

**Additional Campaign Information**

**PCRS 07 2025 Grade VII – Senior Executive Officer**

**Primary Care Reimbursement Service (PCRS)**

Dear Candidate,

Thank you for your interest in this role. It is our intention to form a panel as a result of this recruitment campaign as outlined in the Job Specification.

This document outlines how the recruitment process will be run and important dates. We highly recommend that you read this document before submitting an application.

1. **Who should apply?**

We welcome applications from all suitably qualified individuals who meet the eligibility criteria for this role. Information on the eligibility criteria is available in the Job Specification.

For more details

* On the qualifications and eligibility criteria please see Appendix 1.
* For information on “Non-European Economic Area Applicants” please see Appendix 2. The HSE welcomes applications from suitably qualified non EEA Nationals who have refugee status. We would be grateful if such applicants would provide documentary evidence confirming their status.
1. **How do I apply for this post?**
* You must submit a fully completed Application Form particular to this post by email only.
* There is no need to sign e-mailed applications; we will request candidates to sign their application form at a later stage
* As we require the same information from all candidates in order to make fair decisions on their applications we will not be able to process applications by **CV** or any other method.
* Email applications will receive a response within 48 hours, which will let you know that we received your email.
* We check eligibility of the applicants after the closing date and time therefore it is important that you ensure you have fully demonstrated your eligibility for the role in your application form. If you omit information in this section pertinent to the eligibility criteria you will be deemed ineligible and subsequently not called forward to interview. This means that if your application is blank, you have sent the wrong version of your application form, have no internet access etc or that you have not attached requested relevant supporting documentation, etc you will not be processed further.
* As we are only accepting applications by email applications must be submitted as a Microsoft Word format **only**. Applications stored on personal online storage sites, e.g. Onedrive, Cloud, Dropbox, Google Drive etc. will not be accepted, applications submitted in other file formats e.g. Google Docs will not be accepted. Please pay particular attention to ensure that your application is attached as an attachment (not a link to an on line storage site e.g. Google Drive) when emailing your application.
* HSE PCRS can only accept complete applications received by the closing date and time of **Friday 11th July 2025 at 12 Midday**. If you submit more than one application the last one received prior to the closing date and time is the version that will be considered.

Please note that PCRS will only contact you by email therefore it is most important that your email address is included on your application form. It is your responsibility to ensure you have access to your emails. If you choose to use your work email address you may receive communications that have a time deadline requirement while you may be working away or on leave. We recommend you use a personal email address to which you have regular access.

**How will the selection process be run?**

* The purpose of this recruitment and selection process is to fill current and anticipated vacancies as provided in the job specification during the lifetime of the panel. A position on a panel is not a job offer and does not necessarily mean that you will be offered a post.
* You must complete the relevant application form in full. If you do not complete the application form in full your application may not be submitted to the selection board for consideration and subsequent interview (if applicable).
* A selection board of senior managers will assess your application form against the eligibility criteria to see how your individual experience and skills match the needs of the post. The criteria for the selection exercise are based on the requirements of the post as outlined in the job specification. Therefore it is very important that you think about your experience in light of those requirements.
* There may be a number of stages of selection and short-listing or a ranking exercise may take place. A ranking exercise is an assessment that may be carried out on the basis of information supplied in your application form. The criteria for ranking are based on the requirements of the post as outlined in the eligibility criteria and skills, competencies and/or knowledge section of the job specification. Therefore it is very important that you think about your experience in light of those requirements. Those successful at the ranking stage of this process (where applied) will be placed on an order of merit and will be called to interview in ‘bands’ depending on the service needs of the organisation.
* Any applicant who does not meet the eligibility criteria/ is not shortlisted will be informed of that decision and the reason why.
* Candidates invited to interview will be given more details regarding the interview at a later date.
* Candidates who are successful at interview will be placed on a panel in order of merit.
* If there is an existing panel in place this may take precedence over the newly formed panel for this campaign.
* Posts are offered to the candidate with the highest order of merit. Full details on how panels operate are available in Appendix 5.
* We would like to highlight to you that interviews form a part of the selection process. The HSE must be satisfied that it has a full and comprehensive suite of references which assures it that the applicant’s past performance and behaviours are appropriate to the post. The HSE determines the merit, appropriateness and relevance of references. The HSE reserves the right to remove candidates from specific recruitment panels and retract job offers if satisfactory clearances (e.g. past /current employment references, security clearances) cannot be obtained or are unsatisfactory. All previous employers may be contacted for reference purposes. Please note the HSE may retract a job offer if sufficient satisfactory references cannot be obtained in a time frame congruent with service need. The HSE reserves the right to retract a job offer should the successful candidate be unable to fulfil the provisions / criteria of the specific post in line with service need.
1. **Formation of Panels**

