



Northern Ireland

Civil Service

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Deputy Principal NICSHR, Employee Relations

Department of Finance

Salary: £47,304 - £49,515 (under review)

IRC331096

Completed application forms must be returned to HRConnect no later than 12 noon (UK time) on Friday 23rd October 2026.

Please retain a copy of this booklet for your reference throughout the selection process.

Candidate Information Booklet



Department of Finance

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COMMUNICATION BETWEEN HRCONNECT AND YOU

HRConnect will issue electronically as many competition communications as possible, you should therefore check your email account, including junk mail folder, to make sure that you don't miss any important communications in relation to this competition. There may, however, still be a necessity to issue some correspondence by hard copy mail.

FOREWORD

Thank you for your interest in the position of Deputy Principal in NICSHR's Employee Relations function.

This is an exciting opportunity to join a team at the heart of one of Northern Ireland's largest and most complex organisations. As a Deputy Principal in Employee Relations, you will play a key role in shaping how the Northern Ireland Civil Service supports, develops and manages its people, helping to deliver fair, effective and modern employment practices that make a real difference across the NICS.

The Northern Ireland Civil Service (NICS) supports the work of nine Government Departments, the Northern Ireland Executive and Ministers in delivering vital public services. From health, education and justice to economic development and environmental protection, our people help shape policies and services that impact the lives of citizens every day.

We are looking for talented, motivated and collaborative leaders who are ready to take on challenging and rewarding work. Employee Relations is a fast-paced environment where no two days are the same. Successful candidates will have the opportunity to influence strategic people decisions, tackle complex organisational challenges, engage with senior stakeholders and help drive continuous improvement across the Civil Service.

In return, the NICS offers a rewarding career, a strong commitment to professional development, opportunities for progression and a range of benefits designed to support work-life balance, including generous annual leave, hybrid working and flexible working arrangements.

This Candidate Information Booklet provides further details on the role, the skills and experience required, and the selection process.

If you are looking for a role where you can make a meaningful contribution, develop your leadership capability and help shape the future of people management in the Northern Ireland Civil Service, I encourage you to apply.

Debbie Sherlock
Director of People Services, NICSHR



BACKGROUND

Department of Finance

The Department of Finance (DoF) currently incorporates 13 business areas and has approximately 3,543 staff.

The overall aim of DoF is “to help the Executive secure the most appropriate and effective use of resources and services for the benefit of the community”.

In pursuing this aim, the key objective of the Department is to deliver quality, cost effective and efficient public services and administration in the Department’s areas of executive responsibility.

More details on the role of, and services provided by, DoF can be found on www.finance-ni.gov.uk

NICSHR

NICSHR sits within DoF, providing expert operational HR advice and services to help support the NICS Board, the nine Executive departments and Public Prosecution Service in its commitment to make NICS a well-led, high performing civil service, which is focused on a new outcomes-based Programme for Government (PfG).

NICSHR comprises four Divisions:

- People Services
- Pensions
- Resourcing
- HR Transformation, Service Management & Strategic Engagement

People Services

Employee Relations (ER) sits within People Services Division providing high quality support services to help build and enhance the capability of all staff in the NICS.

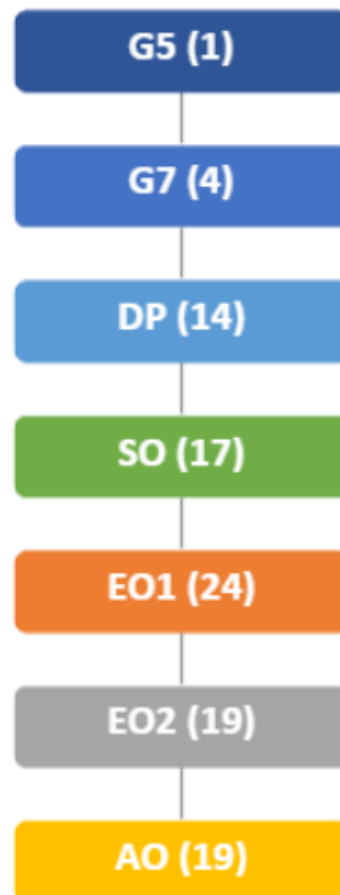
The People Services vision is to develop the capacity and capability of the NICS and provide support services that assist staff to meet today’s delivery challenges and be prepared for the challenges of the future; be recognised as a major contributor to world class public service delivery in Northern Ireland; and enable people to respond positively to challenge and change.

