2025 Administrative Officer:

ICT Graduate - Dublin, Limerick, and Castlebar

Data Analytics Graduate - Dublin, Limerick, and Cork.

Candidate Information Booklet

REVENUE,
THE RECRUITMENT UNIT, CORPORATE SERVICES DIVISION,
SHIP ST, DUBLIN CASTLE, DUBLIN 2.

DEADLINE FOR APPLICATIONS: 13:00 ON TUESDAY, 12 AUGUST 2025

Revenue
Cáin agus Custaim na hÉireann
Irish Tax and Customs

2025 Revenue Open Competition for Appointment to Graduate Positions in Information and Communications Technology (ICT) and Data Analytics

Contents

1 About Revenue

Who Are We?

Revenue is the Irish Tax and Customs administration and is a large, decentralised organisation with offices in over 30 locations nationwide.

Revenue's mission is 'To serve the community by fairly and efficiently collecting taxes and duties and implementing customs controls'.

We are a highly responsive and progressive organisation with a reputation for excellence and our core values of respect, professionalism, collaboration, agility, and integrity are at the heart of our culture and how we operate.

In 2024, Revenue collected over €107 billion net in taxes and duties for the Exchequer, and €30 billion in non-Exchequer receipts on behalf of other Government Departments, Agencies and EU Member States. Revenue is also responsible for customs trade facilitation and frontier control.

Our workforce of almost 7,000 people supports compliance for 4.4 million employments, 0.3 million employers, 0.9 million businesses, 0.3 million VAT traders, 0.1 million customs traders and 1.4 million property owners.

The skills, capability and professionalism of our people, the flexibility of our structures, and our ability to harness and support innovation in technology and business practices are key to our success. Revenue's Organisational Structure provides an idea of the type of work of each of our Divisions.

2 The Role

Administrative Officer (AO) is a graduate entry grade. These positions offer ICT and Data Analytics graduates, including recent graduates, those due to graduate shortly and graduates with established ICT and Data Analytics careers, an exciting opportunity to be involved in the delivery of our vision as we work to meet Ireland's EU Digital Decade targets, implement Government strategies in our organisation, and enable Revenue to engage digitally with citizens, businesses, and public servants.

2.1 Panels

Three panels[1] with particular areas of specialism may be created from this competition:

- ICT - Software Development (Dublin, Limerick, and Castlebar)
- ICT - Technical Architecture & Infrastructure (Dublin only)
- Data Analytics (Dublin, Limerick, and Cork).

Candidates may select more than one panel **in order of preference** as outlined in the application form.

Panel 1: ICT – Software Development (Dublin, Limerick, and Castlebar)

This role will suit candidates with an interest in further developing their ICT career in areas such as software and applications development and testing, web development, automation testing, data management, database administration, digital transformation, AI, RPA, project management, business analysis/ discovery, business intelligence and data analytics, DevOps, quality, UX/UI, etc.

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[1] See Section 7.5 for further details on how the panels of successful candidates will operate.

Panel 2: ICT - Technical Architecture & Infrastructure (Dublin only)

This role will suit candidates with an interest in further developing their ICT career in a Cloud-orientated environment in areas such as enterprise architecture, technical infrastructure architecture, service design and delivery, telecommunications, networking and security infrastructure delivery and support, technical support, ICT service management, ICT operations, server and desktop computer storage and virtualisation support, ICT security, mobile device management, database administration, application support, Cloud computing architecture and support, and project management, etc.

Panel 3: Data Analytics (Dublin, Limerick, and Cork)

This role will suit candidates with qualifications in the fields of science, computing, data analytics, and related disciplines, who are interested in using specialist analytics tools and languages such as Hadoop and R to develop data analytics models and help solve strategic and operational problems in support of Revenue's key objectives.

2.2 Job Description

ICT Roles

Revenue is one of Ireland's top Public Sector ICT environments embracing a wide range of sophisticated technologies. As a part of the ICT Team in Revenue, you can positively impact on the day-to-day lives of people by being involved in designing, building, and maintaining systems which support our digital interactions with businesses and members of the public. Our vision is to deliver inclusive, high quality, and integrated services that meet the needs and improve the lives of the people of Ireland. Revenue's ICT Strategy 2023-2025 can be viewed in Appendix B.

Administrative Officers appointed from the ICT panels will have responsibility for a wide range of functions across Revenue's Information and Communications Technology & Logistics (ICT&L) Division, which may include a number of the following:

2.2.1: ICT – Software Development (Dublin, Limerick, and Castlebar)

- Analysis and business process re-engineering to determine solutions for complex business problems.

- Software development on complex bespoke frameworks and business applications, including Revenue's award-winning Revenue On-Line Services (ROS) and MyAccount, using Rich Internet applications, a fusion of 'commercial off-the-shelf' and open-source components within these frameworks.

- Being part of technical development teams in the development and delivery of strategic and mandatory IT systems based on one or more of the following – Java, JavaScript, COBOL, relational databases, NoSQL databases, Linux.

- Working effectively with Revenue business areas and key external stakeholders.

- Applying automated testing and quality assurance techniques to ensure that quality is embedded into all that we design, build, deliver and operate, adopting new techniques and methodologies as appropriate.

- Supporting the development of ICT strategic and operational policy, including input to the overarching eGovernment, information sharing and shared services agenda, and conformance to international standards and benchmarks.

- Playing an active role as part of the team involved in designing, developing, testing, and supporting end-to-end business solutions for use internally and by our customers.

2.2.2: ICT –Technical Architecture & Infrastructure (Dublin only)

- Analysis and business process re-engineering to determine solutions for complex business problems.

- Service-oriented architecture development, systems and database administration, enterprise management, platform consolidation, virtualisation, cloud computing and hosted services, sophisticated middleware and messaging systems.

- Managing internal and external resources operating in mixed teams.

- Network and telecommunications management with opportunities in ICT security, network monitoring technologies, large-scale Voice-over-IP implementation.