**What is a panel?**

A panel is a list of candidates successful at interview placed in order of merit. Candidates are awarded a mark during the interview process and the candidate who scores the highest mark is placed first on the panel. Subsequent vacancies are then expressed to the panel in order of merit. If the number one successful candidate that expressed an interest on the panel refuses the job offer, it is then offered to the second candidate who expressed interest on the panel. Once a panel is formed, it remains in existence for 1 year and may be extended.

**Marking System**

Candidates are given marks for skill areas during the interview. These elements are clearly indicated on the Application Form.

Where candidates score the same marks a further ranking process will apply. A previously agreed skill area of the interview will be chosen to further rank successful candidates e.g. Karen and Mary are both successful at interview. They both score 421 at interview, which would place them at joint number 3 on the panel.

If Professional Knowledge has been the secondary ranking area chosen then the candidate who has scored higher in this area and expressed an interest will receive the first job offer.

Karen scored 69 in the Professional Knowledge element and Mary scored 68. Karen will be number 3 a. on the panel and Mary will be number 3 b. on the panel.

Where candidates have the same mark on the secondary ranking, an additional ranking will be applied and so forth.

Please note in order to be deemed successful for a panel you must be awarded a minimum score of 40 for each competency area.

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| **Scoring Guide**  |
| **Little Evidence** of this key skill area presented | **Some / Reasonable Evidence**of this key skill area presented | **Good Evidence**of this key skill area presented  | **Strong Evidence**of this key skill area presented  |
| **1 – 39** | **40 - 69** | **70- 89** | **90 - 100** |

**Future panels**

Please note the HSE reserves the right to contact all available successful candidates in the event that panels are exhausted. The HSE reserves the right to extend the life of the panel to fill specified purpose and / or permanent vacancies that may arise. The HSE may modify panel management rules in line with service need during the life time of the panel and will notify all remaining candidates of any changes.

1. **Acceptance / Declination of a Job Offer**

The time lines and panel management rules (i.e. how posts are offered) for each individual post will be included in the email communication sent to you for each individual post which arises and is relevant to your order of merit on the panel. Please see Appendix 5 for a full outline of the panel management rules.

**5**. **Interview Notes**

It should be expected that interview board members will take notes during each interview.   These notes are created by and for the interview board member for use as an aide memoir to support board discussions.   In keeping with process transparency, the relevant interview notes can be provided to a candidate on request.   Where notes are provided these will be copies of the original handwritten sheets, typed copies are not created and therefore cannot be provided.   It is important to remember the sole purpose of any notes produced, a verbatim or complete record of the interview overall should therefore not be expected.

1. **Campaign Time Scales**

The closing date for receipt of completed applications is listed in the Job Specification.

**Due to the urgent requirement of some posts interviews may take place as soon as possible once the closing date has passed. This means that you may be called forward for interview at very short notice.**

1. **Security Clearance**

When a panel member accepts a post they will need to apply for a vetting disclosure from the National Vetting Bureau if their role is engaged in relevant work (e.g. access to, or contact with, children or vulnerable adults). This process will be initiated by HBS Recruit for the confirmed successful candidate recommended for any post engaged in relevant work.

All appointments will require satisfactory security clearances. If you lived in any country for 6 months or more from the date of your 16th birthday other than the Republic of Ireland or Northern Ireland you will be required to provide security clearance for each jurisdiction in which you have resided. Your security clearance must be dated AFTER you left that country and cover the entire period of your residence. Seeking security clearances from other countries (e.g. UK, USA etc) are the responsibility of the candidate. It is a process which can take an amount of time. Therefore if you are interested in pursuing a career within the HSE we would strongly advise that you commence seeking international security clearances now. Please see **Appendix 3** for more information on international clearances.

Please note if you require overseas security clearance and are unable to produce it at the time of job offer then the job offer may be withdrawn.

