



**An Roinn Airgeadais  
Department of Finance**

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E 109/64/06

4 July, 2006

**Circular 15/2006: Confined competition to participate in a Masters Programme in Policy Analysis and, upon successful completion of the Programme, appointment as Assistant Principal (Standard Scale) to work in public policy analysis.**

**A Dhuine Uasail**

1. I am directed by the Minister for Finance to announce a confined competition for the selection of up to fifteen candidates<sup>1</sup> at Higher Executive Officer/Administrative Officer or equivalent grades to participate in a Masters Programme in Policy Analysis. Upon successful completion of the programme, candidates will be appointed as Assistant Principals (Standard Scale) and will work in public policy analysis. The competition will be run by the Public Appointments Service.
2. The programme is a two year fulltime programme involving academic study and projects in public policy evaluation. Successful completion of the programme will result in the award of an NUI accredited Master of Economic Science in Policy Analysis. An outline of the programme is attached at **Appendix A**.
3. The programme beginning in Autumn 2006 will also involve participants currently at Assistant Principal or equivalent level. Circular 16/2006 sets out the arrangements in relation to participation by those grades

**Nature of Work**

4. Policy analysis is concerned with reviewing the objectives of Government policy, evaluating the effectiveness of programmes and assessing alternative means of achieving policy objectives. It is also concerned with assessing value for money, and ensuring sound decision making.
5. The policy analyst will be expected to initiate and carry out evaluations of departmental programmes and activities and to apply appropriate methodologies for analysing policy. Analysts will also be expected to promote the more widespread use of policy analysis by employing networking and influencing skills in their organisations.

**To all Departments and Offices** [For Departments read Department/Office throughout this circular]

<sup>1</sup> Depending on the volume of nominations received from those serving at Assistant Principal or equivalent level, there may be scope to increase the number of nominations at HEO/AO or equivalent level, subject to an upper maximum limit of twenty five on the class size.

### **Training to be provided**

6. The Master's Programme in Policy Analysis is a two year, full time programme to be delivered by the Institute of Public Administration (IPA) in association with the Faculty of Commerce, UCD.
7. The first year will be a full time academic year. It will have a practical focus, with an emphasis on learning analytical skills and techniques which can be applied in practice. The second year will require students who successfully complete year one to undertake a major evaluation/analysis project under supervision. Nominating Departments in co-operation with the Civil Service Training & Development Centre (CSTDC) and the IPA, will identify suitable topics for the projects to be undertaken by participants. The selection of topics for evaluation must have regard to the practical needs of Departments in terms of meeting their existing evaluation requirements, as previously identified by them, and may include evaluations to be carried out under the *Value for Money and Policy Review* initiative.
8. Suitable, ongoing, formal assessment of participants by the course tutors will also form an integral part of the programme.

### **Personal Requirements**

9. Nominations are sought from Departments/Offices from officers in middle management (Higher Executive Officer and Administrative Officer or equivalents) grades across civil service Departments who have potential to advance to more senior levels in the future.
10. Applicants should :
  - Have a strategic perspective and understand the relevance of wider departmental, civil service and external issues and recognise their implications in the context of their role;
  - Possess analytical thinking and understand the role of policy analysis and its application in achieving work objectives;
  - Possess good communication and influencing skills;
  - Be capable of delivering desired results and demonstrate an independent and creative approach to problem solving;
  - Be capable of demonstrating the capacity to undertake a demanding academic programme;
  - Applicants must have a university degree (in any discipline) or professional qualification and meet the requirements for entry to Master's level degree programmes of the National University of Ireland (NUI);
  - In exceptional cases, applications will be considered from non-graduates, on the basis of relevant work experience gained in his/her employment and where the nominating department is prepared to put forward a supporting business case.
11. It is also desirable that participants should have already undertaken some level of basic policy analysis and evaluation training and development. This could include

completion of CSTDC's introductory policy analysis training course, or completion of the Higher Diploma Programme in Policy Analysis or other relevant policy analysis related training intervention.

### **Eligibility Requirements**

12. A nominee must on 28 July, 2006

- (a) be serving in an established, unestablished or acting capacity (for whatever reason) in the civil service as a Higher Executive Officer or Administrative Officer or equivalent grade subject to having a minimum of one year's continuous service in one of the grades concerned on the eligibility date and
- (b) have completed not less than two years service in the existing grade or an aggregate of two years service in eligible grades. In this context, credit is given for all job-sharing service on the same basis as full-time service;
- (c) where an officer was acting (for whatever reason) or on contract in an eligible grade, and was thereafter appointed in a substantive capacity, eligibility can be based on the aggregate service e.g. six months in an acting capacity or on contract and eighteen months in a substantive capacity, can be aggregated to give two years service. For the purpose of deciding eligibility, officers must be serving on the eligibility date and the one year of continuous service must have taken place immediately prior to the eligibility date of this competition i.e. 28 July, 2006.
- (d) be certified by the Personnel Officer in their Department as suitable for consideration with regard to performance of work in the present grade, general conduct, and health, especially sick leave. (the assessment requirements that Departments must fulfil in respect of each nominee are set out at paragraphs 26, 27, 28 and 42 below.)