- Information management including data modelling, document and content management, collaborative systems, data warehousing, predictive analytics and data mining, business intelligence and risk analysis.

- Working effectively with Revenue business areas and key external stakeholders.

- Applying automated testing and quality assurance techniques to ensure that quality is embedded into all that we design, build, deliver and operate, adopting new techniques and methodologies as appropriate.

- Designing and developing technology solutions including service-oriented architecture development, systems and database administration, business intelligence and analytics, enterprise management, platform consolidation, virtualisation, Cloud computing and hosted services, artificial intelligence technologies, sophisticated middleware, and messaging systems.

- Advising on ICT best practice, methodologies and emerging approaches, business process improvement, and standards certification such as ISO, ITIL and CMMI.

- Supporting the development of ICT strategic and operational policy, including input to the overarching eGovernment, information sharing and shared services agenda, and conformance to international standards and benchmarks.

- Playing an active role as part of the team involved in designing, developing, testing, and supporting end-to-end business solutions for use internally and by our customers.

Data Analytics Roles

Revenue has one of the largest data holdings of any organisation in Ireland. This includes data collected on some 7 million tax entities annually, in addition to data collected from a wide range of third-party sources including from financial institutions, overseas tax administrations, other Government Departments/ Agencies and industry sources. As part of this team, you will be involved in working with these complex datasets to support Revenue's

ability to gain actionable insights from the data to assist in the collection of tax and duties in an effective and efficient manner.

The majority of the roles are within the Analytics and Information Management Branch (AIMB), which is part of Revenue's Accountant General's & Strategic Planning Division (AG&SPD). The Analytics Branch is responsible for supporting the ongoing development of Revenue's business intelligence and data analytics capabilities and the development of toolsets to help them maximise their effectiveness. However, there are data analysis roles in other areas of the organisation such as HR or customs and excise fields etc., and candidates who are successful in this panel may be offered posts elsewhere in Revenue as appropriate, in accordance with business needs.

Administrative Officers appointed from the Data Analytics panel will have responsibility for range of functions which may include the following:

2.2.3: Data Analytics (Dublin, Limerick, and Cork)

- Using data science, analytics, economics, and/ or statistical analysis to support Revenue's key objectives of maximising voluntary compliance and identifying and tackling non-compliance across all taxes and duties.
- Identifying and articulating opportunities to apply analytical techniques to solve business problems and potential threats or risk indicators.
- Developing analytical models and working to a high standard using tools such as R, Python, SQL, Tableau, Power BI etc.
- Extracting, transforming, and loading (ETL) data from a data warehouse.
- Understanding the structure of large datasets and how to query/ 'mine' these to extract the data to develop descriptive, diagnostic, predictive and prescriptive analytical models.
- Leveraging Revenue's multiple data sources to meet current and developing organisational and business needs.
- Working collaboratively with other analytics team members to maintain a culture of decision-making enabled by data and insight.

- Communicating the insights gained from any data model developed to business users in various formats including interactive dashboards, reports using data visualisation tools in R and MS Excel, presentations, and workshops, etc.
- Enabling beneficial collaborations with a wide range of internal stakeholders through the delivery of impactful communication.
- Working with colleagues across Revenue to ensure analytics outputs support operational decision-making.
- Managing own learning and development as a data analytics professional.

Applicants should note that Revenue is a responsive and agile organisation and, as such, they may be assigned to projects and other duties appropriate to the role to which they are appointed.

2.3 Training

ICT Roles

Revenue has an established culture of personal development including ongoing industry training and on-site coaching/ mentoring in IT analysis, design, and software development skills. Administrative Officers will be expected to participate in intensive training and upskilling programmes as required. This training takes place during working hours and is specifically aimed at providing the technical skills required to undertake the wide range of information technology roles available within Revenue. Currently, Revenue has a Continuous Professional Development programme in place, which is designed to provide dedicated training, as well as a development path for an ICT career in Revenue.

Data Analytics Roles

Administrative Officers will be expected to participate in upskilling programmes as required with training offered via corporate membership of select bodies, including the Analytics Institute, the Intra-European Organisation of Tax Administrations, and public service training through OneLearning.

You will be expected to manage day to day work commitments in conjunction with undertaking any relevant training.

2.4 Why Work for Revenue?

Making a Difference

A career in Revenue is meaningful, varied, challenging and interesting, and can encompass a wide range of activities in the areas of tax, customs and excise, administrative law, and ICT.

Revenue staff enjoy rewarding careers with work ranging from direct engagement with individual taxpayers, businesses, and tax agents; to policy development and analysis; investigative work; legal services; and frontier management to name but a few.

Our staff work both independently and as part of a team in a dynamic environment. We offer exciting opportunities to solution-orientated people whose values align with ours to help us be a high performing and responsive tax and customs administration.

Learning and Development

Revenue recognises the value of investing in its staff and developing their skillsets both to their benefit and to the benefit of our overall capability as an organisation.

Revenue provides excellent opportunities for personal and career development, as well as lifelong learning in leadership, management, and technical skills.

Successful candidates will be provided with the required training, on-the-job development, coaching and mentoring to help grow their specialist knowledge, deepen their understanding, and expand their skillset.

Equality, Diversity, and Inclusion

Revenue is an equal opportunities employer. We promote, recognise, and respect the cultural diversity within our workforce, nurturing a culture of dignity and respect for all, with a team dedicated to supporting diversity, inclusion, and wellbeing.

Environment

We acknowledge our duty within our workplace and to the wider environment. We encourage approaches that reduce our carbon footprint by communicating and managing sustainable practices in our offices, as well as engaging with 'Green' Public Procurement policies in securing goods and services.

Work-Life Balance

In addition to the personal and professional fulfilment of positively impacting on Irish society and the support that Revenue offers its staff in achieving this, other benefits to a career in Revenue include:

- Stable employment following a one-year probationary period.
- Flexible working hours.
- Flexi-leave (for grades up to and including Administrative Officer/ Higher Executive Officer).
- Option to apply for a shorter working week/ year following probation and **subject to approval**.
- Blended working opportunities: while requests for blended working may be facilitated, some office attendance will be required in all roles, in line with business needs.

