



ÚDARÁS UCHTÁLA na hÉIREANN  
THE ADOPTION AUTHORITY of IRELAND

## CANDIDATE INFORMATION BOOKLET

PLEASE READ CAREFULLY

**HIGHER EXECUTIVE OFFICER**

**ADOPTION AUTHORITY OF IRELAND**

**Closing date:** 12 noon, Monday 04 July 2022

The Adoption Authority of Ireland is committed to a policy of equal opportunity.

The Adoption Authority of Ireland will run this competition in compliance with the Code of Practice for appointment to positions in the Civil Service and public service, prepared by the Commission for Public Service Appointments (CPSA) and available on [www.cpsa.ie](http://www.cpsa.ie)

*AAI recognises its responsibilities under the Data Protection Acts 1988, 2003 & 2018, the General Data Protection Regulation (GDPR) and the Freedom of Information Act 2014*

**CONTACT:** [RECRUITMENT@AAI.GOV.IE](mailto:RECRUITMENT@AAI.GOV.IE)

ADOPTION AUTHORITY OF IRELAND  
SHELBOURNE HOUSE, SHELBOURNE ROAD, DUBLIN D04 H6F6  
[WWW.AAI.GOV.IE](http://WWW.AAI.GOV.IE)

**TITLE OF POSITION:** Higher Executive Officer

**REPORTING TO:** Head of assigned unit

**OFFICE:** Adoption Authority of Ireland

**LOCATION:** The Adoption Authority is currently based in one location in Ballsbridge. Blended working is available with the position, subject to the nature of the assigned duties. In due course the Authority, or part of the Authority, may relocate to one or more sites and some staff will be relocated to the new site(s).

### **Overview of the Adoption Authority of Ireland**

The Adoption Authority of Ireland (AAI), established on 1 November 2010 under the Adoption Act 2010, is an independent quasi-judicial body under the aegis of the Department of Children, Equality, Disability, Integration and Youth (DCEDIY). The Authority is also, in line with The Hague Convention on the Protection of Children and Co-operation in Respect of Intercountry Adoption, the central authority for intercountry adoption in Ireland. The purpose of the Adoption Act 2010 is to improve standards in both domestic and intercountry adoption. For further information visit [www.aai.gov.ie](http://www.aai.gov.ie)

The Authority is responsible for granting all domestic adoption orders and for granting all declarations of eligibility and suitability to prospective adopters in advance of their adopting abroad and in Ireland. The Adoption Authority of Ireland is responsible for registering and supervising all adoption service providers and for maintaining the Register of Accredited Bodies, which is the list of providers accredited by the Authority. The Authority maintains the Register of Intercountry Adoptions, (RICA), in which details of inter-country adoptions are entered. The Authority also maintains the National Adoption Contact Preference Register, NACPR. For more details on the Authority please refer to our website at [www.aai.gov.ie](http://www.aai.gov.ie)

### **HIGHER EXECUTIVE OFFICER**

Higher Executive Officers in the Adoption Authority are key members of the mid-management team within the organisation and support the senior management team in completing stated objectives under Corporate and Business Plans. A Higher Executive Officer can be involved in policy development; project management; management of an effective work unit; ensuring clear identification of roles and responsibilities and motivating staff. For operational reasons and in response to business needs, HEOs can be moved between operational units during their employment with the Adoption Authority.

The HEO as manager of the unit will report to the Assistant Principal Officer, or the Principal Officer of their assigned unit. If appointed a HEO could be assigned to any operational unit within the Adoption Authority such as:

- Corporate Services & Accreditation
- Data Protection
- Archives
- Solutions
- Records

### **DUTIES AND RESPONSIBILITIES**

The Higher Executive Officer is expected to be responsible for and to take ownership of tasks and bring them to a satisfactory conclusion through the effective organisation, allocation and supervision

of work. This middle management role is varied and requires the role-holder to be flexible, capable of working to tight deadlines while also being committed to delivering quality results.

## REQUIREMENTS

### Character

Each candidate must be of good character.

### Health

Each candidate shall be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

### Key Responsibilities

The Higher Executive Officer is expected to demonstrate the ability to

- Lead a team;
- Address performance issues if they arise;
- Develop and implement new ways of working effectively to meet objectives;
- Gather and analyse information from relevant sources, weighing up a range of critical factors;
- Take account of any broader issues and related implications when making decisions;
- Put forward solutions to address problems;
- Successfully manage a range of different projects and work activities at the same time;
- Present information clearly, concisely and confidently when speaking and in writing.

### Essential Experience

It is essential that the ideal candidate has:

- A minimum of 4 years' experience within a general administration and or management role;
- Experience of managing a diverse team;
- Strong IT skills, including Microsoft Suite i.e. Word, Excel, Outlook etc.;
- Experience of successfully managing a range of work projects at the same time.

### Desirable Experience

It is desirable that the ideal candidate would also have:

- Project management skills and experience;
- Finance/Accounts Payable experience;
- Public Procurement experience;
- Experience of working with legislation;
- Familiarity with General Data Protection Regulations and Freedom of Information;
- Broad knowledge of Irish Public Sector.

