li>▪ Actively identify learning needs and development opportunities</li> <li>▪ Actively contribute as a team member</li> <li>▪ Follow direction and take on new and different tasks</li> <li>▪ Set and achieve performance goals that contribute to HIQA strategy</li> <li>▪ Regularly seek feedback to meet performance expectations and goals</li> </ul>
Common Tasks	
<b>Manager</b>	<b>Team management:</b> <ul style="list-style-type: none"> <li>▪ Set clear strategic direction and action plans for direct reports</li> <li>▪ Build team cohesion and cultivate an engaged, productive environment</li> <li>▪ Undertake regular coaching, performance feedback and development conversations with direct reports</li> <li>▪ Ensure direct reports access appropriate training and development</li> <li>▪ Plan for and manage recruitment activity and vacant roles</li> <li>▪ Manage staff retention and attrition effectively</li> </ul>

	<p><b>Operational management:</b></p> <ul style="list-style-type: none"> <li>▪ Contribute to business planning and knowledge management</li> <li>▪ Forecast and manage resources in line with available budget</li> <li>▪ Ensure that policies and procedures in area are current and adhered to</li> <li>▪ Ensure compliance with workplace health and safety standards</li> <li>▪ Meet audit requirements and ensure legislative compliance</li> <li>▪ Report on performance and relevant business measures as required</li> <li>▪ Identify risks, and develop contingency plans where necessary</li> <li>▪ Identify inefficiencies and implement improvements to work practices</li> </ul>
<b>Role Specific Tasks</b>	
<p>The key tasks and activities associated with the role:</p>	<ul style="list-style-type: none"> <li>▪ Point of contact for all matters relating to the Quality Management Systems, e.g. Documentation Control System etc.</li> <li>▪ Experience of introduction of new systems including documentation and quality management systems.</li> <li>▪ Support the ISO quality assurance programme of work.</li> <li>▪ Identify and implement improvements to HIQA's quality and risk management systems.</li> <li>▪ Support the Quality, Risk and Compliance Team and work as a member of the team to contribute to the achievement of business plan objectives.</li> <li>▪ Lead on or play an active role in the successful undertaking of relevant project work within the Quality, Risk and Compliance Team.</li> <li>▪ Liaise with colleagues and stakeholders at all levels in the Directorate, and across the organisation in order to meet objectives.</li> <li>▪ Present information clearly, concisely and confidently when speaking and in writing.</li> <li>▪ Providing regular updates to Quality, Risk, and Compliance management issues arising in Quality.</li> <li>▪ Other tasks as delegated by line manager.</li> </ul> <p><b>Documentation Control</b></p> <ul style="list-style-type: none"> <li>▪ Lead on the day to day management of the organisation's controlled document management system.</li> <li>▪ Lead and coordinate document updates including periodic reviews and documentation control.</li> <li>▪ Ensure process documentation is accurate and accessible via the quality management system.</li> <li>▪ Be the point of contact for all queries relating to document control and the documentation control system.</li> <li>▪ Coordinate training of systems as appropriate.</li> <li>▪ Integrate with teams to ensure alignment between processes, systems and data.</li> <li>▪ Lead and coordinate system changes and testing, as required.</li> <li>▪ Manage document storage on SharePoint document management system.</li> </ul> <p><b>Training</b></p> <ul style="list-style-type: none"> <li>▪ Conduct training needs analysis to ensure that the training requirements of the department are met.</li> </ul>

- Develop and deliver training programmes, as required, including face-to-face, e-learning and recorded demonstrations.

#### **Archiving**

- Be the point of contact and manage the process around archiving, destruction and reconciliation of documentation stored off-site.
- Maintain master spreadsheets related to archived records.
- Arrange the collection and secure storage of records from HIQA offices through regular communication with relevant business areas.
- Coordinate business areas approval of records for destruction.
- Arrange the destruction of records in accordance with HIQA retention guidelines.

#### **Process Improvement**

- Developing managements' understanding of maintaining effective internal controls within their span of responsibility including embedding internal control failure registers and identifying trends.
- Providing oversight of all internal control failure registers to monitor quality and ensure that the risk management framework is consistently applied.
- Increase the focus on management's responsibility for reviewing controls and adopting continuous improvement.