13. Candidates, if subject to probation in the existing grade, must have satisfactorily completed probation in that grade or in another eligible grade; in cases where officers would have been eligible to compete had they remained in their previous grade, this probation requirement would not apply.

14. Officers who are on special leave with pay may apply, if otherwise eligible. Officers who are on special leave without pay (e.g. to serve with the EU) may be eligible – Personnel Sections should check individual cases with this Department if they are not covered by Circular 33/91. Officers on career break may apply if the terms of their career break conform to the provisions of Department of Finance Circular 18/98 and if they are otherwise eligible to apply.

### **Nominations and Applications**

15. Departments/Offices are invited to nominate up to a maximum of two candidates at Higher Executive Officer or Administrative Officer level or equivalent grade.

- (a) In deciding whether to put forward candidates, Departments are advised to assess carefully their medium-term specific policy analyst/evaluation needs so as to fully inform their decision to participate in the 2006-2008 M.Econ.Sc (Policy Analysis) programme. This assessment should also take account of the existing range of policy analyst skills within the organisation and the skills deficit, if any, to be addressed.

(b) In selecting candidates for nomination, Departments/Offices should ensure that the selection process is conducted in accordance with the CPSA Codes of Practice on promotion and is **open and transparent**. Departments/Offices may wish to seek advice from the Commission for Public Services Appointments, Chapter House, 26-30 Abbey Street Upper, Dublin 1 on this matter.

16. Departments should satisfy themselves that their nominee(s) meet all the requirements of this circular letter, that they can undertake the rigorous programme of study involved and that they have the capacity to make a significant contribution to public policy analysis on successful completion of the programme.
17. Nominated candidates will go forward to a central selection process for consideration for inclusion on the Masters Programme in Policy Analysis to commence in September 2006.
18. Nominations, accompanied by a completed application form at Appendix B for each nominee, should be forwarded by the Personnel Officer of the nominating Department to **Ms. Jennifer Nulty, Public Appointments Service, Chapter House, 26-30 Abbey Street Upper, Dublin 1 no later than 5.00pm on Friday, 28 July, 2006. It is anticipated that the central selection process will begin in the week commencing 14 August, 2006** and may continue into the following week. Nominees will be expected to be available for interview during these two weeks.

### **Decentralisation**

19. In Budget 2004, the Government announced a major programme of decentralisation of Government Departments and other agencies from Dublin to locations around Ireland. In a decentralised civil and public service, offers of employment may be conditional on the appointee undertaking to work in a particular decentralised location where required to do so by the appointing Department.
20. Candidates should be aware that certain posts will be subject to decentralisation. Where such a condition applies, the nominating Departments should clearly identify the status of the post and candidates must be prepared to sign agreement to the decentralisation conditions set out below. If a candidate chooses not to accept an offer of a place on the course on this basis, that candidate will not be put forward for competitive interview.
21. Where an offer of a place on the Programme is to a policy analyst post in a Department/Office that it is planned to be decentralised, or to an existing provincial location, such offers will be made on condition that appointees are prepared to relocate to a particular decentralised location with the appointing Department/Office. In such cases, appointees will be required to sign an undertaking on taking up duty that they are prepared to relocate to a particular decentralised location as required to do so by the appointing Department.
22. Appointees will be required to serve a **minimum period of 3 years** in a decentralised location before they would be eligible for a transfer to another location and they will be required to sign an undertaking on appointment to this effect.
23. Where the appointee is required to serve a period of less than or equal to 2 years in Dublin prior to decentralisation (including the period of training), the total period, including the period in a decentralised location, before being eligible for transfer to

another location would be the period served in Dublin plus 3 years in the decentralised location.

24. Where the appointee is required to serve a period of greater than 2 years in Dublin prior to decentralisation, the maximum total period including the period in a decentralised location, before being eligible for transfer to another location would be 5 years.
25. Candidates should note that the provisions of Circular 6/89, Removal Expenses, **will not apply** to any offers of appointment arising from this competition.

### **Performance Appraisal**

26. Eligible officers who are interested in participating in this programme should return a completed application form to the Personnel Officer of their serving Department by the specified date. For each nominee, the Personnel Officer will be required to provide the Public Appointments Service with an assessment of suitability (i) for inclusion on the programme and (ii) for suitability to perform at Assistant Principal (Standard Scale) level on a supernumerary basis during the training period and on a permanent basis upon successful completion of the two year programme.
27. The official assessment form and departmental nomination form, which must be completed by the nominee's immediate and second supervisor and the personnel officer, are provided at Appendix C.