**Note:** The functions and responsibilities assigned to this position are based on the current stated role and may be changed from time to time. The person appointed requires the flexibility to fulfil other roles and responsibilities at a similar level within the Authority

### Remuneration:

**Salary Grade:** Higher Executive Officer (rates effective from 1<sup>st</sup> February 2022).

### Salary Scale:

€50,848	€52,334	€53,817	€55,300	€56,788	€58,271
€59,756	€61,899 (LSI 1)	€64,038 (LSI 2)			

**Personal pension contribution (PPC) rate.** This salary is payable to an individual who is required to make a personal pension contribution (PPC) to their main pension (in general those persons whose initial appointment to the Public Service is on or after 6th April 1995).

**Annual Leave:** The annual leave allowance for the position of Higher Executive Officer is 29 days rising to 30 days after 5 years' service and 31 days after 10 years' service. This allowance is subject to the usual conditions regarding the granting of annual leave in the authority, is based on a five-day week and is exclusive of the usual public holidays.

**Note:**

- Entry will be at the minimum point of the scale **€50,848** and will not be subject to negotiation;
- If immediately prior to appointment the appointee is already a serving Civil Servant or Public Servant and is on a pay scale which is the equivalent of the pay scale advertised, consideration will be given to entry at their existing point on the scale, subject to limits set by the Department of Expenditure and Reform;
- The rate of remuneration may be adjusted from time to time in line with Government pay policy.

**Contract:** Permanent Contract

**Attendance:** Hours of attendance will be fixed from time to time but will amount to not less than 37 hours net of lunch breaks, Monday to Friday. Flexible working arrangements are available to staff at Higher Executive Officer level.

**Probation:** This role will be on a probationary basis for a period of 12 months from the date of commencement of employment.

During the period of probation, the appointee's performance will be subject to review by the Head of the assigned unit to determine whether they:

- (i) have performed in a satisfactory manner,
- (ii) have been satisfactory in general conduct, and
- (iii) are suitable from the point of view of health and particular regard to sick leave.

**Outside Employment:** The position will be whole time and the appointee may not engage in private practice or be connected with any outside business, which conflicts in any way with his/her official duties, impairs performance or compromises his/her integrity.

**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 for the public service.

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 directly to the Adoption Authority of Ireland. 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.

**Superannuation:**

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the Adoption Authority Ireland, 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.singlescheme.gov.ie](http://www.singlescheme.gov.ie)

Were the appointee has worked in a pensionable (non-Single Scheme) 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 history.

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

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

### **Pension Abatement**

If the appointee was previously employed in the Civil Service and is in receipt of a pension from the Civil Service normal abatement rules will apply. However, if the appointee was previously employed in the Civil Service and awarded a pension under voluntary early retirement arrangements (other than the Incentivised Scheme of Early Retirement (ISER) or the Department of Health Circular 7/2010 VER/VRS which, as indicated below, renders a person ineligible for the competition) the entitlement to that pension will cease with effect from the date of reappointment. Special arrangements will, 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. If the appointee was previously employed in the Civil Service or in the Public Service please note that the Public Service Pensions (Single Scheme and Other Provisions) Act 2012 includes a provision which extends abatement of pension for all Civil and Public Servants who are re-employed where a Public Service pension is in payment. This provision to apply abatement across the wider public service came into effect on 1 November 2012. This may have pension implications for any person appointed to this position who is currently in receipt of a Civil or Public Service pension or has a preserved Civil or Public Service pension which will come into payment during his/her employment in this position.

### **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 persons 60th birthday, whichever is the later, but on resumption, the pension will be based on the persons 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).

### **Ill-Health-Retirement**

Please note that where an individual has retired from a Civil/Public Service body on the grounds of ill-health his/her pension from that employment may be subject to review in accordance with the rules of ill-health retirement within the pension scheme of that employment.

### **Prior Public Servants**

While the default pension terms, as set out in the preceding paragraphs, consist of Single Scheme membership, this may not apply to certain appointees. Full details of the conditions governing

whether or not a public servant is a Single Scheme member are given in the Public Service Pensions (Single Scheme and other Provisions) Act 2012. However the key exception case (in the context of this competition and generally) is that a successful candidate who has worked in a pensionable (non-single scheme terms) capacity in the public service within 26 weeks of taking up appointment, would in general not become a member of the Single Scheme. In this case such a candidate would instead be offered membership of the pension scheme for non-established civil servants (“Non-Established State Employee Scheme”). This would mean that the abatement provisions at (c) above would apply, and in addition there are implications in respect of pension accrual as outlined below:

### **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 existing public service pension scheme would apply. This 40-year limit, which is provided for in the Public Service Pensions (Single Scheme and other Provisions) Act 2012 came into effect on 28 July 2012. This may have implications for any appointee who has acquired pension rights in a previous public service employment.

