



# Candidate Information Booklet

**Job title:** Nursing Home Review Manager

**Grade:** Engineer Grade I

**Closing date:** 12 noon, Wednesday 7<sup>th</sup>  
January 2026

## 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:** Nursing Home Review Manager

**Grade:** Engineer Grade I

**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:** €85,786 (Engineer Grade I, Point 1)

**Closing date:** 12 noon, Wednesday 7<sup>th</sup> January 2026

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.

# Mission

To enable the best possible health and social care outcomes for all, through evidence-informed decision-making, standard setting, and regulation



# Vision

Health and social care services consistently deliver excellent standards of care and the best possible outcomes for the people of Ireland



## 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

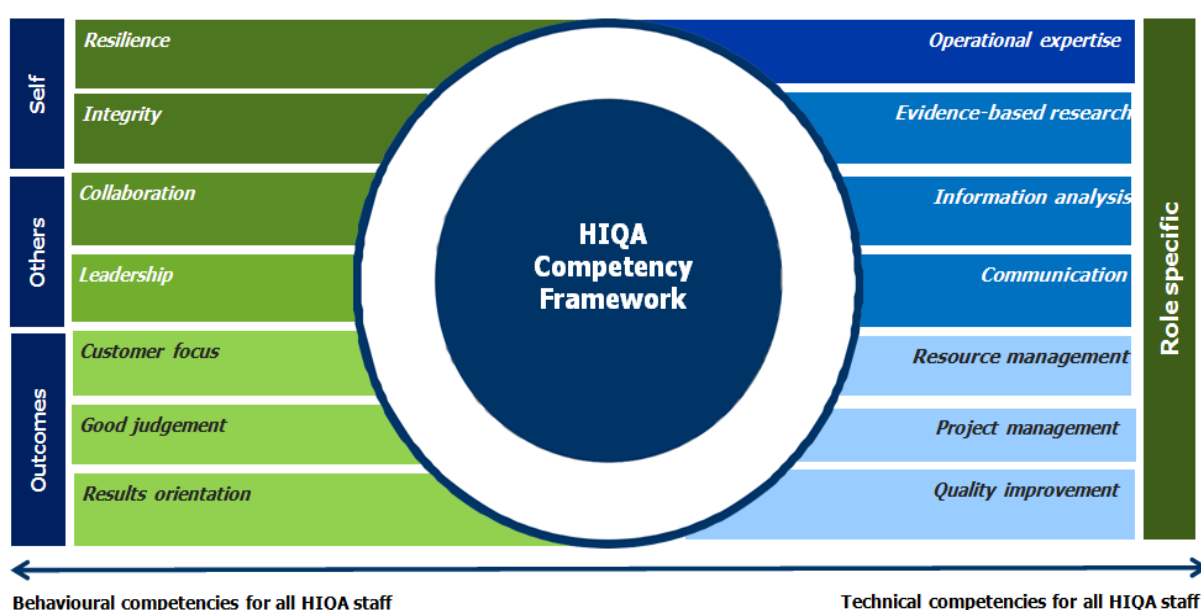
This Competency Framework is based on four levels of proficiency that build on each other:

**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	Nursing Home Review Manager
Directorate	Regulation Directorate
Grade	Engineer Grade I
Reports To	Head of Service User Experience and Concerns
Role Purpose	
The purpose of this role within the relevant business unit and for HIQA as a whole:	<p>The Patient Safety (Notifiable Incidents and Open Disclosure) Act 2023 (The Act) has conferred new functions to the Chief Inspector to undertake reviews of specified incidents within Nursing Homes. The Nursing Home Review Team will be responsible for the receipt and processing of information through notifications, complaints and through other functions of the Chief Inspector and assessment of such information for specified information.</p> <p>Where this information meets the criteria of the Act, the Nursing Home Review team will be required to examine each piece of information of concern received, to assess it in line with the requirements of the Act and the Chief Inspector's risk assessment processes and to determine whether a formal review under the Act is required. Where it is required, the team will then be required to either undertake that formal review or commission a review.</p> <p>A further important requirement is liaising with key stakeholders. The team will need to engage with families to hear their concerns, keep them informed of any review process under the Act and where a review is not appropriate, explain the rationale and context to families. The team will also need to engage with Nursing Home Providers and with any other relevant stakeholders.</p> <p>The Nursing Home Review Manager will lead and be responsible in developing and implementing the new functions under the Patient Safety Act. The Manager will be responsible for the development, implementation and delivery of all aspects of the Nursing Home Inquiry Function.</p>

	The Manager will work closely with the Regulatory Practice Development Team, the Information Handling Centre Team and other key internal stakeholders during the development and implementation of the regulatory framework.
<b>Behavioural Expectations</b>	
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.
<b>Common Tasks</b>	
<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>
<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> <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>	<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>▪ Ensure adherence to HIQA's code of conduct</li> <li>▪ Lead the development and implementation of the enquiry function for the Nursing Home Reviews and providing reports on quality assurance and quality controls.</li> </ul>