Working for Revenue - What Our Staff Think

"Having joined Revenue initially as a Clerical Officer Computer Programmer, I gained valuable experience working in the largest public sector data centre. Through Revenue's learning and development programme I was supported in undertaking an honours degree programme in Information Technology at Trinity College. Following my graduation, I successfully became an Administrative Officer within Revenue's ICT Division. During this period of my career, I have gained vast experience, dealing with a range of different stakeholders, and being involved in the delivery of a number of IT projects.

Revenue offers a support structure for further development and keeping up to date with new technologies. This includes offering ongoing development of staff knowledge and skills for the benefit of both the individual and the organisation." David – Administrative Officer

"Since joining Revenue ICT&L in 2018, I have gained extensive experience across various areas, including Development and Live Support. My diverse roles have provided me with in depth knowledge of the division's operations, particularly in Local Property Tax (LPT).

This experience has equipped me with a deep understanding of critical Revenue IT systems, including Integrated Taxation Services (ITS), Common Registration System (CRS), Revenue Online Services (ROS), Integrated Case Management (ICM), and Integrated Business Intelligence (IBI). I have developed a comprehensive understanding of various programming languages, including COBOL and Java, as well as the architectural foundations of Revenue IT systems.

My knowledge of Revenue business has enabled me to support business teams in project management, user acceptance testing, business product testing, communications, and change management. Through the role, I have acquired expertise in Revenue delivery methods, covering all aspects of the project life cycle, from programme and project management to project delivery. I have gained experience delivering both Waterfall and Agile projects." Florica – Administrative Officer
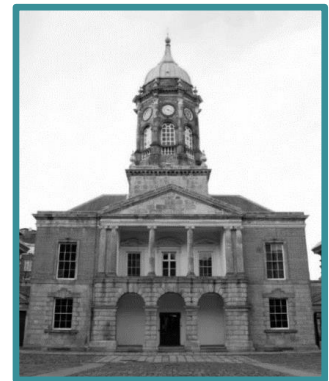
"As a Data Analyst in the Analytics and Information Management branch I manage projects in R and SQL to extract, produce and validate taxpayer information, the result of which is to inform and assist all areas of the organisation in achieving their goals. These outputs can encompass visualisations, interactive dashboards, or data models.

Due to the complexity and wide-ranging nature of Revenue's data ecosystem, this requires significant amounts of engagement and consultation with more experienced colleagues, within the branch and the wider organisation." Chris – Administrative Officer

3 Person Specification

ICT Roles

Applicants must have demonstrable strengths in a number of the following areas, especially those relating to ICT technical knowledge:

- Relevant ICT experience at an appropriate level including the delivery/ support of ICT projects, these may be college/ university projects.

- Excellent interpersonal, communication, networking, and influencing skills.

- An excellent understanding of ICT technologies, trends, and methodologies.

- A good knowledge and understanding of the business and economic environment.

- The ability to work either on their own initiative or as part of a team, with the potential to lead.

- Resilience and an ability to work to tight deadlines.

Data Analytics Roles

Applicants must have demonstrable strengths in a number of the following areas, especially those relating to Data Analytics:

- Excellent critical thinking and problem solving-skills.

- A strong business acumen.

- Works with accuracy to ensure reliability of data and quality assurance.

- Ability in extracting, processing, and analysing large volumes of numerical or textual data.

- Has an understanding and experience of statistics and statistical processes/ methodologies.

- Has the ability to interpret and present the results of the data analysis to the business users and management using appropriate charts, graphs, tables, and narratives.

- Can identify trends patterns, anomalies and opportunities in the data and provide recommendations for improvement or optimisation.

- Has the ability in working collaboratively with multiple internal and external stakeholders, as relevant to this role.

Applicants should have all the abilities required of an Administrative Officer. In particular, applicants must demonstrate, by reference to specific achievements in their work or academic career to date, that they possess or have the capacity to quickly acquire and assimilate the skills and knowledge required for the role of an Administrative Officer ICT or Data Analytics Graduate. A description of the competencies is set out in the Appendix A.

4 Location

Administrative Officer (AO) positions are available in the following locations:

- Panel 1: ICT – Software Development (Dublin, Limerick, and Castlebar)
- Panel 2: ICT – Technical Architecture & Infrastructure (Dublin only)
- Panel 3: Data Analytics (Dublin, Limerick, and Cork)

Please select your location preferences when completing the application form. You may only select a location where you would be prepared to take up a position and you may only select a maximum of two locations. Please also note while you may not change your location preferences after the closing date of this competition, Revenue may, subject to business needs, offer posts in other locations which were not cited as location preferences at application stage. If this occurs, offers would be made in strict order of merit from the panel established.

Revenue has modern, flexible, and family-friendly working policies, which include opportunities for blended working. In blended working arrangements, some office attendance in your location preference (and occasional attendance in Dublin) will be required in all roles, in line with business needs.

Revenue has an active mobility policy; appointees may apply to move to an Administrative Officer level role in Revenue or another Government Department under the Civil Service Mobility Scheme after two years in the post.

5 Essential Entry Requirements

Candidates must, on or before, **Monday, 1 September 2025**, at least:

5.a. ICT - Software Development (Dublin, Limerick, and Castlebar)

Have obtained a recognised first or second-class honours degree (minimum of a Level 8 on the National Framework of Qualifications (NFQ)) in an ICT-related discipline.

5.b. ICT - Technical Architecture & Infrastructure (Dublin only)

Have obtained a recognised first or second-class honours degree (minimum of a Level 8 on the National Framework of Qualifications (NFQ)) in an ICT-related discipline.

5.c. Data Analytics (Dublin, Limerick, and Cork)

Have obtained a minimum of a Level 8 qualification on the National Framework of Qualifications (NFQ) in at least one of the following fields of learning: economics, statistics, actuarial science, data science/analytics, engineering, computer science, mathematics, or artificial intelligence. The qualification must have a significant quantitative component in the relevant discipline.