### **The Competition**

28. Those nominated by Departments will be required to undergo a selection process, to assess their suitability to:
  - (a) benefit from participation in the academic programme and
  - (b) perform satisfactorily at Assistant Principal (Standard Scale) level upon appointment after successful completion of the programme.

The selection process will be by way of competitive interview to be run by the Public Appointments Service. In addition, the Public Appointments Service in consultation with the interview panel, may at their discretion, adopt a short-listing procedure based on quality assurance of completed applications, using qualifications, experience level and appraisal information, or require candidates to undergo a preliminary interview and invite only those who reach the requisite standard to attend for competitive interview. The interview board will consist of a representative from the Public Appointments Service, the Institute of Public Administration and an officer at Principal level.

29. In determining the order of merit at the interview, credit will be given for proficiency in both Irish and English in accordance with Department of the Public Service Circular 43/75 and Department of Finance Circular 30/90 to candidates qualified for the award of such credit by such date as may be determined by the Public Appointments Service. This means that credit for proficiency in both Irish and English is awarded when candidates are being placed in order of merit following the final stage of the competition.

### **Codes of Practice**

30. The selection processes for appointment to the Programme shall be conducted in accordance with the Code of Practice entitled *Selection of Persons for Appointment on*

*Promotion to Positions in the Civil Service (No. 02/04)* published by the Commission for Public Service Appointments.

The Code of Practice reflects the following core principles:

- *Probity*
- *Appointments Made on Merit*
- *An Appointments Process in Line with Best Practice*
- *A Fair Appointments Process Applied with Consistency*
- *Appointments Made in an Open, Accountable and Transparent Manner*

Selection processes at both the Department and Public Appointment Service level are subject to audit by the CPSA. Candidates are advised to familiarise themselves with the contents of the Code of Practice including, inter alia, the provisions in relation to the responsibilities placed on candidates who participate in the recruitment and selection process.

31. Complaints and Requests for Review: Complaints/requests for review will be considered by Departments and the Public Appointments Service in accordance with the procedures set out in the Code of Practice.
32. The Code of Practice may be accessed by visiting [www.cpsa-online.ie](http://www.cpsa-online.ie) or by contacting directly the Commission for Public Service Appointments, Chapter House, 26-30 Upper Abbey Street, Dublin 1.

### **Conditions of participation in the programme and for appointment**

33. Candidates who are allocated a place on the Programme are, from the commencement of the academic term, appointed to temporary supernumerary positions at Assistant Principal (Standard Scale) level in an acting capacity while participating in the academic element of the Programme. They will be paid, in accordance with the terms of Circular 30/01, *Revised arrangements for the calculation of higher duties allowances in certain circumstances*, at the level of an Assistant Principal (standard scale) for the duration of the Programme. Their substantive grade for the duration of the Programme is Administrative Officer or Higher Executive Officer as appropriate.
34. Upon notification by the Examination Board of successful completion of the course, successful candidates will be offered promotion to Assistant Principal (standard scale) positions in an acting capacity and will be assessed while serving in the Assistant Principal grade in accordance with normal arrangements in their Department. Confirmation as a substantive Assistant Principal is dependent upon successful completion of the acting appointment. Once the appointment is confirmed, their two years' service while undertaking the course is treated as Assistant Principal service except that it is not reckonable as Assistant Principal service for the purposes of eligibility for further promotion.
35. Officers will continue to be employed by and formally assigned to their parent Departments for the duration of their participation in the programme. Each participant's parent Department will have responsibility for meeting all costs associated with the programme, including fees and expenses and any general accommodation/administrative requirements etc. **Any net additional expenditure under the scheme will be considered as eligible expenditure for the purposes of**

**meeting the 4% payroll target for spending on training and development under the PPF and reiterated in “Sustaining Progress”. Such net additional expenditure would include expenditure on academic fees and the salary cost of the supernumerary Assistant Principal position.** During the second year of the programme, participants will undertake project work (see paragraph 7 above). Participating Departments will be expected to suggest suitable topics for this project work, by reference to their need for policy analysis/evaluation capacity. Programme participants may be required to undertake project work unrelated to the work of their Department.

36. Before being released to begin the first year of the training programme, each nominee will be required to sign an agreement declaring that, if s/he leaves the Civil Service within two years of completing the course, s/he will refund the cost of the course (e.g. fees and any other expenses incurred on the officer's behalf) and the salary costs paid to the nominee during release from normal working duties for the purpose of attendance on the course.
37. Officers will continue to be eligible for promotion in the normal course in their parent Department during the programme period. An officer promoted to Assistant Principal (Standard Scale or Higher Scale) or equivalent during the training period may accept the promotion and opt either to take up the promotion in the relevant Department or continue to participate in the programme.
38. An officer whose participation on the training programme is not satisfactory may, at any time during the training period, be returned to her/his former position (or other suitable vacancy at that level) and duties without delay. Any entitlement to an allowance or subsequent appointment to Assistant Principal under the terms of this Circular will then cease.
39. An officer will not be released for career break or special leave, with or without pay, or to work-share during the training period because of the specialised nature of the training in the programme.