The ER team works closely with NICSHR colleagues and business areas to ensure that the wide range of ER policies and procedures are implemented appropriately across the NICS, providing staff and managers with advice, guidance and support on sickness absence, performance management, standards of conduct, grievances, dignity at work and discipline matters.

Organisational Chart

This organisation chart illustrates the overall grade structure and staffing numbers within the Employee Relations function, which is then structured into several teams by subject matter and departmental customer base.

Employee Relations - Combined Grade Structure



KEY RESPONSIBILITIES

- Support the delivery of business objectives by managing operational activity, ensuring efficient use of resources and contributing to continuous improvement initiatives within the Employee Relations function;
- Demonstrate effective leadership through personal commitment, professionalism and a collaborative approach, supporting staff to achieve team objectives;
- Develop and maintain effective working relationships with internal and external stakeholders, including management, Trade Union Side representatives and business partners, to support the delivery of Employee Relations priorities;
- Provide expert Employee Relations advice and guidance to senior managers across Departments, supporting the effective resolution of complex and sensitive employee relations cases, ensuring compliance with employment legislation, NICS policies and procedures, and the consistent application of best practice;
- Manage the day-to-day delivery of areas of responsibility, ensuring customer service standards, legislative requirements, business objectives and performance targets are met;
- Identify and respond to emerging issues and risks, implementing appropriate mitigations and escalating matters where necessary to support the effective delivery of business objectives;
- Support the development and capability of staff through coaching, training and performance management to ensure the effective delivery of services and maximise the use of available technology and systems;
- Exercise sound judgement and decision-making in dealing with employee relations cases and operational issues, analysing information and evidence to support recommendations and outcomes;
- Provide advice, briefings and written responses for senior management on employee relations matters, including submissions, correspondence, complaints, briefing papers and casework, often within tight deadlines;

- Manage and contribute to projects and workstreams, ensuring appropriate controls, plans and documentation are maintained and that agreed outcomes are delivered;
- Support the monitoring and management of contracts and service level agreements, where applicable, ensuring compliance with agreed obligations and performance standards;
- Ensure the effective handling of FOI requests, Assembly Questions, Ministerial and MLA correspondence, formal complaints, citizen enquiries and other business-related correspondence.

The above list is not exhaustive but gives a good indication of the main duties of the post. The emphasis on particular duties will vary over time according to business needs.

TERMS AND CONDITIONS

There are currently a number of permanent, full-time vacancies.

Alternative working patterns, including part-time hours, may be considered subject to business needs.

Further appointments may be made from this competition should NICS positions become vacant which have similar duties and responsibilities.

LOCATION

The post holder will be based at Bruce Street, Belfast.

Hybrid working arrangements will apply in accordance with business needs. The successful candidates will have the opportunity to agree a workstyle agreement with their new line manager. This is in accordance with the NICS Hybrid Working Policy.

SALARY

Salary will be within the range £47,304 - £49,515 (under review) within which pay progression will be performance related.

Starting salary will be at the minimum of the scale. If the successful candidate is an existing civil servant, normal pay on promotion/re-grading arrangements will apply.

PENSIONS

The NICS offers all employees an attractive pension package. You'll find further details on the Civil Service Pensions (Northern Ireland) website at www.finance-ni.gov.uk/civilservicepensions-ni

HOLIDAYS

In addition to public and privilege holidays, currently 12 days, the annual leave allowance will be 25 days, rising to 30 days after 5 years' service.