There are some restrictions on eligibility and appointments. Please see Paragraph 15.

6 Application Process

6.1 Completing the Form

The application form must be fully completed and submitted correctly to the specified e-mail address. Please note the following information carefully:

- The application form is an **MS Word** document with restricted editing.

- You are strongly advised to complete and submit this form well in advance of the deadline.

- There is a Guidance on Completing the Form section at the end of the document. Read this **in advance of completing the form** for hints and tips on how to enter content.

- On completion, please save the document as "AO ICT and Data Analytics 2025 - Your Name". You will be required to attach it to an email for submission once completed.

- Please return in MS Word format only. **PDFs will not be accepted**.

- Should you experience any difficulties completing the form, please contact CSDOpenRecruitment2@revenue.ie.

6.2 Submitting the Form

Submit the application form, with the subject line "AO ICT and Data Analytics 2025 – Your Name" to Revenue_Open_Recruitment4@revenue.ie. This email address is for completed applications only.

- Incomplete forms or forms submitted in the incorrect format will not be processed.

- It is not advisable to submit more than one version of your application form. If more than one version is received before the closing date and time, **only** the most recent version will be used in the competition.

- Earlier versions, although submitted, **will not be processed** after the closing date and time.

- No extensions will be given, and for this reason, it is crucial that you submit your application form **well in advance of the closing date and time.**

- Do not send a link to a file-sharing platform.

6.3 Deadline for Receipt of Applications

Closing date and time: **Tuesday, 12 August 2025, at 13:00**. Applications cannot be accepted after this date and time.

6.4 Photograph

A passport style photograph must be inserted into the application form, please see our instructions on [Inserting a Photo](#).

6.5 Queries

Please forward any queries to [CSDOpenRecruitment2@revenue.ie.](#)

6.6 Curriculum Vitae/Cover letter

A Curriculum Vitae and cover letter are not required and should **not** be submitted.

6.7 Proficiency in Irish

Candidates are asked on the application form to indicate if they wish to claim proficiency in Irish. Indicating proficiency in Irish on the application form will be taken as a declaration of interest in an Irish speaking role, should such a role arise during the lifetime of the panel. Revenue will note the interest declared by a candidate and, if a role requiring fluency in Irish is available, the candidate's competency will be tested when coming under consideration for assignment.

7 Selection Methods

7.1 Potential Selection Methods

These may include some or all of the following:

- An eligibility sift to determine if candidates meet the Essential Entry Requirements.
- Shortlisting of candidates based on the information contained in their application form.
- A competitive in-person interview (final stage) based on the essential competencies and experience required for the post and the information contained in the applicant's application form. This may include a presentation relevant to the role (topic will be identified when candidates are scheduled for interview).

Candidates are **not permitted** to use any type of recording equipment at any stage of the selection process. This applies to any form of sound recording and any type of still picture or video recording, whether including sound recording or not, and covers any type of device used for these purposes.

7.2 Assessment Boards

An assessment board, or boards, will be set up by Revenue to conduct any interim selection processes and interviews.

7.3 Shortlisting Stage

During any shortlisting exercise that may be employed, a board will examine the application form and assess it against pre-determined criteria based on the requirements of the position (as specified in the Role, Person Specification, Essential Entry Requirements and competency descriptions). It is, therefore, in a candidate's interest to provide a detailed and accurate account of their qualifications and experience relevant to the role on the application form.

It is important to note that while a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical

to interview everyone, it may be decided that a smaller number will be called to the next stage of the selection process.

In this respect, the shortlisting board(s) will select a group who, based on an examination of the application forms, appear to be most suitable for the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the role, rather that there are some candidates, who based on their application, appear to have more relevant experience.

It is important to note that candidates must reach the required standard in any interim selection stage to be considered suitable for progression to the next stage of the selection process.

Please note that while verbal feedback will not be provided following a shortlisting process, all unsuccessful candidates will receive their scores along with a feedback comment from the shortlisting board.

7.4 Final Interview Stage

Candidates who are successful in any interim selection stage may be invited to the final interview stage. This stage will consist of a competitive, in-person interview that will focus on the information provided in the application form which will be assessed against the key requirements for the role, as specified in The Role, Person Specification, Essential Entry Requirements and Competency descriptions. It may also include a presentation by the candidate. If a presentation is required, the topic will be identified when candidates are being invited to attend for interview.

It is important to note that at the final interview stage, applicants must reach a minimum standard of 55% in each scoring area, including the presentation, if there is one, to be considered for inclusion on the panel.

7.5 Panels

Three panels[2] will be established from this competition to fill positions that may arise over the lifetime of the panels. These panels will expire one year from the date of their establishment. Placement on a panel is not a guarantee of appointment to a position.

It is important to note that:

- Once an offer is accepted, the candidate will not be considered for any other appointment from the panel.
- If an offer of a post in a location is declined, the candidate may not be considered for the declined location again; but may remain on the panel in consideration for offers of posts arising in other locations.

7.6 Job Posts

Candidates who are successful in this competition may be offered posts in other government departments, or elsewhere in Revenue as appropriate, in accordance with business needs. Candidates who decline posts in other government departments will remain eligible for consideration of posts in Revenue in accordance with section 7.5.

7.7 Reasonable Accommodations

Reasonable accommodation in our selection process refers to adjustments and practical changes which would enable a candidate with a disability to have an equal opportunity for this competition. Examples of adjustments we provide include the use of assistive technology, extra time, scribes and/or readers.

Please be assured that having a disability or requiring adjustments will not impact on your progress in the selection process; you will not be at a disadvantage if you disclose your disability or requirements to us. Your disability and/ or adjustments will be kept entirely confidential.

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[2] The term panel refers to a group of successful candidates who have been ranked in order of merit based on interview performance/ total score.