8.  **Appeal Procedures**

Appointments in the HSE are made under a recruitment license and are subject to Code of Practice established by the Commission for Public Service Appointments (CPSA). The Code of Practice provides that candidates may make a request for review (see section 7 of the Code) OR make a complaint (see Section 8 of the Code) of any part of the appointment process that they feel is unfair or has been applied unfairly to them. These two forms of review procedure are mutually exclusive. Before submitting a request for review candidates should determine which procedure is appropriate to their particular circumstances.

The procedures allow for matters to be resolved on an informal basis and candidates are advised to avail of the informal process before making use of the formal review procedure. Candidates should in the first instance make an informal appeal to Seán O’Neill, Campaign Lead (sean.oneill4@hse.ie). Please note that informal appeals prior to interview must be submitted within 2 working days of receipt of a decision. Informal appeals after interview must be submitted within 5 working days of notification of a decision.

**We encourage you to visit** [**www.cpsa.ie**](http://www.cpsa.ie) **for further information on the code of practice and informal and formal review procedures.**

**9. HSE Privacy Policy**

PCRS is committed to protecting your privacy and takes the security of your information very seriously. PCRS aims to be clear and transparent about the information we collect about you and how we use that information. More information on the HSE Privacy Policy, is available at <https://www.hse.ie/eng/privacy-statement/>

Information on the General Data Protection Regulation is available at <https://www.hse.ie/eng/gdpr>

**Appendix 1**

**Eligibility Criteria - Qualifications and/ or experience**

**This campaign is confined to staff who are currently employed by the HSE, TUSLA, other statutory health agencies\*, or a body which provides services on behalf of the HSE under Section 38 of the Health Act 2004 as per Workplace Relations Commission agreement -161867**

**\* A list of ‘other statutory health agencies’ can be found:**

[https://www.gov.ie/en/organisation-information/9c9c03-bodies-under-the-aegis-of-the-department-of-health/?referrer=http://www.health.gov.ie/about-us/agencies-health-bodies/](https://scanner.topsec.com/?d=3822&r=auto&u=https%3A%2F%2Fwww.gov.ie%2Fen%2Forganisation-information%2F9c9c03-bodies-under-the-aegis-of-the-department-of-health%2F%3Freferrer%3Dhttp%3A%2F%2Fwww.health.gov.ie%2Fabout-us%2Fagencies-health-bodies%2F&t=de56b4c67dd530e62a1f9b1a1efa045878a59ddf).

Eligible applicants will be those who on the closing date for the competition:

1. Have satisfactory experience in an office under the HSE, TUSLA, other statutory health agencies, or a body which provides services on behalf of the HSE under Section 38 of the Health Act 2004 at a level not lower than that of Grade IV (or equivalent)

**AND**

Have not less than two years satisfactory experience either in that office or in an office at a level not lower than that of Clerical Officer in the HSE, TUSLA, other statutory health agencies, or a body which provides services on behalf of the HSE under Section 38 of the Health Act 2004.

**AND**

1. Candidates must possess the requisite knowledge and ability, including a high standard of suitability, for the proper discharge of the office

**Health**

A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

**Character**

Each candidate for and any person holding the office must be of good character.

*\* A list of ‘other statutory health agencies’ can be found* [*here*](http://health.gov.ie/about-us/agencies-health-bodies/)*.*

**Post Specific Requirements**

* Experience of implementing and managing complex organisational initiatives involving innovation, change and improvement.
* Experience of working collaboratively with internal and external stakeholders as relevant to the role.
* Experience of planning, large scale processing, financial management and resource management processes including the management of project risks, issues and dependencies.
* Experience of maximising the quality, efficiency and effectiveness of service delivery while motivating and empowering staff as relevant to the role.

**Appendix 2**

(i) **EEA Nationals**

EEA nationals who do not require work permits / visas / authorizations are nationals of the following countries: Austria, Belgium, Croatia, Denmark, Finland, France, Germany, Greece, Ireland, Italy, Luxembourg, The Netherlands, Portugal, Spain, Sweden, United Kingdom, Republic of Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia, Slovenia, Norway, Iceland, Liechtenstein, Switzerland, Bulgaria and Romania.