#### **Assignment and promotion on satisfactory completion of the programme**

40. On notification by the Examination Board of successful completion of the programme, officers can generally expect to be assigned to a posting in their parent Department at Assistant Principal (Standard Scale) level and to undertake work in public policy analysis. Please see paragraphs 19-25 above regarding Departments participating in the Government's decentralisation programme.
41. Vacancies which arise from the filling of the temporary supernumerary post from the competition may be filled in the normal manner. As indicated in the circular the temporary supernumerary post will cease to exist on return of the successful candidate to his/her Department. Departments need not include in their official returns on serving numbers the temporary supernumerary post but a suitable footnote to highlight this should be appended to the return. If any queries arise in this respect please contact the respective Vote Control Section in the Department of Finance.

#### **Assessment of Eligibility**

42. The Head of the Department should not send a candidate's application to the Public Appointments Service unless satisfied that the candidate fulfils the conditions of eligibility set out at paragraphs 12 to 14 above, has worked well and been satisfactory

in their present grade and in their general conduct, and are suitable from the point of view of health, with particular regard to sick leave.

43. Candidates should note that (i) eligibility for the competition and (ii) health and the level of sick leave are not verified until a candidate comes under consideration for appointment onto the Masters (Policy Analysis) Training Programme. Admission to the competitions and interview does not imply acceptance of a person's candidature. In considering a successful candidate's suitability for appointment in terms of health and sick leave, regard will be given to Department of the Public Service Circular 34/76 (as amended by Department of Finance Circulars 32/91, 33/99 and 17/03). Candidates with doubts about any aspect of their eligibility should clarify their position with their Personnel Section before applying.

#### **Information on Panels**

44. The information on panel(s) formed as a result of this competition will be made available to Personnel Officers in all Departments/Offices and Careers and Appointments Section in the Department of Finance. In addition, candidates will be asked to agree to the same information being made available to the relevant civil service unions for the purpose of monitoring the operation of the scheme.

#### **Circulation and further information**

45. Personnel Sections should bring this circular to the notice of all eligible officers serving in their departments and associated offices without delay, including eligible fixed term workers, officers on term time, secondment, maternity leave, career break, contract, and other relevant forms of leave. If candidates have any queries about the circular they should contact their Personnel Section. After the nomination process has been completed and nominations submitted by Departments to the Public Appointments Service, any subsequent enquiries about this confined competition should be addressed to Sighle de Barra, Civil Service Training & Development Centre CMOD, Department of Finance, Floor 3, Lansdowne House, Lansdowne Road, Dublin 4. (Phone 01 6045024 or e-mail at [sighle.de.barra@finance.gov.ie](mailto:sighle.de.barra@finance.gov.ie)).
46. The Civil Service is an equal opportunities employer. Promotion within the service is made on the basis of qualifications and the ability to carry out the responsibilities of the grade or post.

Mise le meas

John O'Connell  
Assistant Secretary



**APPENDIX A**

**Master of Economic Science in Policy Analysis**

**Programme Outline**

(For information only. There may be a slight variance  
between this outline and the 2006 programme.)

# Master of Economic Science

## (Policy Analysis)

The MSc in Policy Studies is a two-year full-time programme. The primary aim of the programme is to enhance the capabilities of personnel within the public sector system to analyse policy and thus to contribute to decision-making on the allocation of public money.

### *Admission requirements*

An honours primary degree or equivalent is desirable but not essential. Applicants without an honours degree but with suitable professional experience may, subject to assessment, be permitted to enrol in the programme.

### **Programme Content**

#### *Year 1*

Participants will study five subjects per semester in the two semesters of year one.

#### **Statistical Reasoning and Analysis**

This course is designed to develop students understanding of the key statistical concepts underlying economic and social analysis. It aims is to develop students' statistical reasoning skills and emphasises concepts over computations. The course explores methods of data presentation and summarization.

#### **Elements of Economic Analysis**

The course covers the elements of microeconomic and macroeconomic analysis. It emphasises how economic analysis can be used to assess policies in the public sector. The course develops an understanding of markets and of the implications of government microeconomic policy. The macroeconomic analysis sector of the course provides the context for policy.

#### **Financial Analysis**

This course emphasises the development of financial expertise and analytical skills relevant to modern day Public Service Financial Management. It blends the study of key underlying principles from a range of disciplines (finance, management and financial accounting, economics and quantitative analysis) with practice in their application to the complex strategies, polices and programmes encountered in the public sector.