If a candidate requires any reasonable accommodations to be made at any stage of the selection process, the candidate should set out the requirement on the application form and Revenue will endeavour to make the necessary arrangements. Alternatively, candidates can email CSDOpenRecruitment2@revenue.ie. Requests for reasonable accommodations must be outlined in advance; any matters brought to attention afterwards may not be taken into consideration.

8 Availability and Admission

8.1 Availability

During the selection process, the onus is on all applicants to make themselves available on the date(s) specified by Revenue and to make whatever arrangements are necessary to ensure that they receive communications sent to them at the contact details specified on their application form. Revenue will not be responsible for refunding any expenses incurred by candidates. The admission of a person to a competition, or invitation to attend interview, or a successful result letter, is not to be taken as implying that Revenue is satisfied that such a person fulfils the requirements or is not disqualified by law from holding the position.

8.2 Suitability for a Post (or Admission)

Prior to confirming any candidate for appointment from this panel, Revenue will make all such enquiries as are deemed necessary to determine the suitability of that candidate. Until all stages of the recruitment process have been fully completed, a final determination cannot be made, nor can it be deemed or inferred that such a determination has been made.

9 Confidentiality

Protecting confidentiality is a priority. Revenue guarantees that all enquiries, applications, and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in the competition process. Revenue will not contact referees, employers, or previous employers without a candidate's consent and then only if the candidate concerned comes under consideration for appointment.

10 Code of Practice

This competition is being organised in accordance with the Code of Practice entitled Appointment to Positions in the Civil Service and Public Service published by the Commission for Public Service Appointments (CPSA). Revenue will consider any requests for review in accordance with the provisions of this code which may be accessed at www.cpsa.ie.

Revenue is an equal opportunities employer. Assignments will be made on the basis of qualifications and the ability to carry out the responsibilities of the grade or post.

10.1 Review and Complaint Procedures under the CPSA Code of Practice

If a candidate is unhappy following the outcome of any stage of a selection process, they can either:

1. Request a Review of a decision made during the process
   OR
2. Make a Complaint that the selection process followed was unfair.

A candidate can follow either one of the two procedures in relation to the same aspect of a selection process, but not both. Where a review of a selection process has taken place under Section 7 of the Code of Practice, a complainant may not seek a further review of the same process under Section 8 of the Code of Practice, other than in the most exceptional circumstances that will be determined by the Commission for Public Service Appointments (CPSA) at its sole discretion.

There is no obligation on Revenue to suspend an appointment process while a review or complaint is being considered. However, the CPSA expects that, where possible, Revenue will intervene in cases where it finds an error is likely to have occurred.

11 Canvassing

11.1 Disqualification

Canvassing will disqualify and will result in exclusion from the process. Candidates must not:

- Knowingly or recklessly provide false information.
- Canvass any person with or without inducements.
- Interfere with or compromise the process in any way. A third party must not impersonate a candidate at any stage of the process.

11.2 Contravening Canvassing Provisions

Any person who contravenes the responsibilities and obligations set out in Sections 4.3 of the Code of Practice, or who assists another person in contravening those provisions, is committing an offence. Such a person is liable to prosecution that may result in a fine, imprisonment or both. In addition, where a person found guilty of such offence was or is a candidate in a recruitment process, then, where a candidate:

- Has not been appointed to a post, they will be disqualified as a candidate.
- Has been appointed subsequently from the recruitment process in question, they shall forfeit that appointment.

12 Quality Customer Service

We aim to provide an excellent service to all our customers. If, for any reason, a candidate is unhappy with any aspect of the service received from us, Revenue will fully consider the matter when it is brought to our attention.

Feedback will be provided to candidates on written request. Candidates may wish to familiarise themselves with the guidance on feedback provided in the CPSA Casebook. In its casebook, the CPSA encourages candidates who are keen to learn from their participation in an appointment process to reflect on the manner in which they demonstrated the

competencies. Following an interview, it can be helpful to note down the key questions asked as well as a brief summary of the responses provided.

13 Data Protection Acts 1988-2018

When an application form is received, Revenue creates a record in the name of the applicant, which contains much of the personal information supplied in the application. This personal record is used solely in processing the person's candidature. Such information held is subject to the rights and obligations set out in the [General Data Protection Regulation](#) and the [Data Protection Act 2018](#) (the Data Protection legislation). To make a request under the Data Protection legislation, please submit your request in writing to: The Data Protection Unit, Corporate Services Division, Dublin Castle, Dublin 2. Further information on Data Protection in Revenue is available at the following links: [Revenue Data Protection](#) and [Candidate and Assignment Data Protection Statements.](#)

Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

14 Deeming of Candidature to be Withdrawn

Candidates who do not attend for interview or complete other assessments when and where required by Revenue, or who do not, when requested, furnish such evidence, as Revenue require in regard to any matter relevant to their candidature, will have no further claim to consideration.

15 Eligibility to Compete and Certain Restrictions on Eligibility

Citizenship Requirements

Eligible Candidates must be:

a) A citizen of the European Economic Area (EEA). The EEA consists of the Member States of the European Union, Iceland, Liechtenstein, and Norway; or

b) A citizen of the United Kingdom (UK); or

c) A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or

d) A non-EEA citizen who has a stamp 4 permission[3] or a stamp 5 permission.

To qualify candidates must be eligible by the date of any job offer.

15.1 Collective Agreement: Redundancy Payments to Public Servants

The Department of Public Expenditure and Reform letter dated 28 June 2012 to Personnel Officers introduced, with effect from 1 June 2012, a Collective Agreement which had been reached between the Department of Public Expenditure and Reform and the Public Services Committee of the ICTU in relation to ex-gratia Redundancy Payments to Public Servants. It is a condition of the Collective Agreement that persons availing of the agreement will not be eligible for re-employment in the Public Service by any Public Service body (as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011) for a period of 2 years from termination of the employment. People who availed of this scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

15.2 Incentivised Scheme for Early Retirement (ISER)

It is a condition of the Incentivised Scheme for Early Retirement (ISER) as set out in Department of Finance Circular 12/09 that retirees, under that Scheme, are not eligible to apply for another position in the same employment or the same sector. Therefore, such retirees may not apply for this position.