	<ul style="list-style-type: none"> <li>▪ Ensures the review process and reports are in line with the Authority Monitoring Approach and are to the highest standards of objectivity and quality.</li> <li>▪ Ensure that formal reviews or commission a reviews are carried out and overseen in line with the approved developed processes.</li> <li>▪ Leads and manages the Nursing Home Review Team and takes appropriate accountability and responsibility for all aspects of the enquiry function in line with the requirements of the Patient Safety Act and the processes of the Chief Inspector.</li> <li>▪ Ensure their team are managed and supported to achieve the team's goals</li> <li>▪ Ensure staff can work independently, within the Nursing Home Review framework, to complete a range of activities</li> <li>▪ Engage with a range of stakeholders in an informed and confident manner</li> <li>▪ Undertake all regulatory and review activities in accordance with the Authority's policies, processes and procedures</li> <li>▪ Be responsible for the gathering, analysis and synthesis of the data and information required to make risk-based judgements</li> <li>▪ Ensure decisions are made in line with good-decision-making in line with the Scheme of Delegation or Determination as assigned to the role</li> <li>▪ Ensure all team members analyse documentation and other data, conduct interviews, observe practice and be responsible for making outcome-based decisions that are consistent with evidence collected</li> <li>▪ Be accountable for writing reports that reflect clear and consistent judgements</li> <li>▪ Ensure that all regulatory and review activities are comprehensively documented and meet internal audit requirements and standards</li> <li>▪ Represent the Chief Inspector when engaging with key external stakeholders and participating in national or Directorate working groups as required.</li> <li>▪ Support the work of the Information Handling Centre as required.</li> <li>▪ Be required to travel for the purpose of assisting and participating in investigation activities. This may also include occasional overnight stays having regard to business needs. Due to the nature of this</li> </ul>
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	<p>role out of hours work will be required from time to time.</p> <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>	
<p>The qualifications that are <b>essential</b> to effectively meet the requirements of the role:</p>	<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 (Level 8 on the National Framework of Qualifications or equivalent) in a nursing discipline, deemed relevant by the Authority for the post of Nursing Home Review Manager</li> </ul> <p><b>or</b></p> <ul style="list-style-type: none"> <li>▪ Professional qualification in a relevant nursing discipline</li> </ul> <p><b>and</b></p> <ul style="list-style-type: none"> <li>▪ Full and current driving licence and have access to your own transport</li> </ul>
<p>The qualifications that are <b>desirable</b> to effectively meet the requirements of the role:</p>	<ul style="list-style-type: none"> <li>▪ A relevant qualification at Level 9 on the National Framework of Qualifications, equivalent to a third level Masters degree – for example, Gerontological Nursing, Health Services Management, Health Sciences, or equivalent.</li> <li>▪</li> </ul>
<b>Experience</b>	
<p>The experience that is <b>essential</b> to effectively meet the requirements of the role:</p>	<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>▪ 5 years post qualification experience in a sector relevant to the role of manager of nursing home review</li> </ul>

	<p><b>Other knowledge and experience that are deemed necessary for the role.</b></p> <ul style="list-style-type: none"> <li>▪ A strong knowledge of best practice, current developments, emerging issues and legislation in relation to the provision of health or social care services relevant to the post of Nursing Home Review Manager as advertised.</li> <li>▪ Experience of gerontological nursing</li> <li>▪ An understanding of appropriate and effective governance &amp; management arrangements required to ensure a safe, consistent service that promotes and protects the rights of people who use services.</li> <li>▪ Experience of working in a regulatory environment.</li> <li>▪ Relevant experience of quality assessment, regulatory compliance, monitoring and inspection, ideally in a regulatory, audit or quality assurance environment</li> <li>▪ Experience in communicating with and presenting to external stakeholders and relevant agencies</li> <li>▪ Experience of working within and implementing risk management frameworks.</li> <li>▪ Experience in report writing and presentation of information in a confident, logical and convincing manner. Excellent report writing, editing, proofreading and formatting skills.</li> <li>▪ Excellent IT skills including use of MS Office and email.</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>▪ At least three years' experience working in a supervisory or management position in a health or social care service, regulatory, or other setting deemed relevant by the Authority for the post of Nursing Home Review Manager as advertised.</li> <li>▪ Experience of carrying out reviews and/or investigations, with associated preparation for and presentation of evidence</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	Skilled
<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	Skilled
<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	Skilled
<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 (€85,786)** 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:

#### Engineer Grade I (PPC)

€85,786	€88,481	€91,182	€93,874	€96,567	€99,770
€103,415 <sup>1</sup>	€107,064 <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 **12 noon on Wednesday 7<sup>th</sup> January 2026**.

**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 a 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 than 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 a 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

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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 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.

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)