HOURS OF WORK

The normal conditioned hours of work are full-time: 42 hours per week which includes a 1 hour meal break (37 hours net) Monday to Friday. Most offices work flexi-time.

TRAVEL

This role may include the need to travel to meetings at different locations across Northern Ireland. Successful candidates must therefore have access to a form of transport which will enable them to fulfil their responsibilities in full.

VETTING

An appointment will be dependent on the individual satisfying the vetting requirements for the post. The level of vetting required for this post is Counter Terrorist Check (CTC).

PROBATION

Confirmation of appointment will be dependent upon the satisfactory completion of a probationary period of 1 year. If performance, conduct or attendance during this period is not satisfactory the appointment may be terminated.

CAREER DEVELOPMENT

The NICS is committed to career development and offers attractive career prospects across a wide variety of roles and professions. Career development is an integral part of the performance management system. Personal Development Plans identify learning and development needs with a view to enhancing skills and capabilities. NI Civil Servants have access to a wide range of internal job opportunities, including secondments with external organisations and are encouraged and supported in proactively managing their career.

CONFLICT OF INTEREST

It is a basic requirement of all Civil Servants that their private activities should not bring them into conflict with their official duties.

Conflict of Interest is not limited to the individual's own private, financial or other interests, as family, friends and associates may also have dealings which affect the Department's business directly or indirectly. Therefore, to avoid any conflict or potential conflict and to demonstrate impartiality to the public at all times, an officer must not, without prior approval, engage in any activity which could be considered to be in conflict with official business.

FURTHER INFORMATION

Applicants wishing to learn more about the post before deciding to apply may email Colette Jones at colette.jones@finance-ni.gov.uk

If you have any questions about the competition process, or require any documentation in an alternative format, you should contact HRConnect on 0800 1 300 330 or email: recruitment@hrconnect.nigov.net

ELIGIBILITY CRITERIA

Applicants must, by the closing date for applications, demonstrate:

1. A minimum of two years' experience in providing expert advice, in a HR environment, across at least one employee relations area*, on complex, sensitive and high-risk workforce issues, including responsibility for analysing evidence, assessing risk and making recommendations that informed significant business decisions;

AND

2. A minimum of one year's experience in leading and/or managing a high performing HR team, function, programme of work or service, ensuring delivery of business objectives, successfully managing competing priorities and delivering high-quality outcomes in a complex and challenging environment**;

AND

3. A minimum of one year's experience of building and maintaining effective relationships with senior stakeholders*** and providing advice or recommendations that influenced strategic organisational outcomes.

***Employee relations** covers matters relating to sickness absence management, conduct, grievance, dignity at work, performance management, industrial relations issues, organisational change and restructuring matters, or management of cases involving legal, reputational or employee relations risk.

****A complex and challenging environment** may be defined as an organisation where a wide range of objectives has to be met with tight timescales and potentially competing stakeholder views.

*****Senior stakeholders** may be defined as Grade 7 or above, Directors, Senior managers, Trade Union representatives, Legal advisers or external partners.

SHORTLISTING CRITERIA

In addition, applicants should be aware that after an eligibility sift, should it be necessary to shortlist candidates to go forward to the next stage of selection, the panel will carry out an objective evaluation of the breadth and depth of information provided by candidates in response to **eligibility criterion 1**. This will be completed on a scored basis and only the highest scoring candidates will progress to the next stage.

Guaranteed Interview Scheme

As part of our commitment to the employment of disabled people, we operate a Guaranteed Interview Scheme (GIS). The GIS does not guarantee a job. However, its objective is to ensure disabled applicants, who meet the minimum essential eligibility criteria for the role they have applied for, are offered an interview. Further information on the GIS can be found at [Information for Disabled Applicants](#). If you wish to apply under the GIS, you must declare this on your application form. Shortlisting criteria will not apply to GIS applicants.

