



An Roinn Airgeadais
Department of Finance

E 109/63/03

June 2005

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Éire.

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Circular 18/2005: Confined competition for Assistant Principals to participate in a Masters Programme in Public Policy Analysis and, upon successful completion of the Programme, assignment 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 candidates¹ at Assistant Principal (AP) or equivalent grades to participate in a Masters Programme in Public Policy Analysis. Upon successful completion of the programme, candidates will be assigned to 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 M.Econ.Sc. in Public Policy Analysis. An outline of the programme is attached at **Appendix A**.
3. The programme beginning in Autumn 2005 will also involve participants currently at HEO/AO or equivalent level. Circular 17/2005 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 public 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]

¹ A lower limit of fifteen places on the 2005-2007 programme have been reserved for successful applicants at HEO/AO or equivalent level. It is intended to award remaining places on the programme to successful applicants at AP or equivalent level, subject to an upper maximum limit of twenty five places not being exceeded and also to their being sufficient interest from the AP or equivalent grade.

Training to be provided

6. The Master's Programme in Public 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.

8. The second year will require students who successfully complete year one to undertake a major evaluation project under supervision. Departments in co-operation with the Centre for Management and Organisation Development (CMOD) 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 could, for example, include evaluations to be carried out under the *Expenditure Review Initiative*, etc.

9. Suitable, ongoing, formal assessment of participants by the course tutors will also form an integral part of the training programme.

Personal Requirements

10. One nomination is sought from Departments/Offices from officers in middle management (Assistant Principal or equivalents) grades across civil service Departments who have potential to advance to more senior levels in the future.

11. 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.

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

Eligibility Requirements

13. A nominee must on 30 June, 2005

(a) be serving in an established capacity in the civil service as an Assistant Principal or equivalent grade

and

(b) 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 27, 28 and 43 below).

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. (a) **Departments are invited to each nominate one candidate at Assistant Principal level or equivalent grade.** 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 2005-2007 M.Econ.Sc 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 Codes of Practice and **should be open and transparent.** Departments/Offices may wish to seek advice from the Public Appointments Service on this matter.

16. Where Departments have identified a significant need for increased Policy Analyst capacity, they may upon application to CMOD be given approval to send forward two nominees at AP or equivalent level.

17. Nominated candidates will go forward to a central selection process for consideration for inclusion on the Masters Programme in Public Policy Analysis to commence in September 2005.

18. Having assessed their policy analyst/evaluation needs, Departments should satisfy themselves that their nominee meets 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.

19. 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 Anne Molloy, Public Appointments Service, Chapter House, 26-30 Abbey Street Upper, Dublin 1 no later than 5.00pm on Friday, 22nd July, 2005.** It is anticipated that the central selection process will begin in the week commencing 8 August, 2005 and may continue into the following week. Nominees will be expected to be available for interview during those two weeks.

Decentralisation

20. 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.
21. 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.
22. Where an offer of a place on the Programme is to a post in a Department/Office that it is planned to be decentralised such offers will be 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.
23. 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.
24. 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.
25. 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.
26. Where an offer of appointment is to a post that it is planned to be decentralised, the provisions of Circular 6/89, Removal Expenses, **will not apply**.

Performance Appraisal

27. 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 for inclusion on the programme.

28. 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

29. Those nominated by Departments will be required to undergo a selection process, to assess their suitability to benefit from participation in the academic 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.
30. In placing in order of merit the candidates considered best qualified for appointment, 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, and any other relevant instruction to candidates qualified for the award of such credit on or before the closing date for receipt of applications for this competition.

Codes of Practice

31. The recruitment and selection process for appointment to this position will be conducted in accordance with the Code of Practice titled *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*

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.

32. Complaints and Requests for Review: Complaints/requests for review will be considered by the Public Appointments Service in accordance with the procedures set out in the Code of Practice.
33. The Code of Practice may be accessed by visiting 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

34. For the duration of the programme, successful nominees at AP level will continue to be paid by their parent Department at their existing salary scale. Upon successful completion of the programme, including reaching the required academic standard, graduates will be appointed to an appropriate policy role within their Department.
35. Officers will continue to be employed by and formally assigned to their own 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 8 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 who is appointed to an AP (Higher scale) position or promoted to Principal Officer (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.
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 on satisfactory completion of the programme

40. On satisfactory completion of the programme officers can generally expect to be assigned to a posting in their parent Department and to undertake work in public policy analysis. Please see paragraphs 20-26 above regarding Departments participating in the Government's decentralisation programme.
41. Assignments at Assistant Principal level which may arise from the success of a candidate at the competition may be covered by offering higher duty allowances

posts in the normal manner which will lapse on the return of the successful candidate. Departments need not include in their official returns on serving numbers the temporary assigned posts but a suitable footnote to highlight this should be appended to the return.

42. If any queries arise in this respect please contact the respective Vote Control Section in the Department of Finance.

Assessment of Eligibility

43. 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 13 and 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.
44. 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 (Public 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.

Circulation

45. Having assessed and identified the need for policy analyst/evaluation capacity within their organisation, Personnel Sections should bring this Circular to the notice of all eligible officers serving in their departments and associated offices without delay, including officers on maternity leave, career break and any other relevant forms of leave. If candidates have any queries about this 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 Ms. Ailish O'Connell, Civil Service Training & Development Centre, CMOD, Department of Finance, Floor 3, Lansdowne House, Lansdowne Road, Dublin 4 (Phone 01 6045024 or e-mail at ailish.o'connell@finance.gov.ie).
46. The Civil Service is an equal opportunity employer. Placement on this programme is made on the basis of qualifications and the ability to carry out the responsibilities of the grade or post.