15.3 Department of Health and Children Circular (7/2010)

The Department of Health Circular 7/2010 dated 1 November 2010 introduced a Targeted Voluntary Early Retirement (VER) Scheme and Voluntary Redundancy Schemes (VRS). It is a

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[3] Please note that a 50 TEU permission, which is a replacement for Stamp 4EUFAM after Brexit, is acceptable as a Stamp 4 equivalent.

condition of the VER scheme that persons availing of the scheme will not be eligible for re-employment in the public health sector or in the wider Public Service or in a body wholly or mainly funded from public moneys. The same prohibition on re-employment applies under the VRS, except that the prohibition is for a period of 7 years. People who availed of the VER scheme are not eligible to compete in this competition. People who availed of the VRS scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

15.4 Department of Environment, Community & Local Government (Circular Letter LG(P) 06/2013)

The Department of Environment, Community & Local Government Circular Letter LG(P) 06/2013 introduced a Voluntary Redundancy Scheme for Local Authorities. In accordance with the terms of the Collective Agreement: Redundancy Payments to Public Servants dated 28 June 2012 as detailed above, it is a specific condition of that VER Scheme that persons will not be eligible for re-employment in any Public Service body [as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011 and the Public Service Pensions (Single Scheme and Other Provisions) Act 2012] for a period of 2 years from their date of departure under this Scheme. These conditions also apply in the case of engagement/employment on a contract for service basis (either as a contractor or as an employee of a contractor).

15.5 Declaration

Applicants will be required to declare whether they have previously availed of a Public Service scheme of incentivised early retirement. Applicants will also be required to declare any entitlements to a Public Service pension benefit (in payment or preserved) from any other Public Service employment and/or where they have received a payment-in-lieu in respect of service in any Public Service employment.

16 Flexible Working Policies

As an **Employer of Choice,** the Civil Service has many flexible and family friendly policies e.g. Work-sharing, Shorter Working Year, Remote Working (operated on a 'blended' basis), etc. All elective policies can be applied for in accordance with the relevant statutory provisions and are subject to the business needs of the organisation.

The Civil Service also operates a Mobility scheme for all general service grades. This scheme provides staff with career opportunities to learn and partake in diverse roles across a range of Civil Service organisations and geographical locations.

17 Terms and Conditions of Service

General

The appointment is to a permanent post in the Civil Service and is subject to the Civil Service Regulations Acts 1956 to 2005, the Public Service Management (Recruitment and Appointments) Act 2004 and any other Act for the time being in force relating to the Civil Service.

17.1 Salary: Personal Pension Contribution (PPC Rate)

The salary scale for the position of Administrative Officer in Revenue, as of 1 August 2025, is as follows:

Administrative Officer (PPC)

€40,268	€42,964	€43,736	€47,113	€51,436	€54,847
€58,393	€61,986	€65,577	€69,157	€71,637(LSI 1)	€74,112(LSI 2)

The PPC pay rate applies when the individual is required to pay a Personal Pension Contribution (otherwise known as a main scheme contribution) in accordance with the rules of their main/personal superannuation scheme. This is different to a contribution in respect of membership of a Spouses' and Children's scheme, or the Additional Superannuation Contributions (ASC).

A different rate will apply where the appointee is not required to make a Personal Pension Contribution.

Long service increments may be payable after 3(LSI1) and 6(LSI2) years' satisfactory service at the maximum of the scale.

17.2 Important Note

Entry will be at the minimum of the scale and the rate of remuneration will **not** be subject to negotiation and may be adjusted from time to time in line with Government pay policy.

Different terms and conditions may apply if you are a currently serving civil or public servant.

Subject to satisfactory performance increments may be payable in line will current Government Policy.

You will agree that any overpayment of salary, allowances, or expenses will be repaid by you in accordance with Circular 07/2018: Recovery of Salary, Allowances, and Expenses Overpayments made to Staff Members/Former Staff Members/Pensioners.

17.3 Tenure and Probation

The appointment is to a permanent position on a probationary contract in the Civil Service.

The probationary contract will be for a period of one year from the date specified on the contract.

At the discretion of the Head of Office a person may be assigned to other work depending on the business needs and capability development of the office and that person's career development needs.

During the probationary contract period, a person's performance will be subject to review by their supervisor(s) to determine whether the person:

(i) Has performed in a satisfactory manner.

(ii) Has been satisfactory in general conduct.

(iii) Is suitable from the point of view of health with particular regard to sick leave.

Prior to completion of the probationary contract, a decision will be made as to whether or not a person will be retained pursuant to Section 5A(2) Civil Service Regulation Acts 1956-2005. This decision will be based on performance assessed against the criteria set out in (i) to (ii) above. The detail of the probationary process will be explained to the person by Revenue and the person will be given a copy of the Department of Public Expenditure NDP Delivery and Reform guidelines on probation.

Notwithstanding the preceding paragraphs in this section, the probationary contract may be terminated at any time prior to the expiry of the term of the contract by either side in accordance with the Minimum Notice and Terms of Employment Acts, 1973 to 2005.

In the following circumstances your contract may be extended, and your probation period suspended:

- The probationary period stands suspended when an employee is absent due to Maternity or Adoptive Leave.
- In relation to an employee absent on Parental Leave or Carers Leave, the employer may require probation to be suspended if the absence is not considered to be consistent with the continuation of the probation.
- Any other statutory provision providing that probation shall -
    (i)   stand suspended during an employee's absence from work, and
    (ii)   be completed by the employee on the employee's return from work after such absence.

Where probation is suspended, Revenue will notify you of the circumstances relating to the suspension.

If an appointee who fails to satisfy the conditions of probation has been a serving civil servant immediately prior to their appointment from this competition, the issue of reversion

will normally arise. In the event of reversion, an officer will return to a vacancy in their former grade in their former Department.

17.4 Superannuation and Retirement

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the Civil Service at the time of being offered an appointment. In general, an appointee who has never worked in the Public Service will be offered appointment based on membership of the Single Public Service Pension Scheme ("Single Scheme"). Full details of the Scheme are at www.singlepensionscheme.gov.ie.