If you do not wish to apply under the GIS, but do require us to make reasonable adjustments during the recruitment process, you should provide details on your application form. We will consider all requests for reasonable adjustments for any stage of this recruitment process. Details of any disability are only used for these purposes and do not form any part of the selection process.

If you have indicated on your application that you have a disability, are successful in the selection process and are being considered for appointment, you may be asked to outline any reasonable adjustments you consider necessary in order for you to take up an appointment. If you wish to discuss your disability requirements further, please contact HRConnect.

Disability Requirements and Reasonable Adjustment Requests

We wish to ensure all applicants have the opportunity to perform to the best of their ability. If you require any form of reasonable adjustment to participate in the selection process, please note this in the box provided on your application form and include details of your disability and the specific adjustment you need. We will consider all requests for reasonable adjustments for any stage of this recruitment process.

To ensure you are fully supported in the process, you may provide relevant supporting information regarding your adjustment request – for example, an Occupational Psychologist report or a GP's medical statement.

Information to support your request should be sent to HRConnect at recruitment@hrconnect.nigov.net as soon as possible following submission of your application but no later than the competition closing date (**23rd October 2026**). Please mark your correspondence with the competition reference number **IRC331096** and title it 'Supporting information for reasonable adjustment request'.

Please note:

You should ensure that you provide evidence of your experience in your application form, giving length of experience, examples and dates as required. It is not sufficient to simply list your duties and responsibilities.

- **The selection panel will not make assumptions from the title of the applicant's post or the nature of the organisation as to the skills and experience gained.**
- **If you do not provide sufficient detail, including the appropriate dates needed to meet the eligibility criteria, the selection panel will reject your application.**
- **The examples you provide should be concise and relevant to the criteria. This is very important as the examples which you provide may be explored at interview and you may need to be prepared to talk about these in detail if you are invited to interview. It is your unique role the panel are interested in, not that of your team or division.**
- **State clearly your personal involvement in any experience you quote. State "I" statements e.g. I planned meetings, I managed a budget, I prepared a presentation. It is how you actually carried out a piece of work that the panel will be interested in.**
- **ONLY the details provided by you in your application form (the employment history and eligibility criteria) will be provided to the selection panel for the purpose of determining your eligibility for the post. Please do not include your name in the employment history or eligibility criteria sections.**
- **No additional information or evidence provided in support of your experience will be considered at any time after the closing date for applications.**
- **The NICS Competency framework can be accessed via www.nicsrecruitment.org.uk**

ASSESSMENT PROCESS

The selection process will include a presentation and a competence based interview.

PRESENTATION

As part of the selection process candidates will be required to make a presentation relevant to the responsibilities of the post lasting no longer than 7 minutes. This will be followed by questions from a member of the Panel. Candidates will be advised of the presentation topic when they report for interview and will be given a maximum of 30 minutes to prepare for their presentation. Candidates should therefore report for interview at least 45 minutes earlier than their scheduled interview appointment to allow time to prepare their presentation.

A flipchart and writing materials will be provided for candidates' use. No personal documentation may be brought into the pre-interview room. Candidates will be allowed to bring any flipchart sheets and some short speaking notes into the interview room for assistance during the presentation (but note that use of the flipchart is not mandatory). No other materials or visual aids will be permitted.

The presentation will be used to assess the **Making Effective Decisions** and the **Leading and Communicating** competencies.

Marks available: 20

Minimum Standard: 12

COMPETENCE BASED INTERVIEW

1. Managing a Quality Service

Marks available: 20

Minimum Standard: 12

2. Changing and Improving

Marks available: 20

3. Collaborating and Partnering

Marks available: 20

4. Making Effective Decisions

Marks available: 20

Minimum Standard: 12

Total Marks Available: 100

Overall Pass Mark: 60

COMPETENCE BASED INTERVIEWS

Selection panels will design questions to test the applicant's knowledge and experience in each of the above areas and award marks accordingly.