(ii) **NON-EUROPEAN ECONOMIC AREA APPLICANTS WHO RESIDE WITHIN THE STATE**

In order that we can process your application it will be necessary for you to submit the following scanned documentation:

**A scanned copy of your passport showing your identification i.e. the first page of your passport showing your photograph and personal details and current immigration stamp showing you have permission to be in this State.**

**and**

A scanned copy of your current Certificate of Registration which is also known as an Irish Residence Permit (IRP) (formerly called a GNIB card) showing Stamp 1G, Stamp 4, Stamp 4EUfam, Stamp 5, Stamp 6.

**or**

*\* A scanned copy of your current Certificate of Registration which is also known as an Irish Residence Permit (IRP) (formerly called a GNIB card) showing Stamp 1.*

**OR**

**A scanned copy of your passport showing your identification i.e. the first page of your passport showing your photograph and personal details and current immigration stamp showing you have permission to be in this State**

and

A scanned copy of your current Certificate of Registration which is also known as an Irish Residence Permit (IRP) (formerly called a GNIB card) showing Stamp 3 and scanned copies of the following (mandatory)

**and**

Marriage/Civil Partnership Certificate

And

Spouse’s passport showing their identification and current immigration stamp **and** a copy of their Critical Skills Employment Permit (CSEP).

**or**

*\* Spouse’s passport showing their identification and current immigration stamp* ***and*** *their current Irish Residence Permit (IRP) (formerly called a GNIB card) showing Stamp 1, 1G, 4, 5 or 6\*.*

***or***

*\* If your spouse holds a Stamp 2 for the purposes of* ***PhD study****, please include a copy of their passport showing their identification and current immigration stamp* ***and*** *their current Irish Residence Permit (IRP) (formerly called a GNIB card) showing Stamp 2* ***and*** *documentary evidence from the relevant educational institution showing that they are a* ***PhD*** *student*

*\* You cannot start a job or enter employment unless your employer has obtained an employment permit for you*

***Applications that are not accompanied by the above documents where necessary will be considered incomplete and will not be processed any further.***

This means that your application will not be submitted for the ranking exercise and subsequent invitation to interview. For more details on EEA countries please see visit the Department of Business, Enterprise and Innovation website <https://dbei.gov.ie/en/>

**Please note:**

The HSE welcomes applications from suitably qualified Non-EEA Nationals that have refugee status. We would be grateful if such applicants would provide documentary evidence confirming their status.

**Appendix 3**

When a panel member accepts a post they will need to apply for a vetting disclosure from the National Vetting Bureau if their role is engaged in relevant work (e.g. access to, or contact with, children or vulnerable adults). This process will be initiated by HBS Recruit for the confirmed successful candidate recommended for any post engaged in relevant work.

If you lived in any country for 6 months or more from the date of your 16th birthday other than the Republic of Ireland or Northern Ireland it will be mandatory to provide security clearance for each jurisdiction in which you have resided stating that you have no convictions recorded against you while residing there. All appointments will require satisfactory security clearances. Please note if you require overseas security clearance and are unable to produce it at the time of job offer then the job offer may be withdrawn.

Your security clearance must be dated AFTER you left that country and cover the entire period of your residence. Seeking security clearances from other countries (e.g. UK excluding Northern Ireland, USA etc) are the responsibility of the candidate. It is a process which can take an amount of time. Therefore if you are interested in pursuing a career within the HSE we would strongly advise that you commence seeking international security clearances now.

Note: Candidates who studied outside of the Republic of Ireland or Northern Ireland e.g. in the UK (excluding Northern Ireland), please pay particular attention to this. You will require UK disclosure to cover the entire period you were in the UK. Clearance must be dated **after** you left the UK.

The following websites may be of assistance to you in this regard:

**United Kingdom**

https://www.acro.police.uk/police\_certificates.aspx

<http://www.police.uk/forces/> website will provide you with a link to each police force site in the UK. Click on the relevant force covering the area where you resided. A search under Data Protection or Data Access Request or Subject Access Request will bring you to the relevant section of that Police Forces website.

<https://www.gov.uk/browse/working/finding-job> (This website will provide you with a list of registered agencies to contact in the UK who may process your request for UK clearance with the Criminal Records Bureau).

**Australia**

[www.afp.gov.au](http://www.afp.gov.au) This website will provide you with information on obtaining a national police clearance certificate for Australia

**New Zealand**

[www.police.govt.nz](http://www.police.govt.nz) This website will provide you with information on obtaining police clearance in New Zealand.