#### **Data Analysis**

- Ensure data is held and maintained in line with organisational processes, and Information Governance policies.
- The ability to collate, summarise and analyse data using Excel.
- Coordination of internal control failure registers quarterly reports.
- Register and review Quarterly Reviews.
- Complete internal control failure registers quarterly analysis and trending reports.
- Present internal control failure registers Quarterly trending report to senior management teams.

#### **Team Management**

- Management of administrative support within the Quality, Risk and Compliance Team to include work allocation, training, and mentoring.
- Complete Performance Management Development System (PMDS) and supervision for direct reports in line with policy.
- Manage resources and workloads to ensure efficient use of time.
- Local HR management to include sick leave, annual leave and work scheduling.

The contents of any role description are not exhaustive and are intended to be indicative of the scope of the role.

<b>Qualifications</b>	
The qualifications that are <b>essential</b> to effectively meet the requirements of the role:	<p><b>In determining your eligibility, the following are the essential qualifications that will be assessed as part of the shortlisting stage of the selection process.</b></p> <ul style="list-style-type: none"> <li>▪ Degree qualification in Quality or similar (Level 7 on the National Framework of Qualifications or equivalent) in a discipline deemed relevant by the Authority in relation to the Irish National Framework of Qualifications is available here <a href="https://nfq.qqi.ie">https://nfq.qqi.ie</a></li> </ul>
The qualifications that are <b>desirable</b> to effectively meet the requirements of the role:	<ul style="list-style-type: none"> <li>▪ A Training qualification (Level 6 on the National Framework of Qualifications or equivalent) in a discipline deemed relevant by the Authority in relation to the Irish National Framework of Qualifications is available here <a href="https://nfq.qqi.ie">https://nfq.qqi.ie</a></li> <li>▪ Experience of using articulate 360 software, or similar, to develop e-learning training.</li> </ul>
<b>Knowledge and Experience</b>	
The knowledge and experience that is <b>essential</b> to effectively meet the requirements of the role:	<p><b>In determining your eligibility, the following are the essential knowledge and experience that will be assessed as part of the shortlisting stage of the selection process.</b></p> <ul style="list-style-type: none"> <li>▪ A minimum of three years' experience of working with quality management systems.</li> </ul> <p><b>and</b></p> <ul style="list-style-type: none"> <li>▪ A minimum of one year's experience in a supervisory or managerial role, with operational responsibility for team processes and delivering the team's objectives.</li> </ul> <p><b>Other knowledge and experience that are deemed necessary for the role</b></p> <ul style="list-style-type: none"> <li>▪ An in-depth knowledge and experience of quality management systems, procedures, processes, controls and reporting tools and their implementation across a diverse organisation.</li> <li>▪ Experience in completing data analysis to provide recommendations for improvement.</li> <li>▪ Strong organisational and administrative skills, with a proven ability to work to plan, monitor, co-ordinate and meet deadlines</li> <li>▪ Excellent working knowledge of Microsoft Office, especially Excel, Word, MS Teams, PowerPoint, and Outlook</li> <li>▪ Experience in developing and delivering training programmes (face – to-face, eLearning and video demonstrations).</li> <li>▪ Ability to establish priorities and work independently.</li> <li>▪ Experience of making a significant contribution to delivering team objectives either through direct line management <b>or</b> a project/training delivery <b>or</b> operational delivery.</li> <li>▪ A logical and pragmatic approach to delivering the best possible results with the resources available.</li> <li>▪ Experience in using quality improvement methodology.</li> </ul>

	<ul style="list-style-type: none"><li>▪ Demonstrate experience in management of stakeholder meetings, organisation, preparation and minute taking.</li><li>▪ Good writing and communication skills.</li><li>▪ Excellent presentation skills.</li><li>▪ High level of organization and attention to detail.</li></ul>
The knowledge and experience that is <b>desirable</b> to effectively meet the requirements of the role:	<ul style="list-style-type: none"><li>• Experience in replacement and implementation of new processes and new software systems</li></ul>