No notes or personal documentation may be brought into the interview room.

INTERVIEWS

It is intended that interviews for this post will take place in Bruce Street during week commencing 30th November 2026.

NICS COMPETENCY FRAMEWORK

The selection process will assess candidates against the NICS competency framework at level 3.

The NICS competency framework sets out how all NICS employees should work. It puts the Civil Service values of integrity, honesty, objectivity and impartiality at the heart of everything they do, and it aligns to the three high-level leadership behaviours that every civil servant needs to model as appropriate to their role and level of responsibility: Set Direction; Engage People and Deliver Results.

Competencies are the skills, knowledge and behaviours that lead to successful performance. The framework outlines ten competencies, which are grouped into three clusters. The competencies are intended to be discrete and cumulative, with each level building on the levels below i.e. a person demonstrating a competency at level 3 should be demonstrating levels 1 and 2 as a matter of course.

The Northern Ireland Civil Service competency framework can be accessed via www.nicsrecruitment.org.uk

It is important that all candidates familiarise themselves with the competency framework as this forms the basis of selection process. Should you require assistance in accessing the competency framework please contact HRConnect.

GUIDANCE FOR APPLICANTS

APPLICATION FORM

You can apply online at www.nicsrecruitment.org.uk.

Please refer to the Candidate Information Booklet before making your application and retain a copy for your reference. The application form is designed to ensure that applicants provide the necessary information to determine how they meet the competition requirements and the eligibility/shortlisting criteria. **All** parts of the application form **must** be completed by the applicant before this application can be considered. Failure to do so may result in disqualification.

Please note:

- We will not accept CVs, letters, additional pages or any other supplementary material in place of or in addition to completed application forms, unless it is specifically requested in the application form and candidate information booklet.
- All applications must be submitted by the advertised closing date and time.
- Information in support of your application will not be accepted after the closing date for receipt of applications.
- HRConnect will not examine applications until after the closing deadline.
- Do not use acronyms, complex technical detail etc. State for the reader who may not know your employer, your branch or your job.
- Only the employment history, eligibility and shortlisting sections will be made available to the panel.
- When completing the online application, your information is saved as you move through the pages. You may leave the application at any time, providing you have clicked on the 'Save & Continue' button. Once your application has been submitted the option to edit will no longer be available.
- The session timeout for the online application is 40 minutes, if you do not save or change page within this time you will automatically be logged out and any unsaved work will be lost.
- You must click SUBMIT once you have finished your online application. You will receive an acknowledgement email. Please contact HRConnect if you do not receive an acknowledgment email within 24 hrs.

HELP WITH MAKING YOUR APPLICATION

You can get advice or assistance with making an application from your local Jobs and Benefits Office - contact details are available on NIDirect:

<https://www.nidirect.gov.uk/contacts/jobs-and-benefits-offices>

You can also get advice or assistance from local disability employment organisations. To find out more about local disability employment organisations contact Northern Ireland Union of Supported Employment (NIUSE), an umbrella group for individuals and organisations promoting opportunities for people with disabilities to access and maintain employment, email info@niuse.org.uk, tel. 0044 (0)28 71 377709, text phone 0044 (0) 28 71 372077

Artificial Intelligence can be a useful tool to support your application, however, all examples and statements provided must be truthful, factually accurate and taken directly from your own experience. Where plagiarism has been identified (presenting the ideas and experiences of others, or generated by artificial intelligence, as your own) applications may be withdrawn. Please see our candidate guidance, via the link below for more information on appropriate and inappropriate use.

[Artificial Intelligence & Recruitment Guidance](#)

INTERVIEW PREPARATION

If this is your first experience of a competence-based interview, bear in mind that it does not require you to:

- Talk through previous jobs or appointments from start to finish;
- Provide generalised information as to your background and experience; or
- Provide information that is not specifically relevant to the competence the question is designed to test.