#### **Strategy & Modernisation**

This course details the elements of the Public Service Modernisation programme. It relates them to their origins in 'New Public Management' and the problems confronting the public sector. The programme shares many characteristics with movements for public sector change in other Western states. The Irish experience will be compared and contrasted with these.

The course examines the theory and the practice of strategic management in the Public Sector. It provides an understanding of the main concepts and elements of strategic management including: (i) an understanding of strategic issues (strategic analysis); (ii) the considerations and means of

deciding on the exact strategies to be followed by an organisation (strategy evaluation); and (iii) the main issues that organisations must manage in order to realise their strategic direction (strategy implementation).

The course investigates how different organisational contexts impact on aspects of strategic management. It examines how strategies are realised and affected by the internal cultural and political processes operating in the organization.

### **Research Methods and Applied Statistics**

This course introduces students to the fundamental principles and methods of research that are necessary to conduct a reasoned analysis of policy. Students are introduced to the roles of research in policy analysis and to the different frameworks for gathering and interpreting data. Students will be introduced to quantitative and qualitative research, the differences between them and the appropriate methodologies for both. These modes of research will be illustrated by case studies.

### **Project and Risk Management**

This course outlines the principles of effective Project and Risk Management. It makes the distinction between the skills required to manage a project as distinct from operational management techniques. The necessary tools required in designing a successful project are defined. Alternative approaches to structured project management are reviewed and practical approaches to implementation issues specific to project management are developed. The significance of risk management for public sector organizations is outlined and methodologies for risk assessment and management are explored.

### **Public Sector Economics**

The course develops the understanding of the key concepts in public sector economics. It establishes the rationale for government intervention and critically examines its major forms: taxation, subsidisation, regulation and direct provision. It examines the private provision of public goods and the conceptual and procedural issues that arise in public private partnerships. The course explores policy issues in areas such as health, housing, regional policy, and education.

The course examines spending decisions within the context of the annual budget cycle. The economic implications of taxation and debt policies are outlined and alternative sources of finance explored. Public financial procedures are reviewed and assessed with an emphasis on the emergence of measures of accountability in evaluating performance. Reforms to financial management procedures are outlined and the usefulness and relevance of private sector techniques to public sector organizations are evaluated. International reforms to public sector financial management are also outlined and assessed.

### **Policy Evaluation**

This course distinguishes amongst the different kinds of evaluation methodologies appropriate to the variety of policy programme at hand. The impact of patterns of governance upon the suitability of various forms of evaluation is examined. Economic evaluation and experimental design, commonly grouped under the rubric of impact evaluation, are identified as the most appropriate methodologies for those programmes whose goals are clear and homogenous. For those programmes which are more heterogeneous in terms of objectives and outcomes (typical of the governance paradigm), alternative models of evaluation are detailed. The problems surrounding the dissemination of research findings into the policy-process will also be discussed.

### **Economic Evaluation & Cost Benefit Analysis**

The course establishes the principles and procedures of economic evaluation. It proceeds from the economic foundations of efficiency and effectiveness and makes a detailed study of the theory and practice of cost benefit analysis – the most developed method for public investment appraisal in the public sector, emphasising both the conceptual and technical issues which arise. The course integrates the relevant evaluation documents from Ireland including “Guidelines for the Appraisal and Management of Capital Expenditure Proposals in the Public Sector” and “Proposed Working Rules on Cost Benefit Analysis”. The procedures of Cost Benefit Analysis are examined in a number of key areas. The associated evaluation methods of cost-effectiveness analysis and multi-criteria analysis are also examined.

The course examines in detail the processes of Value for Money and Policy Reviews and explores the techniques of Regulatory Impact Analysis using ‘RIA Guidelines’.

### **Social Policy Analysis**

The course examines the determinants and delivery of social services as well as issues of social inclusion and protection. It analyses policies in selected areas including Income maintenance, health, education and welfare services. The course examines the causes of poverty and exclusion prevalent in Irish society and assesses the quality of the policy response. It looks in particular at the measurement of poverty. The course situates Irish welfare provision in a comparative perspective. It then explores what possible changes can be made to the welfare system and advances strategies for achieving this.

### **YEAR 2**

The participants will devote the second year of the Masters degree to the completion of a major evaluation/analysis project with the assistance and guidance of a designated tutor. Departments, in conjunction with the IPA and CSTDC will identify suitable topics for the projects to be undertaken by participants. The selection of topics for evaluation will have regard to the practical needs of Departments in terms of meeting their existing evaluation requirements, for example, in relation to evaluations to be carried out under the *Value for Money and Policy Review* initiative, etc. Suitable, ongoing, formal assessment of participants by the course tutors will also form an integral part of the second year of the training programme.

