



## Candidate Information Booklet

**Job title:** Human Resources  
Operations Manager

**Grade:** Assistant Principal

**Closing date:** 5pm, Monday 26<sup>th</sup> May  
2025

## 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:** Human Resources Operations Manager

**Grade:** Assistant Principal

**Location:** Cork, Dublin or 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:** €80,668 (Assistant Principal, Point 1)

**Closing date:** 5pm, Monday 26<sup>th</sup> May 2025

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

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 relevant government Ministers and departments, 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.

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# HIQA's mission, vision and values

## Our vision

Safer services and better care for all

## Our mission

Protecting service users, and working with stakeholders to enhance and enable equity, quality and safety of health and social care services for all people in Ireland.

## Our Values:

### Promoting and protecting human rights

We will work to promote human rights as well as identifying, challenging and reporting on breaches of rights in health and social care services

### Putting people first

We will put the voice and needs of people at the centre of our work and strive to identify, challenge and report on breaches to agreed standards

### Being fair, objective and equitable

We will be fair, objective and consistent in our dealing with people and organisations

### Being open and accountable

We will communicate the nature and outcomes of our work in an open and transparent way, accepting full responsibility for our actions

### Striving for excellence

We will continually innovate and improve the quality of our work through robust research, striving for methodical rigour and using the best available resources and evidence

### Promoting quality

We will promote quality within our own organisation and across all health and social care services

### Working collaboratively

We will engage and work collaboratively with all our stakeholders

## 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

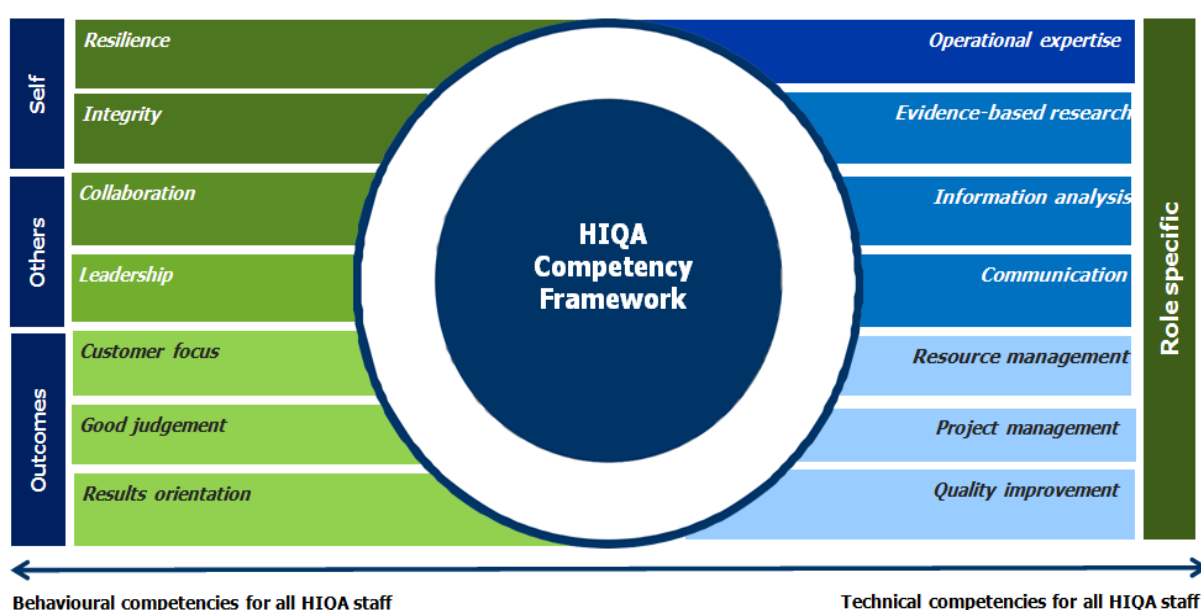
This Competency Framework is based on four levels of proficiency that build on each other:

**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	Human Resources Operations Manager
Directorate	Human Resources and Organisational Development
Grade	Assistant Principal
Reports To	Human Resources Manager
Role Purpose	
The purpose of this role within the relevant business unit and for HIQA as a whole:	This post will be responsible for the overall management and development of the Human Resources (HR) operations function. Establishing and maintaining clear, responsive and accessible HR systems, policies and practices. Leading on the development and management of HR data management systems and reports to optimise data quality and inform HR strategic decision making.
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 clients 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> </ul>

	<ul style="list-style-type: none"> <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>
<b>Common Tasks</b>	
<b>Manager</b>	<p><b>Team management:</b></p> <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> </ul>