A competence-based interview does however require you to:

- Focus exclusively, in your responses, on your ability to fulfill the competences required for effective performance in the role; and
- Provide specific examples of your experience in relation to the required competence areas.

In preparation for the interview you may wish to think about having a clear structure for each of your examples, such as:

- Situation – briefly outline the situation;
- Task – what was your objective, what were you trying to achieve;

- Action – what did you actually do, what was your unique contribution;
- Result – what happened, what was the outcome, what did you learn.

The panel will ask you to provide specific examples from your past experience to demonstrate the range of behaviours associated with the competences being assessed. You should therefore come to the interview prepared to discuss in detail a range of examples which best illustrate your skills and abilities in each competence area. You may draw examples from any area of your work / life experiences.

For professional and technical posts, questions may be framed in the context of professional elements of the post.

GENERAL INFORMATION

THE MERIT PRINCIPLE

In accordance with the Office of the Civil Service Commissioners' Recruitment Code, appointments to the NICS are made under the 'merit principle', where the best person for any given post is selected in fair and open competition.

Further information on the Civil Service Commissioners can be found at www.nicscommissioners.org.

NICSHR PRIVACY NOTICE

NICSHR are committed to protecting your privacy. HRConnect manage job applications on behalf of NICSHR, in line with the NICSHR privacy notice available via www.nicsrecruitment.org.uk

OFFERS OF EMPLOYMENT

Candidates will only receive one offer of appointment which, if not accepted, will generally result in withdrawal from the competition.

CHANGES IN PERSONAL CIRCUMSTANCES AND CONTACT DETAILS

Please ensure HRConnect Recruitment Team is informed immediately of any changes in personal circumstances. It is important that HRConnect Recruitment Team has up to date contact details for you. If your email address changes then it is your responsibility to inform the Recruitment Team at HRConnect.

(Note for existing NICS staff – An update to your employee records will not result in your applicant profile being updated. You must still inform HRConnect Recruitment Team of a change in contact details.)

TRANSGENDER REQUIREMENTS

Should you currently be going through a phase of transition in respect of gender and wish this to be taken into consideration, in confidence, to enable you to attend any part of the assessment process please contact HRConnect. Details of this will only be used for this purpose and do not form any part of the selection process.

MERIT LIST

HRConnect will allocate a candidate to a vacancy in the order listed. It is presently intended that the merit list for this competition should remain extant for a period of one year. However, you should be aware that circumstances may arise in the future where it will be necessary to extend the currency of the merit list for a further period. The merit list will only be extended where cogent practical reasons for doing so arise.

DOCUMENTATION

Identification documents to satisfy the Nationality and Security requirements of the post will be required. Further details regarding acceptable documentation will be issued with an invitation to attend for assessment.

You should ensure that the required documents are readily available. Failure to provide the appropriate documentation when requested will result in your application being rejected.

RIGHT TO WORK AND NATIONALITY REQUIREMENTS

HRConnect must ensure that you are legally entitled to work in the United Kingdom and satisfy the Nationality requirements for appointment to the NICS. Please note **ALL** applicants for external recruitment will be subject to a Nationality validation check.

Applicants must be either:

- (i) UK national; or
- (ii) National of the Republic of Ireland; or
- (iii) National of a Commonwealth country; or
- (iv) Nationals of the EU, Switzerland, Iceland or Liechtenstein with settled or pre-settled status under the [European Union Settlement Scheme \(EUSS\)](#); or
- (v) Nationals of the EU, Switzerland, Iceland or Liechtenstein have made a valid application for settled or pre-settled status under [European Union Settlement Scheme \(EUSS\)](#).
- (vi) Relevant EEA or Turkish nationals working in the Civil Service or who have built up the right to work in the Civil Service; or
- (vii) Certain family members of the relevant EU, EEA, Swiss & Turkish nationals

ALL candidates are required to state their nationality and the category they are applying under in the Right to Work and Nationality Requirements response box in Part 1 of your application form.