The IPA will ensure that project assignments undertaken by the students are of sufficient quality to meet academic standards and represent best practice, and will also be responsible for carrying out whatever assessment is required to ensure that successful completion of the two year Policy Analyst Trainee Programme leads to the award of a Masters degree of National University of Ireland (NUI) standard.

## **APPENDIX B**

### **Master of Economic Science in Policy Analysis**

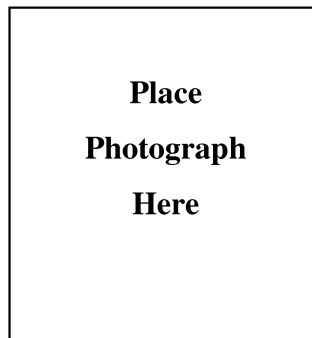
#### **HEO/AO Application Form**

## HEO/AO APPLICATION FORM

### MSc. Econ. in Policy Analysis for the Irish Civil Service

Please insert Passport size photograph in  
Box opposite.

Department: \_\_\_\_\_  
\_\_\_\_\_



Please ensure that you complete and return this application form to your Personnel Officer for inclusion in your Department's selection process. Successful nominations should then be forwarded to Ms Jennifer Nulty, Chapter House, 26-30 Abbey Street Upper, Dublin 1 so as to reach there not later than 5.00pm on Friday 28 July, 2006.

Surname: \_\_\_\_\_ First Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone: Home: \_\_\_\_\_ Work: \_\_\_\_\_

Mobile: \_\_\_\_\_

Email: \_\_\_\_\_

Grade: \_\_\_\_\_

Date of Birth (DD/MM/YYYY): \_\_\_\_\_ / /

Do you claim marks for proficiency in Irish? Yes  No

If "Yes" state on what basis \_\_\_\_\_

Indicate percentage being claimed \_\_\_\_\_

I hereby declare that I fulfil all the requirements set out in the Department of Finance circular 17/2005 and that the information given in this form is correct

Signature: \_\_\_\_\_ Date: \_\_ / \_\_ / \_\_\_\_

**EDUCATION AND GENERAL QUALIFICATIONS**

Examination(s)	Year	School/College Attended	Results Obtained

**EMPLOYMENT HISTORY**

Please give below, starting with your current work, particulars of all employment.

From (mm/yy)	To (mm/yy)	Grade	Department / Office	Division / Section

Please give below, **starting with your current work**, particulars of all employment.

<b>From (mm/yy)</b>	<b>To (mm/yy)</b>	<b>Grade</b>	<b>Department / Office</b>	<b>Division / Section</b>



**RECENT CAREER HISTORY:**

(Make a separate entry for each change of post, even within the same grade, for posts at your existing grade level)

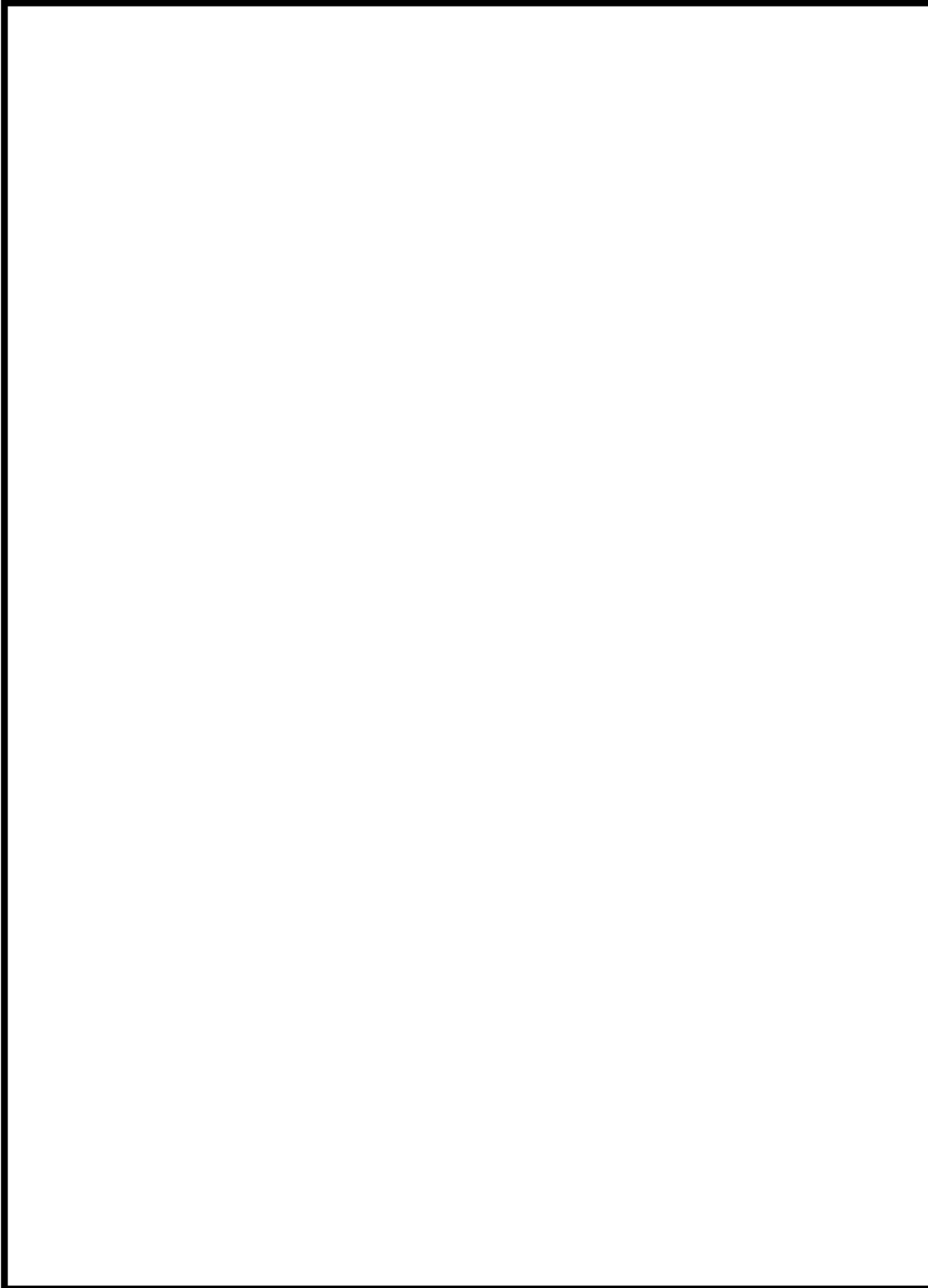
<b>Position (From __/__/__ To __/__/__):</b>
<b>Grade:</b>
<b>Main responsibilities and significant features of that post</b>