**United States of America**

Please note thatvalid Security/Overseas Clearance from the USAmust be obtained from the **FBI** **only,**

**https://www.fbi.gov/about-us/cjis/identity-history-summary-checks**

FBI Clearance is valid for all of the United States and convictions / remarks occurring anywhere in the United States would be noted. Individual US State Clearance (e.g., New York State Clearance) is not acceptable as it is valid for that State alone and convictions / remarks occurring in other States may or may not be noted.

**Other Countries**

For other countries not listed above you may find it helpful to contact the relevant embassies who could provide you with information on seeking Police Clearance.

Candidates please do not send us your overseas clearance or any other documentation unless we request it from you. Candidates who accept a job offer will have specified timeline within which to produce the required documentation; otherwise the job offer will be withdrawn. These timelines are communicated to you at proceed to pre-employment clearances stage – typically this is 5 working days.

When requested, a copy of your overseas Clearance will be retained on file and the original returned to you by post.

**Note: Any costs incurred in this process will be borne by the candidate.**

**Appendix 4**

**Persons in receipt of a pension from specified Superannuation Schemes**

Former Health Service and Public Sector Employees must adhere to the relevant prohibition of re-employment provisions where they have previously availed of a Public Service Voluntary Early Retirement or Ill Health Retirement Pension from any of the following Pension schemes:

Local Government Superannuation Scheme (LGSS)

Health Service Executive Employee Superannuation Scheme

Voluntary Hospitals Superannuation Scheme (VHSS Officers/Non Officers)

Nominated Health Agencies Superannuation Scheme (NHASS)

Other Public Service Superannuation Scheme

Among the Voluntary Early Retirement Schemes referred to above are the following:

Incentivised Scheme of Early Retirement (ISER)
Voluntary Early Retirement Scheme 2010 (VER)

Prospective candidates must satisfy themselves as to their eligibility to be employed by the Health Service Executive before applying/competing for posts to be filled through this recruitment campaign.

**Abatement of Pension (Section 52 of Public Service Pensions Act 2012)**

Where a person who is in receipt of a Public Service Pension (e.g. retired on voluntary age grounds) is subsequently appointed to another Public Service post, the Abatement of Pension Regulations apply. This means that in a situation where the total of a person’s pension combined with their salary from their new post, exceeds the uprated (current) salary of the position from which they retired, his/her pension is reduced by any such excess amount. This provision applies irrespective of whether the relevant pension was accrued in the same Pension Scheme which applies to the new appointment, or in another Public Service Pension Scheme.

**Appendix 5**

**Panel Management Rules**

In this appendix we outline how individual posts are notified to candidates who are successful at interview and are placed on the recruitment panel in order of merit. The time lines and panel management rules for each individual post will be included in the email communication sent to you for each individual post which arises and is relevant to your order of merit on the panel.

**Frequently used terms:**

**Expression of Interest:** An expression of interest simply means that you indicate that you would be interested in this job should it be offered to you.

**Recommendation for Post**: A recommendation to proceed simply means that you are the candidate who expressed an interest in a post and is highest in order of merit and will be invited to proceed to the next stage of the recruitment process (pre-employment clearances) i.e. reference checking, occupational health and Garda vetting etc

**Order of Merit**: The order of merit is initially decided by your score achieved at assessment/ interview i.e. candidates are listed in order determined by their score, the highest score achieved is no.1 on the panel, the second highest score is no.2 etc.

**Permanent Whole Time Posts**

You will have one working week++ in which to express an interest in a permanent post. You will be made aware by an “alert” text to your mobile phone to advise you of an e-mailed letter regarding the details of the post and the last date by which you may express an interest. You will also receive a description of the post / service as well as contact details for the Service Manager to discuss the service / department. We strongly recommend that you do so.

PCRS may notify more than one candidate, in order of merit that a permanent post has arisen. This notification invites an expression of interest in a post and should not be considered an offer. The candidate who expresses an interest in the post and is highest in order of merit will then be invited to proceed to the next stage of the recruitment process i.e. pre-employment clearances. Candidates who do not express an interest or who reject a post when formally invited to proceed to pre-employment clearances **will not** be moved on the panel and their ranking on the panel will not change. If a candidate is not interested in a post they do not need to take any action and can ignore the job notification text and email. It is most important for candidates not to express interest in posts that there is little chance they would accept as this can cause large UNNECESSARY delays in the filling of posts and thus the provision of services.