Where the appointee has worked in a pensionable (non-Single Scheme terms) public service job in the 26 weeks prior to appointment or is currently on a career break or special leave with/without pay, different terms may apply. The pension entitlement of such appointees will be established in the context of their public service employment history.

Key provisions attaching to membership of the Single Scheme are as follows:

- Pensionable Age: The minimum age at which pension is payable is the same as the age of eligibility for the State Pension, currently 66
- Retirement Age: Scheme members must retire on reaching the age of 70
- Career average earnings are used to calculate benefits (a pension and lump sum amount accrue each year and are up-rated each year by reference to the CPI)
- Post retirement pension increases are linked to the CPI.

17.5 Pension Abatement

If the appointee has previously been employed in the Civil or Public Service and is in receipt of a pension from the Civil or Public Service or where a Civil/Public Service pension comes into payment during their re-employment, that pension **will be subject to abatement** in accordance with Section 52 of the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.

Please note: In applying for this position, you are acknowledging that you understand that the abatement provisions, where relevant, will apply. It is not envisaged that the employing Department/Office will support an application for an abatement waiver in respect of appointments to this position.

However, if the appointee was previously employed in the Civil or Public Service and awarded a pension under voluntary early retirement arrangements (other than the Incentivised Scheme of Early Retirement (ISER), the Department of Health Circular 7/2010 VER/VRS or the Department of Environment, Community & Local Government Circular letter LG(P) 06/2013, any of which renders a person ineligible for the competition), the entitlement to that pension will cease with effect from the date of reappointment. Special arrangements may, however, be made for the reckoning of previous service given by the appointee for the purpose of any future superannuation award for which the appointee may be eligible.

17.6 Department of Education and Skills Early Retirement Scheme for Teachers Circular 102/2007

The Department of Education and Skills introduced an Early Retirement Scheme for Teachers. It is a condition of the Early Retirement Scheme that with the exception of the situations set out in paragraphs 10.2 and 10.3 of the relevant circular documentation, and with those exceptions only, if a teacher accepts early retirement under Strands 1, 2 or 3 of this scheme and is subsequently employed in any capacity in any area of the public sector, payment of pension to that person under the scheme will immediately cease. Pension payments will, however, be resumed on the ceasing of such employment or on the person's 60th birthday, whichever is the later, but on resumption, the pension will be based on the person's actual reckonable service as a teacher (i.e., the added years previously granted will not be taken into account in the calculation of the pension payment).

17.7 Ill-Health Retirement

A person who previously retired on ill health grounds under the terms of a superannuation scheme is required to declare, at the initial application phase, that they are in receipt of such a pension to the organisation administering the recruitment competition.

Applicants will be required to attend the CMO's office to assess their ability to provide regular and effective service taking account of the condition which qualified them for IHR.

17.8 Appointment Post Ill-Health Retirement from Civil Service

If successful in their application through the competition, the applicant should be aware of the following:

- If deemed fit to provide regular and effective service and assigned to a post, their civil service ill-health pension ceases
- If the applicant subsequently fails to complete probation or decides to leave their assigned post, there can be no reversion to the civil service IHR status, nor reinstatement of the civil service IHR pension, that existed prior to the application nor is there an entitlement to same
- The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

17.9 Appointment Post Ill-Health Retirement from Public Service

- Where an individual has retired from a public service body their ill-health pension from that employment may be subject to review in accordance with the rules of ill-health retirement under that scheme.
- If an applicant is successful, on appointment the applicant will be required to declare whether they are in receipt of a public service pension (ill-health or otherwise) and their public service pension may be subject to abatement.

- The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

Please note more detailed information in relation to pension implications for those in receipt of a [civil or public service ill-health pension](#).

17.10 Pension Accrual

A 40-year limit on total service that can be counted towards pension where a person has been a member of more than one pre-existing public service pension scheme (i.e., non-Single Scheme) as per the 2012 Act shall apply. This 40-year limit is provided for in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012. This may have implications for any appointee who has acquired pension rights in a previous public service employment.

17.11 Additional Superannuation Contribution

This appointment is subject to the Additional Superannuation Contribution (ASC) in accordance with the Public Service Pay and Pensions Act 2017.

Note: ASC deductions are in addition to any pension contributions (main scheme and spouses' and children's contributions) required under the rules of your pension scheme.

For further information in relation to the Single Public Service Pension Scheme please see the following website: www.singlepensionscheme.gov.ie.

17.12 Official Secrecy and Integrity

An officer will be subject to the [Provisions of the Official Secrets Act, 1963](#) as amended by the [Freedom of Information Act 2014](#). The officer will agree not to disclose to unauthorised third parties any confidential information either during or subsequent to the period of employment.

17.13 Codes of Ethics, Standards and Behaviour

The officer will be subject to the Revenue Code of Ethics (a copy of which will be made available on assignment) and the Civil Service Codes of Standards and Behaviour.

The Ethics in Public Office Act 1995 will apply, where appropriate, to this employment.

17.14 Unfair Dismissals Acts 1977-2015

The Unfair Dismissals Acts 1977–2015 will not apply to the termination of this employment by reason only of the expiry of this probationary contract without it being renewed.

17.15 Organisation of Working Time Act 1997

The terms of the Organisation of Working Time Act, 1997 will apply, where appropriate, to your employment.

17.16 Headquarters

Headquarters will be such as may be designated from time to time by Revenue. When required to travel on official duty, the appointee will be paid appropriate travelling expenses and subsistence allowances, subject to normal civil service regulations.

17.17 Duties

The employee will be required to perform any duties appropriate to the position which may be assigned from time to time. The officer may not engage in private practice or be connected with any outside business which would interfere with the performance of official duties or conflict with their role.

18 Hours of Attendance

Hours of attendance will be fixed from time to time but will amount to not less than 41 hours and 15 minutes gross or 35 hours net per week.

