

**Additional Campaign Information**

**NFMHSGIV01**

**Grade IV, Assistant Staff Officer, Dublin**

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 are 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.**
* Proposed interview dates will be indicated at a later stage. Please note you may be called forward for interview at short notice**.**
* There is no need to sign emailed 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. **In order to ensure that your email is not quarantined your email attachments should not exceed a 3mb limit. If you are required to submit supporting documentation with your application form which exceeds 3mb you must reduce the size of the documentation by compressing (zip) the documents otherwise your email may not be received by the closing date of the campaign.**
* To ensure that you do not miss out on any email communication it is highly recommended that you check your spam and junk folder on a regular basis
* [recruitment.nfmhs@hse.ie](mailto:recruitment.nfmhs@hse.ie) can only accept complete applications received by the closing date and time of **Monday 27th January 2025.** 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 we 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 addresses 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.

1. **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.

Please refer to the link below for further information on:

* What to Expect – when applying for a job in the HSE
* What to Expect – the Recruitment Journey

<https://www.hse.ie/eng/staff/jobs/recruitment-process/>

1. **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. **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 Job Specification.

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.

|  |  |  |  |
| --- | --- | --- | --- |
| **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 Recommendation to Proceed**

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.

1. **Campaign Time Scales**

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

Proposed interview dates will be indicated at a later stage. Please note you may be called forward for interview at 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 the HR department 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.

1. **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 Maria McDaid, Campaign Lead (maria.mcdaid@hse.ie). Please note that informal appeals prior to interview must be submitted within 5 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.**

1. **HSE Privacy Policy**

We are committed to protecting your privacy and take the security of your information very seriously. We aim 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>

1. **How to contact National Recruitment?**

For any queries regarding the Recruitment process please contact the HR department:

**Tel:** 01 7786944 / 01 7786945 or by **email**: [recruitment.nfmhs@hse.ie](mailto:recruitment.nfmhs@hse.ie)

For queries specifically relating to the role please contact the named person on the Informal Enquiries section on the Job Specification

**Appendix 1**

**Eligibility Criteria Qualifications and/ or Experience**

**Candidates must have at the latest date of application:**

**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**

1. **Professional Qualifications, Experience, etc.**
2. Eligible applicants will be those who on the closing date for the competition:
3. Have satisfactory experience as a 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.

**Or**

1. Have obtained a pass (Grade D) in at least five subjects from the approved list of subjects in the Department of Education Leaving Certificate Examination, including Mathematics and English or Irish1. Candidates should have obtained at least Grade C on higher level papers in three subjects in that examination.

**Or**

1. Have completed a relevant examination at a comparable standard in any equivalent examination in another jurisdiction

**Or**

1. Hold a comparable and relevant third level qualification of at least level 6 on the National Qualifications Framework maintained by Qualifications and Quality Ireland, (QQI).

Note1: Candidates must achieve a pass in Ordinary or Higher-level papers. A pass in a foundation level paper is not acceptable. Candidates must have achieved these grades on the Leaving Certificate Established programme or the Leaving Certificate Vocational programme. The Leaving Certification Applied Programme does not fulfil the eligibility criteria.

**And**

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

1. **Age**

Age restriction shall only apply to a candidate where s/he is not classified as a new entrant (within the meaning of the Public Service Superannuation (Miscellaneous Provisions) Act, 2004). A candidate who is not classified as a new entrant must be under 65 years of age on the first day of the month in which the latest date for receiving completed application forms for the office occurs.

1. **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.

1. **Character**

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

**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*

*\* Candidates successful at interview and who are not in possession of an employment permit will remain dormant on the panel until Labour Market Testing has been completed. Please note that you cannot start a job or enter employment until the HSE 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. At the time of application you will need to submit documentary evidence which confirms your refugee 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 the HR department 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 to Proceed**: 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.

**Expression of Interest**

* An “Expression of Interest” is an invitation offering you the opportunity to express your interest in a post.  It should not be considered a job offer. This will outline the details of the position in terms of location, tenure, job title, 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. You will be made aware by an “alert” text to your mobile phone to advise you that an expression of interest has issued.
* “Expression of Interest” invitations have a deadline and once the deadline has passed, no further expressions of interest will be accepted. The deadline will be outlined to you in the email
* Expression of Interest responses will only be accepted in the format that is outlined in the “Expression of Interest” invitation
* HSE HR department may issue “Expression of Interest” invitations to more than one candidate on a panel at a time
* Following “Expression of Interest” responses and deadline, the candidate who expressed  interest in the post **and** is highest in order of merit will be given a “Recommendation to Proceed invitation” to progress to the next stage of the recruitment process (pre-employment clearances)
* If you respond to an “Expression of Interest” invitation with “Interested” and you are not the highest in order of merit on the “Expressed Interest list” your position on the panel will remain unchanged
* If you respond to an  “Expression of Interest” invitation with “not Interested” your position on the panel will remain unchanged
* If you do not respond to an “Expression of Interest” invitation we will assume that you do not wish to express an interest in the position and your position on the panel will remain unchanged
* If the person who is highest in order of merit on the “Expressed Interest list” progresses to Recruitment clearances and subsequently withdraws we may revert to the next highest person in order of merit on the “Expressed Interest list” or depending on the time that has lapsed we may issue a new “Expression of Interest”

**Recommendation to Proceed**

"Recommendation to Proceed" invitation offers you the opportunity to progress to the next stage of the recruitment process i.e. pre-employment clearances”. It should not be considered a job offer. This will outline the details of role in terms of location, tenure, job title, Hiring Manager etc. You will be made aware by an “alert” text to your mobile phone to advise you that a ‘recommendation to proceed’ has issued.

It is important that you read these advisory notes before you commit to accepting the Recommendation to Proceed invitation” to progress to recruitment clearances as your decision may have an impact on your status on the panel.

If you advise HR that you wish to proceed to the next stage of the Recruitment Process i.e. pre-employment clearances, the following rules apply based on the role that you are progressing with:

**If you agree to progress with a Specified Purpose Post**

* You will no longer be eligible for any further “Expressions of Interests” for Specified Purpose posts, however, you will keep your place on the panel for “Expressions of Interests” for Permanent Posts.
* and you later decline during the pre-employment clearance stage you will keep your place on the panel for both Specified Purpose and Permanent posts

**If you agree to progress with a Permanent Post**

* You will no longer be eligible for any further expressions of interest and will be removed from the panel
* and you later decline during the pre-employment clearance stage you will remain removed from the panel

**Please note the following important information:**

* “Recommendation to Proceed” responses will only be accepted in the format that is outlined in the “Recommendation to Proceed” invitation.
* “Recommendation to Proceed” invitations have a deadline and once the deadline has passed, no further responses will be accepted. The deadline will be outlined to you in the email.
* No contractual obligation is formed by through the “Recommendation to Proceed invitation” therefore we strongly advise that you do not hand in your notice at this time***.***
* HSE Recruitment posts are subject to budgetary approval, satisfactory references, appropriate registration, security and medical clearances which will be sought as required.
* The HSE reserves the right to withdraw a recommendation to proceed if not satisfied with all aspects in this regard.
* The HSE determines the merit, appropriateness and relevance of references.
* A contract of employment is only valid when received in writing and signed by both parties (i.e. candidate and HSE).
* If you take up employment in a Specified Purpose post, you can advise NRS by email to [asknrs@hse.ie](mailto:asknrs@hse.ie) when you are within three months of the end of your contract. We will then activate you on the panel again for Specified Purpose “Expressions of Interests”