**Candidates who formally proceed to pre-employment clearances for a permanent post will no longer be eligible for any further expressions of interest and will be removed from the panel**

Please note that candidates successful at interview and placed on the panel formed through this recruitment campaign will not be considered as applicants for future recruitment campaigns to supplement this primary panel. This applies if you are still active on the panel. *(Panel members who have accepted a specified purpose contract are considered active panel members)*

Where Service need requires **the time span in which to express interest may be less than five working days**. The time span and deadline for expressing interest will be clearly indicated on your text alert and in the expression of interest email. **We strongly advise candidates to pay due attention to expiry times.**

**Permanent Part Time Posts**

Vacancies may arise that constitute less than one full time post (i.e. less than one full working week). Where possible we will endeavour to merge vacancies together in order to create a full time post. If this is not possible we will proceed to express the part time post to candidates in order of merit. Permanent part time posts will be communicated to candidates in the same manner as permanent whole time posts.

Candidates who do not express an interest or who reject a post when formally invited to proceed to pre-employment clearances **will not** be moved on the panel and their ranking on the panel will not change. If a candidate is not interested in a post they do not need to take any action and can ignore the job notification text and email. It is most important for candidates not to express interest in posts that there is little chance they would accept as this can cause large UNNECESSARY delays in the filling of posts and thus the provision of services.

**Candidates who formally proceed to pre-employment clearances for a part time permanent post will no longer be eligible for any further expressions of interest and will be removed from the panel.**

Please note that candidates successful at interview and placed on the panel formed through this recruitment campaign will not be considered as applicants for future recruitment campaigns to supplement this primary panel. This applies if you are still active on the panel. *(Panel members who have accepted a specified purpose contract are considered active panel members)*

**Specified Purpose Whole Time or Part Time**

You will have 48 hours in which to express an interest in a specified purpose post. You will be made aware by an “alert” text to your mobile phone to advise you of an e-mailed letter regarding the details of the post and the time by which you may express an interest in the job. You will also receive a description of the post / service and contact details for the Service Manager to discuss the service / department if you wish to do so.

HBS Recruit may notify more than one candidate, in order of merit that a specified purpose post has arisen. This notification invites an expression of interest in a post and should not be considered an offer. The candidate who expresses an interest in the post and is highest in order of merit will then be invited to proceed to the next stage of the recruitment process i.e. pre employment clearances. Candidates who do not express an interest or who reject a post when formally invited to proceed to pre-employment clearances **will not** be moved on the panel and their ranking on the panel will not change. If a candidate is not interested in a post they do not need to take any action and can ignore the job notification text and email. It is most important for candidates not to express interest in posts that there is little chance they would accept if offered as this can cause large UNNECESSARY delays in the filling of posts and thus the provision of services.

Candidates, who proceed to pre-employment clearances for a specified purpose post will not receive any further expressions of interests for specified purpose posts, and will be classified as “dormant”. This means that you will not be contacted regarding any further specified purpose posts, which arise unless you notify HBS Recruit. At any time, after you take up duty should you be about to become available for specified purpose work again, you can contact HBS Recruit, who will immediately reactivate your status on the panel confirming your availability for specified purpose posts.

**Candidates who take up specified purpose positions will not forfeit their ranking on the permanent panel. Candidates who do not take up or express an interest in specified purpose vacancies will not forfeit their ranking on the panel. Regardless of whether a candidate’s status on the panel is dormant (due to accepting a specified purpose post) or active, it will not affect in any way expressions of interest for permanent positions.**

**Interviews form a part of the selection process. The HSE reserves the right to remove candidates from specific recruitment panels and retract job offers if satisfactory clearances (e.g. past /current employment references, security clearances) cannot be obtained or are unsatisfactory.**

**Note on References: The HSE must be satisfied that it has a full and comprehensive suite of references which assures it that the applicant’s past performance and behaviours are appropriate to the post. The HSE determines the merit, appropriateness and relevance of references. Please note the HSE may retract a post if sufficient satisfactory references cannot be obtained in a time frame congruent with service need. The HSE reserves the right to retract a job offer should the successful candidate be unable to fulfil the provisions / criteria of the specific post in line with service need.**