<b>Role Competency Overview</b>		
<b>HIQA Competencies (Behavioural)</b>	<b>Description</b>	<b>Required Proficiency</b>
<b>Resilience</b>	Maintains personal confidence and is able to manage self and emotions in a flexible and adaptive manner when faced with adversity or challenging situations	Skilled
<b>Integrity</b>	Is sincere, respects and values others, maintains a high standard of personal ethics, reliably delivers on promises and takes a rights-based approach to all decisions and actions	Skilled
<b>Collaboration</b>	Builds relationships based on collaboration and trust, is politically and socially astute in approach and is able to resolve difficult situations and conflict	Skilled
<b>Leadership</b>	Orients self and others to a vision, engages with and contributes to an inclusive and productive work environment; holds to account, promotes learning and challenges self and others to achieve a shared purpose	Skilled
<b>Customer Focus</b>	Recognises internal and external customers and stakeholders, and proactively seeks to understand, uphold and respond to their needs	Skilled
<b>Good Judgement</b>	Seeks and analyses information to better understand complex situations, applies an ethical framework to make critical and objective evaluations and reaches high-quality decisions that are contextually relevant	Proficient
<b>Results Orientation</b>	Can deliver results in challenging situations with and through others, strives to exceed expectations and creates as much value as possible	Skilled
<b>HIQA Competencies (Technical)</b>	<b>Description</b>	<b>Required Proficiency</b>
<b>Operational Expertise</b>	Applies knowledge, skills and abilities to fulfil requirements of the role effectively in the context of the operational area and function	Skilled
<b>Evidence-Based Research</b>	Critically seeks information and researches, exploring a range of potential sources, to ensure that a broad set of inputs, both quantitative and qualitative, are used to inform decisions and recommendations	Proficient
<b>Information Analysis</b>	Analyses and assesses information in a structured way to inform and improve decision-making, problem-solving, recommendations and everyday work	Skilled
<b>Communication</b>	Develops and delivers key messages and documentation based on quality inputs and consultation with others. Presents information in an authentic, clear, and easy-to-understand way that is impactful and tailored to the needs of the audience	Skilled
<b>Resource Management</b>	Manages available resources to achieve the best outcomes	Proficient
<b>Project Management</b>	Identifies, plans for and implements change projects and initiatives effectively in collaboration with others	Proficient
<b>Quality Improvement</b>	Delivers quality for customers and stakeholders in everyday work through high standards, effective problem-solving and continuous improvement	Skilled

## Principal Conditions of Service

### Probation:

A probationary period of six months applies to this position.

### Pay:

Candidates will be appointed on the **minimum point of the salary scale (€57,122)** and in accordance with the Department of Finance guidelines. The rate of remuneration will not be subject to negotiation.

The incremental progression for this scale is in line with Government pay policy. The salary scale for this position is as follows:

€57,122	€58,791	€60,459	€62,124	€63,796	€65,460	€67,129
€69,537 <sup>1</sup>	€71,939 <sup>2</sup>					

1. *After 3 years' satisfactory service at the maximum*
2. *After 6 years' satisfactory service at the maximum*

**Entry will be at the first point of the scale.** An exception may occur where an appointee has been serving elsewhere in the **public service** in an analogous grade and pay-scale. In this case the appointment may be made at the appointee's current point of scale. Please note the rate of remuneration may be adjusted from time to time in line with Government pay policy.

### Superannuation:

Pensionable public servants (new joiners) recruited on or after 1 January 2013 will be members of the Single Public Service Pension Scheme. Please note that the Single Public Service Pension Scheme applies to all pensionable first-time entrants to the public service, as well as to former public servants returning to the public service after a break of more than 26 weeks. In certain circumstances, e.g. where the public servant was on secondment or approved leave or remains on the same contract of employment, the 26-week rule does not apply. The legislation giving effect to the Scheme is the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.

For those who are not subject to the Single Public Service Pension Scheme (e.g. those transferring from other public service employment where the break in service, if any, is less than 26 weeks), the terms of the Health Information and Quality Authority Superannuation Scheme will apply.

### Annual Leave:

Annual leave is 29 days rising to 30 after 5 years' service.

### Hours of attendance:

Hours of attendance will be fixed from time to time but will amount to not less than 35 per week. The appointee may be required to work additional hours from time to time as may be reasonable and necessary for the proper performance of his or her duties subject to the limits set down under working time regulations.