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John O'Connell
Assistant Secretary

APPENDIX A

Master of Economic Science

(Public Policy Analysis)

Programme Outline

(For information only. There may be a slight variance
between this outline and the 2005 programme)

Master of Economic Science

(Public 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.

Research Methods and Statistical Analysis

This course is designed to develop students understanding of the key statistical concepts underlying economic and social analysis. It aims to develop students' statistical reasoning skills and emphasises concepts over computations. This course also 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.

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 public 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, policies and programmes encountered in the public sector.

Strategy and 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 also 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). It 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

Workshops in Applied Statistical Analysis

This course is designed to develop students' ability to apply their understanding of key statistical concepts. It reinforces students understanding of the key concepts underlying economic and social analysis by focusing on the common issues confronting practising researchers in undertaking data analysis. It aims to assist prospective researchers in mastering the art of data analysis and to help students in recognising that quantitative analysis is far more than routine application of statistical tests.

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 Finance

This course examines spending decisions within the context of the annual budget cycle including the constraints attaching thereto. 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.

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 the major forms of intervention in markets by government including, taxation, subsidisation, regulation and direct provision. The course examines the private provision of public goods and the conceptual and procedural issues that arise in public private partnerships. The course examines policy issues in areas such as health, housing, regional policy, and education.

Policy Evaluation

This course distinguishes amongst the different kinds of evaluation methodologies appropriate to the variety of policy programmes 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 develops an understanding of the different approaches to evaluation. The course 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 lessons of economic evaluation and cost benefit analysis are applied to value for money studies.

Year 2

The second year will require students who successfully complete year one to undertake two major evaluation projects under supervision. CMOD, in conjunction with Departments and the IPA, 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 *Expenditure 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

MSc. Econ. in Policy Analysis Assistant Principal Application Form

ASSISTANT PRINCIPAL APPLICATION FORM

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

Please insert Passport size photograph in
Box opposite.

Department: _____

Place
Photograph
Here

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 Anne Molloy, Chapter House, 26-30 Abbey Street Upper, Dublin 1 so as to reach there not later than 5.00pm on Friday 22nd July, 2005

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 18/2005 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.

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

RECENT CAREER HISTORY:

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

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

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

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

Research 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 18/2005 – Confined competition to participate in a Masters Programme in Public Policy Analysis and, upon successful completion of the Programme, 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 are 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. Statement of suitability for Policy Analyst role
3. Annex 1 (Statement of required skills)

To be completed by Personnel / Corporate Services Division			
Is candidate entitled to marks for proficiency in Irish?		Yes	No
If the answer to the above question is Yes, please give the following details: <ol style="list-style-type: none"> 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 & Local Appointments Commissioners b) Date of Examination if candidate has passed the Irish paper at a Confined Written Competition for posts as Higher Executive Officer 			
Date of written Test	Date of Oral Test	Examination Date	% Claimed
-- / -- /----	-- / -- /----	-- / -- /----	--- %
Relevant details, if candidate has an appropriate certificate from Gaeleagras Date obtained -- / -- /---- Árd Chúrsa or Mean Chúrsa (<i>please circle appropriate level</i>) Teastas Tinrimh or Teastas Breithmheasa (<i>please circle appropriate certificate</i>)			

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

Competency	Rating
Strategic Perspective	
Analytical Thinking	
Communication & Influencing	
Capacity to problem solve and deliver results	
Capacity to undertake demanding academic programme	

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

SECTION 2 – FITNESS FOR APPOINTMENT AS POLICY ANALYST

Please comment on the Candidate's suitability to participate in the M.Econ.Sc. Programme in the space below.

Signed: _____
(First Supervisor)

Grade: _____

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

In the event of disagreement please give reason below:

Signed: _____
(Second Supervisor)

Grade: _____

Noted and signed by Candidate: _____

Annex 1

AP Policy Analyst: Core Skills Framework

Core Skill	Demonstration of Competency
Strategic Perspective	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.
Analytical Thinking and Decision Making	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.
Communicating and influencing	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.
Problem Solving and delivering results	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.
Capacity to undertake demanding academic programme	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; (d) showing commitment to successful completion of formal training programme; (c) demonstrating newly acquired skills in the workplace; (d) being willing to coach others in newly acquired skills.

For the attention of Assistant Principal Officers

Confined competition to participate in a Masters Programme in Public Policy Analysis.

Please see attached Circular 18/05 requesting applications from Officers at Assistant Principal level for participation in a Masters Programme in Economic Policy Analysis. The Programme is a two year full time programme to be delivered by the IPA in association with the Faculty of Commerce, UCD. Upon successful completion of the Programme, candidates will work in public policy analysis.

Please note that the posts to which successful candidates will be assigned will be decentralising to Tullamore and candidates will be required to sign an undertaking that they will serve in Tullamore for at least three years before being eligible for transfer.

Applications should be made on the form supplied at Appendix B, and forwarded with the candidate assessment form at Appendix C (completed by both first and second supervisors) to reach **Mary B. Ryan, CSD, not later than 5pm on Friday 8th July 2005.**

Internal interviews are scheduled to commence week commencing 11th July 2005 which will enable this Department to nominate the candidate at AP level to go forward to a central selection process for consideration for inclusion on the Masters Programme in Public Policy Analysis to commence in September 2005. It is anticipated that the central selection process will commence on 8th August 2005 and applicants and subsequent successful nominees will be expected to be available for interview on these dates.

Regards,

Mary B. Ryan
CSD

27th June, 2005