	<ul style="list-style-type: none"> <li>Identify inefficiencies and implement improvements to work practices</li> </ul>
Role Specific Tasks	
The key tasks and activities associated with the role:	<p>The nature of the tasks and activities associated with the role will vary accordingly. It will involve:</p> <ul style="list-style-type: none"> <li>Lead a team of HR professionals to run all HR operation activities in the organisation</li> <li>Develop and manage the HR Information System, to include reviewing the existing HRIS and tendering for new options to fit the people and organisational needs when required</li> <li>Ensure the effective maintenance and data integrity of all appropriate records, including HR systems and other databases</li> <li>Using significant data analytical ability, deliver and continuously improve the regular people operational reports required by the HR team, executive management and organisation</li> <li>Support the delivery and analysis of core HR activities on an ongoing basis using data to monitor trends and make recommendations for improvements</li> <li>Oversee the monthly processing and submission of payroll data to finance for processing</li> <li>Oversee the management and processing of purchase orders and invoices</li> <li>Manage the data inventory and destruction schedule required for GDPR compliance and oversee the timely management and destruction of data</li> <li>Develop and manage the internal HR audit process to monitor compliance, ensure the implementation of agreed audit actions and recommendations and establish relevant internal controls.</li> <li>Update and deploy HR policies and procedures as required, monitor government circulars, best practice and other legislative updates to inform this process</li> <li>Manage key HR vendors to include procurement and contract management.</li> <li>Assist the HR Manager in the management and delivery of appropriate projects that support the continuous development and improvement of the HR function.</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Work closely with other HR team members i.e. HR Business Partners, Learning &amp; Development, Organisation Development and Recruitment to provide a valuable and strategic professional service.</li> <li>▪ Work closely with the HR management team to ensure the alignment of all HR Services to the organisations strategy and business requirements.</li> <li>▪ Build effective HR operation relationships across the organisation and become a trusted advisor to stakeholders.</li> <li>▪ Deliver training and workshops on relevant topics.</li> <li>▪ Deputise for the HR Manager as required</li> </ul> <p><b>The contents of any role description are not exhaustive and are intended to be indicative of the scope of the role.</b></p>
<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 (minimum of Level 8 on the National Framework of Qualifications or equivalent) in an area deemed relevant by the Authority for the role as advertised</li> </ul> <p><b>and</b></p> <ul style="list-style-type: none"> <li>▪ HR qualification</li> </ul>
The qualifications that are <b>desirable</b> to effectively meet the requirements of the role:	<ul style="list-style-type: none"> <li>▪ Level 9 qualification on the National Framework of Qualifications or equivalent in an area deemed relevant by the Authority for the role as advertised</li> </ul>
<b>Experience</b>	
The experience that is <b>essential</b> to	<p><b>In determining your eligibility the following are the essential knowledge and experience that will</b></p>

<p>effectively meet the requirements of the role:</p>	<p><b>be assessed as part of the shortlisting stage of the selection process.</b></p> <ul style="list-style-type: none"> <li>▪ Minimum of 3 years' experience in a HR Operations Manager or HR Manager role having both people and project leadership experience</li> </ul> <p><b>Other knowledge and experience that are deemed necessary for the role.</b></p> <ul style="list-style-type: none"> <li>▪ Proven experience as a HR Operations Manager, with close liaison with the Finance function, specifically payroll</li> <li>▪ Proven experience in the design, implementation and management of Human Resources Information Systems</li> <li>▪ Experience in building strong relationships within the HR function and organisational leaders to drive process and system review, implementing change where needed</li> <li>▪ Strong HR Analytical skills, and ability to translate these into HR processes and communications, when implementing change or improvement initiatives across the organisation</li> <li>▪ Keen demonstrable interest in Operational Excellence, striving to work within the HR team and broader organisation to drive a culture of process review and continuous improvement</li> <li>▪ Team management experience</li> <li>▪ Ability to understand and interpret employment law and government policy to develop clear and effective HR policies and processes</li> <li>▪ Proven ability to drive change and support the transformation of HR operations through the use of new technologies</li> <li>▪ Ability to identify key strategic issues, opportunities and risks.</li> <li>▪ Demonstrated ability to take initiative and ownership of projects</li> </ul>
<p>The experience that is <b>desirable</b> to effectively meet the requirements of the role:</p>	<ul style="list-style-type: none"> <li>▪ Experience and/or strong knowledge of Public Service Circulars and the ability to translate them into operational procedures</li> <li>▪ Experience as a HR manager or other similar role</li> </ul>

ROLE COMPETENCY OVERVIEW		
HIQA Competencies (Behavioural)	Description	Required Proficiency
<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	Master
<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

ROLE COMPETENCY OVERVIEW		
HIQA Competencies (Technical)	Description	Required Proficiency
<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	Master
<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	Skilled
<b>Project Management</b>	Identifies, plans for and implements change projects and initiatives effectively in collaboration with others	Skilled
<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 (€80,668)** 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:

#### Assistant Principal (PPC)

€80,668	€83,639	€86,651	€89,672
€92,690	€94,431	€97,474 <sup>1</sup>	€100,530 <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 assimilated to the nearest point of the advertised salary scale with their incremental date adjusted accordingly. 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, for example, 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 30 days per annum.

### **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 candidates. 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 **5pm on Monday 26<sup>th</sup> May 2025**.

**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 selection panel to carry out the competitive stages of the selection process to the highest standards of best practice.

The approach employed may include:

- A shortlisting 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 selection 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 has a Stamp 4<sup>1</sup> permission: or Stamp 5 permission  
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.**

Further information is available from the Department of Enterprise Trade and Employment: <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

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<sup>1</sup> Please note that a 50 TEU permission, which is a replacement for Stamp 4EUFAM after Brexit, is acceptable as a Stamp 4 equivalent.

- 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@hiqua.ie](mailto:internalPD@hiqua.ie) for guidance.

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)