19 Annual Leave

The annual leave allowance will be **25 working days, rising to 29 days after 5 years' service, and to 30 days after 10 years' service**. This allowance is subject to the usual conditions regarding the granting of annual leave and is on the basis of a five-day week and is exclusive of the usual public holidays.

20 Sick Leave

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply on a pro-rata basis, in accordance with the provisions of the sick leave circulars. Officers who will be paying Class A rate of PRSI will be required to sign a mandate, authorising the Department of Social Protection to pay any benefits due under the Social Welfare Acts direct to Revenue. Payment during illness will be subject to the officer making the necessary claims for social insurance benefit to the Department of Social Protection within the required time limits.

21 Security Clearance

Applicants will be required to complete and return a Garda Vetting form should they come under consideration for appointment. This form will be forwarded to An Garda Síochána for security checks using all addresses at which they resided.

Important Notice

The foregoing represents the principal conditions of service and is not intended to be the comprehensive list of all terms and conditions of employment which will be set out in the employment contract to be agreed with the successful candidate.

Appendix A: Administrative Officer Level Competencies

LEADERSHIP POTENTIAL

- Is flexible and willing to adapt, positively contributing to the implementation of change

- Contributes to the development of policies in own area and the broader Department/ Organisation

- Seeks to understand the implications of taking a particular position on issues and how interdependencies need to be addressed in a logical and consistent way

- Maximises the contribution of the team, encouraging ownership, providing support, and working effectively with others

- Formulates a perspective on issues considered important and actively contributes across a range of settings.

ANALYSIS AND DECISION-MAKING

- Is skilled in policy analysis and development, challenging the established wisdom and adopting an open-minded approach

- Quickly gets up to speed in a complex situation, rapidly absorbing all relevant information/ data (written and oral)

- Uses numerical data skilfully to understand and evaluate business issues

- Identifies key themes and patterns in and across different sources of information, drawing sound and balanced conclusions

- Sees the logical implications of taking a particular position on an issue

- Is resourceful and creative, generating original approaches when solving problems and making decisions.

DELIVERY OF RESULTS

- Assumes personal responsibility for and delivers on agreed objectives/ goals

- Manages and progresses multiple projects and work activities successfully

- Accurately estimates time parameters for projects and manages own time efficiently, anticipating obstacles and making contingencies for overcoming these

- Maintains a strong focus on meeting the needs of customers at all times

- Ensures all outputs are delivered to a high standard and in an efficient manner
- Use resources effectively, at all times challenging processes to improve efficiencies.

INTERPERSONAL AND COMMUNICATION SKILLS

- Communicates in a fluent, logical, clear, and convincing manner verbally and in writing
- Is able to listen effectively and develop a two-way dialogue quickly
- Maintains a strong focus on meeting the needs of internal and external customers
- Effectively influences others to take action
- Works to establish mutual understanding to allow for collaborative working.

SPECIALIST KNOWLEDGE, EXPERTISE AND SELF-DEVELOPMENT

- Clearly understands the role, objectives, and targets and how they fit into the work of the unit and Department/ Organisation
- Develops the expertise necessary to carry out the role to a high standard and shares this with others
- Is proactive in keeping up-to-date on issues and key developments that may impact on own area, the Department and/ or wider public service
- Consistently reviews own performance and sets self-challenging goals and targets
- Has significant expertise in their field that is recognised and utilised by colleagues.

DRIVE AND COMMITMENT TO PUBLIC SERVICE VALUES

- Consistently strives to perform at a high level
- Maintains consistent effort under pressure and is resilient to criticism or setbacks at work
- Demonstrates high levels of initiative, taking ownership for projects and demonstrating self-sufficiency
- Is personally trustworthy and can be relied upon
- Places the citizen at the heart of all processes and systems
- Upholds the highest standards of honesty, ethics, and integrity.

ICT MISSION: To enable Revenue to achieve its strategic goals through the provision of secure, reliable and quality ICT services and to help drive the transformation of Revenue Business Processes.

Supports

Corporate Statement of Strategy
- Confront Non-Compliance
- Service for Compliance

Key Inputs

- Revenue Statement of Strategy
- Revenue ICT Principles
- Revenue's current ICT architecture, processes and ICT maturity
- Commission on Tax and Welfare Reform (Ch. 17)
- Revenue Digital Transformation Strategy
- OECD Tax Administration 3.0 model
- Public Sector ICT, Cloud and Data Strategies

Build ICT Capability: Ensure Revenue can continue to own and manage its ICT estate

Improve recruitment streams and onboarding of new Revenue ICT staff	Implement the Division's ICT People and Culture Strategy	Improve ICT, data and system training/usage for all Revenue staff	Develop new model for 24x7 technical support and operations	Tender for and implement a new external support contract

Systems and Services: Implement the next generation of leading-edge Tax and Customs applications

Deliver next phases of UCC. Develop VAT Mod (ViDA) and Pillar 1/2	Advance full systems redesign in line with Tax Admin 3.0 model	Implement new Omni-channel Contact Centre and a new CRM system	Develop RevWorkplace Portal for internal Apps	Support the wider Public Service, EU and OECD ICT Agendas

Data: Increase organisational use of data as an asset

Refresh BI strategy. Develop new Analytics and AI Strategy	Develop and implement a full Data Lifecycle Management process	Use data for real-time analytics and AI in Revenue systems	Deliver new self-service, Data Analysis tooling and BI reporting	Deliver new archival and backup processes. Refine Test Data processes.

Technology: Provide the most modern, flexible, resilient, secure and cost-effective technology stack for Revenue

Develop new RJS architecture and dev stack	Actively retire old technologies and environments	Define Cloud roadmap to migrate appropriate workloads to Cloud	Update Virtual Desktop delivery model	Implement better testing technology and DevOps approach

Safeguarded by leading-edge ICT Security technology and monitoring supported by processes accredited to industry standards

Under-pinned by robust governance methodology driving strong programme and project management

Supporting the Revenue and Government Green IT and Sustainability agendas