## Blended Working Arrangements

HIQA has introduced Blended Working to offer more flexible working arrangements to all employees. We aim to strike a balance between being flexible, efficient, and resilient by facilitating blended working where practical, while enabling onsite interaction, collaboration, and support as required.

All roles in HIQA have been assessed under the criteria of business needs and role suitability for blended working. This determined the proportion of time that employees will spend working in HIQA offices and working from home, depending on their role.

Depending on the role, there may be a requirement to attend the office for more than the allocated number of days for training and on boarding purposes at the start of your employment and during the probation period.

A review of our blended working model confirmed that this model is working well in HIQA therefore we are now moving from Interim Blended Working to a long term Blended Working Model. Our existing policy and documentation will be revised and updated once the framework for the Work-Life Balance and Miscellaneous Provisions Act is published. Our model is in line with the Civil Service Framework for Blended Working in Ireland.

Further guidance on HIQA's Blended Working Policy, which includes eligibility criteria will be issued to successful candidate/s. This is an opt-in policy and details on how you can apply will be issued to you before you start.

## Selection Procedure

An information booklet and application form are available at: [Careers with HIQA \(recruitisland.ie\)](https://recruitisland.ie)

### How to Apply and Closing Date:

The completed application form must be submitted by **5.00pm on Monday 4<sup>th</sup> November 2024.**

**Only applications completed online through [Careers with HIQA \(recruitisland.ie\)](https://recruitisland.ie) will be accepted. CVs will not be accepted.**

### Selection Process:

The Health Information and Quality Authority will convene an expert board to carry out the competitive stages of the selection process to the highest standards of best practice.

The approach employed may include:

- A short-listing of candidates, on the basis of the information contained in their application
- One or more competitive competency based interview
- Completion of assessments
- Presentation or other exercises
- Any other tests or exercises that may be deemed appropriate

Please note the role competency overview referred to in the above role description. This will assist you when completing the application form and preparing for the competency based interview.

The number of applications received for a position generally exceeds that required to fill existing and future roles. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the role are such that it would not be practical to progress all candidates to the next stage of the selection process, HIQA may decide that a smaller number of candidates based on order of merit from shortlisting may be called to the next stage of the process.

HIQA will conduct a shortlisting process to select a group who, based on an examination of the application forms, appear to be the most suitable for the role. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates, who based on their application, appear to be more qualified and/or have more relevant experience.

The applications will be shortlisted by an expert panel. They will examine each application form against the essential shortlisting criteria (outlined in the role description above) and the Evidence of Competencies section on the application form.

The onus is on candidates to establish eligibility for the role, therefore it is in each candidate's interest to provide a detailed and accurate account of their qualifications, experience and Evidence of Competencies as requested on the application form.

Competition updates will be issued to the email address as entered on the application form. The onus is on each candidate to ensure that they are in receipt of all communication. Candidates are advised to check emails on a regular basis throughout the duration of the competition; in addition, being sure to check junk/spam folders should any emails be mistakenly filtered. HIQA accepts no responsibility for communication not accessed or received by a candidate.

### **Interview Dates:**

The onus is on all candidates who are shortlisted for interview to ensure they are available for interview on the identified date.

### **Interview Expenses:**

The Health Information and Quality Authority will not be responsible for any expense, including travelling expenses that candidates may incur in connection with their application for this post.

### **Panels:**

A panel may be created from which future vacancies may be filled. You should only make a location choice where you would be prepared to work if offered an appointment.

### **Citizenship Requirements:**

Eligible candidates must be:

- (a) A citizen of the European Economic Area (EEA). The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or
- (b) A citizen of the United Kingdom (UK); or
- (c) A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
- (d) A non-EEA citizen who is a spouse or child of an EEA or UK or Swiss citizen and has a stamp 4 visa; or
- (e) A person awarded international protection under the International Protection Act 2015 or any family member entitled to remain in the State as a result of family reunification

and has a stamp 4 visa or

(f) A non-EEA citizen who is a parent of a dependent child who is a citizen of, and resident in, an EEA member state or the UK or Switzerland and has a stamp 4 visa.