<b>Position (From __/__/__ To __/__/__):</b>
<b>Grade:</b>
<b>Main responsibilities and significant features of that post</b>

<b>Position (From __/__/__ To __/__/__):</b>
<b>Grade:</b>
<b>Main responsibilities and significant features of that post</b>

**Major evaluation/analysis project** proposal for dissertation topic

Please give details of a topic within your organisation which you believe would be suitable for indepth analysis/research, should you be successful in your candidacy for this programme. A brief description of the background to the topic, the anticipated type of investigation, expected outcome and a description of why you believe this topic to be worthy of research will suffice :



# **APPENDIX C**

**MSc. Econ. in Policy Analysis**

**Departmental Nomination Form**

**&**

**Candidate Assessment Form**

# Departmental Nomination Form

**Circular– Confined competition to participate in a Masters Programme in Policy Analysis and, upon successful completion of the Programme, appointment as Assistant Principal to work in public policy Analysis.**

**Certification of the Head of** \_\_\_\_\_  
*(Please insert Department name above)*

**Re: Candidate Name:** \_\_\_\_\_

**Grade:** \_\_\_\_\_

I certify that the above candidate

- (a) has worked well and been satisfactory in all respects in his/her present position and
- (b) satisfies the conditions of Department of Pubic Service Circular 34/76 as amended by Department of Finance Circulars 32 91, 33/99 and 17/03 with regard to health and sick leave.

The location of the AP Policy Analyst post is: \_\_\_\_\_

I confirm that this issue has been discussed and agreed between this candidate and the Department.

**Personnel Officer:** \_\_\_\_\_

*(Please print name in Block Letters underneath signature)*

**Date:** \_\_\_\_\_

# ASSESSMENT FORM

**MSc. Econ. in Policy Analysis**

**Candidate Name:** \_\_\_\_\_

**Serving Division / Office:** \_\_\_\_\_

The purpose of this assessment form is to provide detailed information on aspects of the candidate’s performance in their current job that is relevant to the Policy Analyst role. This information will be available to the interview Board along with the candidate’s application form, on the day of the interview.

Please take the time to complete this form carefully. It is essential that you rate the candidate honestly and accurately, as this information is important in assisting the Board with their overall assessment of the candidate. It is also important to note that this information is available to candidates, if requested, and will only provide useful feedback, if it accurately reflects the candidate’s actual strengths and development needs.