For candidates applying under categories iii – vii you are required to provide the confirmation of Right to Work and Nationality Requirements, including your ‘Share code’ in the response box in Part 1 of your application form.

You should provide details of your ‘Share code’ in the ‘Share code’ field which will be used to validate your Right to Work in the UK. You can find further detail on obtaining your ‘Share code’ [here](#).

Failure to provide the requested information **WILL** result in your application being rejected.

[EU Settlement Scheme EU, other EEA, Swiss citizens and family members](#) provides guidance on EUSS and certain family members.

Where a candidate has a Right to Work status which has a time limitation, ongoing checks will be in place to ensure the Right to Work is maintained.

Further guidance on Nationality requirements is available in the [Nationality Guidance](#) section of the NICS Recruitment website.

SECURITY

1. Baseline Personnel Security Standard

For this post in the NICS the level of vetting is **Counter Terrorist Check (CTC)**. For this check you will be required to provide the following:

- a) Your passport *OR*
- b) A document verifying your permanent National Insurance number (e.g. P45, P60 or National Insurance card) *AND* your birth certificate which includes the names of your parents (long version).
- c) A specimen signature at any assessment event and have this validated against passport, driving licence, application form etc.

Further information regarding the Baseline Personnel Security Standard, including other acceptable documents is available via [Government baseline personnel security standard - GOV.UK \(www.gov.uk\)](#)

We will organise a Criminal Record Check on all applicants to be carried out by AccessNI. The category of AccessNI check required for this post is;

Basic Disclosure Certificate

You should not put off applying for a post because you have a conviction. We deal with all criminal record information in a confidential manner, and information relating to convictions is destroyed after a decision is made. Further information regarding policy on the recruitment of ex-offenders and the vetting process is available at [www.nicsrecruitment.org.uk](#) in Recruitment Policy and Procedures manual.

Security Policy for AccessNI Disclosure Information is available at [www.nicsrecruitment.org.uk](#) under Useful Information.

The AccessNI code of practice can be accessed via [www.nidirect.gov.uk/accessni](#)

Those applicants who are being considered for appointment will be contacted by HRConnect, normally after interview/test, and will be asked to complete the AccessNI application form. Please note that a request to complete this form should not be seen as a guarantee of an offer of appointment.

Failure to complete the application form and return it within the specified time will be regarded as 'no longer interested in the position' and your application will be withdrawn.

Criminal Record information is subject to the provisions of the Rehabilitation of Offenders (NI) Order 1978.

2. Counter Terrorist Check (CTC): as point 1 plus check of Security Service records.

EQUAL OPPORTUNITY MONITORING FORM

Please note the Equal Opportunities monitoring section of the application form is mandatory in order to submit an application.

For guidance on completing the Monitoring Form and to read the NICS Equal Opportunities Policy Statement please refer to the DoF website www.finance-ni.gov.uk.

Applications from Protestants, young people (people under the age of 35), people with a disability and people from minority ethnic communities are particularly welcomed for this post.

The Northern Ireland Civil Service is an Equal Opportunities Employer.
All applications for employment are considered strictly on the basis of merit

FEEDBACK

The Northern Ireland Civil Service is committed to ensuring that the processes used to recruit and select staff are fair and in accordance with the principles of the Civil Service Commissioners Code. We are consequently committed to providing feedback in respect of decisions taken in determining eligibility/shortlisting as well as at interview. Feedback in respect of eligibility/shortlisting will be communicated automatically to those candidates who fail to satisfy any criteria. All requests for feedback are welcome.

**THIS INFORMATION PACK DOES NOT FORM PART OF
CONDITIONS OF EMPLOYMENT**



Northern Ireland

Civil Service