To qualify candidates must be eligible by the date of any job offer.

**It shall be the responsibility of the candidate to ensure these permissions are in place.**

Information on legislation and guides to the procedures in relation to obtaining green card permits, work permits and spousal/dependant permits are available on the Department of Business, Enterprise and Innovation website. <https://dbei.gov.ie/en/What-We-Do/Workplace-and-Skills/Employment-Permits/>

Candidates will be required to provide verification of citizenship eligibility and qualifications in a form acceptable to the Health Information and Quality Authority.

### **Candidate Obligations:**

Candidates should note that canvassing will disqualify them and will result in their exclusion from the process.

Candidates must not:

- knowingly or recklessly provide false information;
- canvass any person with or without inducements;
- impersonate a candidate at any stage of the process;
- interfere with or compromise the process in any way.

Where a candidate is found guilty of canvassing or in breach of any of the above, then:

- where they have not been appointed to a post, they will be disqualified as a candidate; or
- where they have been appointed to a post, they shall forfeit that appointment.

Candidates must:

- Have the knowledge and ability to discharge the duties of the post concerned
- Be suitable on the grounds of character
- Be suitable in all other relevant respects for appointment to the post concerned – and, if successful, they will not be appointed to the post unless they:
  - Agree to undertake the duties attached to the post and accept the conditions under which the duties are, or may be required to be, performed
  - Are fully competent and available to undertake, and fully capable of undertaking, the duties attached to the position
  - Be passed medically fit to take up the appointment

### **Prior to appointing:**

Prior to recommending any candidate for appointment to this position HIQA will make all such enquires that are deemed necessary to determine the suitability of that candidate. Until all stages of the recruitment process have been fully completed a final determination cannot be made nor can it be deemed or inferred that such a determination has been made.

Should the person recommended for appointment not accept the appointment, or, having accepted it, relinquish it, HIQA may at its discretion, select and recommend another person for appointment on the results of this selection process.

### **Deeming of Candidature to be Withdrawn:**

Candidates who do not attend for interview when and where required by the Health Information and Quality Authority, or who do not, when requested, furnish such evidence as the Health Information and Quality Authority require in regard to any matter relevant to their candidature, will have no further claim for consideration.

### **Confidentiality:**

Subject to the provisions of the Freedom of Information Acts 2014, all enquiries and applications are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in the process.

### **Data Protection:**

Please note that all personal data shall be treated in accordance with the General Data Protection Regulation (GDPR) and Data Protection Acts 1988 - 2018.

For further information on how the Health Information and Quality Authority processes your data, please review the privacy notice on our website: <https://www.hiqa.ie/reports-and-publications/corporate-publication/hiqa-privacy-notice>

### **Protected Disclosures:**

HIQA is committed to maintaining a responsible and ethical culture with the highest standards of honesty, integrity, accountability and compliance in accordance with the Protected Disclosures Act 2014 (as amended) ("the Act").

If you are a HIQA worker, which includes a job applicant under the Act, you can make a protected disclosure about HIQA to HIQA. If you want to know more about making an internal protected disclosure please email [internalPD@hiqa.ie](mailto:internalPD@hiqa.ie) for guidance.

### **Equality:**

The Health Information and Quality Authority is an equal opportunities employer.

HIQA welcomes applications from all suitably qualified candidates regardless of their gender, marital status, family status, religious belief, race, age, sexual orientation, disability or membership of the Traveller community.

If you require any reasonable accommodations to support you throughout the recruitment and selection process please outline this in the appropriate section of the application form and all efforts will be taken to accommodate those requests. All information disclosed will be kept confidential.

## **Guidelines for Dealing with Appeals/Requests for Review:**

The Health Information and Quality Authority will consider requests for review in accordance with the provisions of the codes of practice published by the Commission for Public Service Appointments (CPSA). Where a candidate is unhappy with an action or decision in relation to their application they can seek a review under Section 7 of the Code of Practice governing the recruitment process.

Where a candidate believes that an aspect of the process breached the CPSA's Code of Practice, they can seek a review under Section 8 of the Code of Practice.

Codes of practice are published by the CPSA and are available on [www.cpsa.ie](http://www.cpsa.ie)