This form consists of three parts:

1. Rating
2. Fitness for promotion
3. Annex 1 (Statement of required skills)

<b>To be completed by Personnel / Corporate Services Division</b>			
<b>Is candidate entitled to marks for proficiency in Irish?</b>		<b>Yes</b>	<b>No</b>
<p><b>If the answer to the above question is Yes, please give the following details:</b></p> <p>a) Date of written and oral Test, if candidate has passed the Irish competency and promotion test held by the Office of the Civil Service &amp; Local Appointments Commissioners</p> <p>b) Date of Examination if candidate has passed the Irish paper at a Confined Written Competition for posts as Higher Executive Officer</p>			
<b>Date of written Test</b>	<b>Date of Oral Test</b>	<b>Examination Date</b>	<b>% Claimed</b>
-- / -- /-----	-- / -- /-----	-- / -- /-----	--- %
<p><b>Relevant details, if candidate has an appropriate certificate from Gaeleagras</b></p> <p><b>Date obtained</b> -- / -- /-----</p> <p><b>Árd Chúrsa</b> or <b>Mean Chúrsa</b> (<i>please circle appropriate level</i>)</p> <p><b>Teastas Tinrimh</b> or <b>Teastas Breithmheasa</b> (<i>please circle appropriate certificate</i>)</p>			

**SECTION 1**

**TO BE COMPLETED BY THE CANDIDATE’S DIRECT SUPERVISOR**

From looking at the five core skill/quality areas listed below and carefully considering the statements which describe effective performance in each area (as listed in Annex 1), please rate the candidate’s performance in their current position in relation to each of the skill/quality areas.

The rating scale runs from ‘5’ down to ‘1’ where :

- ‘5’ indicates that significant development of the skill is required
- ‘4’ indicates that some development of the skill is required
- ‘3’ indicates that the candidate demonstrates the skill at an acceptable level
- ‘2’ indicates that the candidate demonstrates the skill to an above average degree
- ‘1’ indicates that the skill is a real strength of the candidate and he/she demonstrates it to an exceptional level

*Please indicate the appropriate rating under each skill/quality area*

<b>Competency</b>	<b>Rating</b>
<b>Strategic Perspective</b>	
<b>Analytical Thinking</b>	
<b>Communication &amp; Influencing</b>	
<b>Capacity to problem solve and deliver results</b>	
<b>Capacity to undertake demanding academic programme</b>	

**You may record any additional comments for the assistance of the Board here:**

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**SECTION 2 – FITNESS FOR PROMOTION**

Please indicate below the candidate’s fitness for promotion

**Qualified for Promotion** *(Please tick appropriate box)*

- 1. Exceptionally well qualified -   
(Consistently demonstrates all the required skills and qualities)
- 2. Well qualified –   
(Usually demonstrates all the required skills and qualities)
- 3. Qualified –   
(Adequately demonstrates the required skills and qualities)

**Not Qualified for Promotion**

- 4. Not adequately qualified -   
(demonstrates some of the required skills and qualities but needs further development in some areas)
- 5. Not qualified -   
(demonstrates few of the required skills and qualities. Needs further development in most areas)

**Signed:** \_\_\_\_\_ **Grade:** \_\_\_\_\_  
**(First Supervisor)**

**I [agree with] / [disagree with] the above assessment**  
*(Please circle as appropriate)*

In the event of disagreement please give reason below:

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**Signed:** \_\_\_\_\_ **Grade:** \_\_\_\_\_  
**(Second Supervisor)**

**Noted and signed by Candidate:** \_\_\_\_\_

## Annex 1

### AP Policy Analyst: Core Skills Framework

<b>Core Skill</b>	<b>Demonstration of Competency</b>
<b>Strategic Perspective</b>	Understands the relevance of wider Departmental/civil service and external issues and recognises the implications in the context of their role. Thinks about issues and their own role in a strategic way and aims to achieve beneficial outcomes for a wide range of stakeholders.
<b>Analytical Thinking and Decision Making</b>	Identifies relevant information sources, objectively analysing and evaluating complex information to identify the key issues. Demonstrates a well-rounded general capability to analyse and interpret numerical information. Makes sound and realistic decisions on issues based on a thorough analysis of the relevant information. Consults with others, where appropriate, and considers the implications of decisions on other parties.
<b>Communicating and influencing</b>	Communicates clearly and effectively, both verbally and in writing. Makes a compelling case, can present persuasive arguments and maintain poise under questioning. When influencing, is clear about objectives, plans how to influence others to achieve the desired outcomes and is prepared to state own position clearly.
<b>Problem Solving and delivering results</b>	Effectively plans projects, maximising available resources and setting realistic timeframes to ensure quality outputs and services. Involves relevant stakeholders and delegates tasks according to the strengths of the team. Measures and monitors progress to ensure delivery of results. Anticipates potential problems and puts contingency plans in place.
<b>Capacity to undertake demanding academic programme</b>	Shows commitment to self-development through (a) voluntarily seeking out up-to-date information of relevance to work responsibilities; (b) actively identifying and attending relevant formal development programmes; (c) showing commitment to successful completion of formal training programme; (d) demonstrating newly acquired skills in the workplace; (e) being willing to coach others in newly acquired skills.