### **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 required under the rules of your pension scheme.

For further information in relation to the Single Public Service Pension Scheme for Public Servants please see the following website: <http://www.per.gov.ie/pensions>

### **Important notice:**

**The above 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.**

### **Eligibility to Compete**

Candidates should note that eligibility to compete is open to citizens of the European Economic Area (EEA). The EEA consists of the Member States of the European Union along with Iceland, Liechtenstein and Norway. Swiss citizens under EU agreements may also apply.

A candidate who is in doubt with regard to their eligibility to compete should consult the Department of Enterprise, Trade & Employment.

### **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 debarred from applying for another position in the same employment or the same sector. Therefore, such retirees may not apply for this position.

### **Collective Agreement - Redundancy Payments to Public Servants:**

The Department of Public Expenditure and Reform letter dated 28th June 2012 to Personnel Officers introduced, with effect from 1st 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. Thereafter the consent of the Minister for Public Expenditure and Reform will be required prior to

re-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) and the Minister's consent will have to be secured prior to employment by any public service body.

**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 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, after which time any re-employment will require the approval of the Minister for Public Expenditure and Reform. People who availed of either of these schemes are not eligible to compete in this competition.

**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 reemployment 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. Thereafter, the consent of the Minister for Public Expenditure and Reform will be required prior to re-employment. 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).

**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.

**SELECTION PROCESS**

**How to Apply**

Please submit the 2 documents as set out below to [recruitment@aai.gov.ie](mailto:recruitment@aai.gov.ie)

- A fully completed Application Form.
- A **cover letter/ personal statement** outlining why you wish to be considered for the post and where you believe your personal attributes, skills, knowledge and experience meet the requirements for a Higher Executive Officer post.

Please note that omission of any or part of the 2 requested documents, as set out above, will render the application incomplete. Incomplete applications will not be considered for the next stage of the selection process.

**The completed application form and the cover letter/personal statement are to be combined and submitted together in one single PDF document.**

Candidates are required to complete an application form and provide details of their experience in five of the competencies required for the role of a Higher Executive Officer: - *Team Leadership, Analysis and Decision Making, Management and Delivery of Results, Interpersonal and Communication Skills, Drive & Commitment to Public Service Values* – see Appendix A for descriptions of these 5 competencies.

### **Closing Date**

The closing date and time for applications is 12 noon on Monday 04 July 2022. Applications received in the inbox of [recruitment@aai.gov.ie](mailto:recruitment@aai.gov.ie) after the specified deadline will not be accepted.

### **Selection Methods**

The Adoption Authority will convene an expert board to carry out the competitive stages of the selection process to the highest standards of best practice. The approach employed may include:

- Shortlisting of candidates on the basis of the information contained in their application form and cover letter;
- A competitive competency based interview.

### **Interview**

Shortlisted candidates will be notified in due course of the confirmed date and time for interviews.

Prior to recommending any candidate for appointment to this position the Authority will make all such enquiries that 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.

**Please Note:** You may be required to undertake a medical should you come under consideration for appointment.

### **References**

We would appreciate it if you would start considering names of people who you feel would be suitable referees that we might consult (2 - 3 names and contact details). The referees listed do not have to include your current employer, but should be in a position to provide a reference for you. Please be assured that we will only collect the details and contact referees should you come under consideration at interview stage.

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 the Authority is satisfied that such a person fulfils the requirements or is not disqualified by law from holding the position.

Should the person recommended for appointment decline, or having accepted it, relinquish it, the Authority may at its discretion, select and recommend another person for appointment on the results of this selection process.

Candidates should make themselves available on the date(s) specified by the Authority. The Authority will not be responsible for refunding any expenses incurred by candidates.

### **Panel**

AAI may establish panels of suitably qualified individuals to fill vacancies, which may arise in the various units across the AAI. If a candidate is offered and accepts a position, they must be available to take up that position within a reasonable time frame. The Authority has no foresight as to how many vacancies

may be filled over the lifetime of the panel, and potentially candidates may not be reached on the order of merit.

Qualification and placement on a panel is not a guarantee of appointment to a position. Once reached on the panel, a candidate will normally be considered for one position only. Once assigned to a position, a candidate will be removed from the panel and will no longer be considered for any future positions. Please note that once an offer of appointment has been accepted a candidate will be removed from the panel and no further offers of appointment will be made. This panel, if created, will remain in place for up to 18 months.

## **SECURITY CLEARANCES**

**Please Note:** You will be required to complete and return a Garda vetting form should you come under consideration for appointment. This form will be forwarded to An Garda Síochána for security checks on all Irish and Northern Irish addresses at which you resided. If you are not successful, this information will be destroyed by the Authority. If you do, therefore, subsequently come under consideration for another position, you may be required to supply this information again.

### **Deeming of candidature to be withdrawn**

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

### **The importance of confidentiality**

The Adoption Authority of Ireland may use third party recruitment specialists to manage all or part of the recruitment process on our behalf. We would like to assure you that protecting confidentiality is our number one priority. You can expect, and we guarantee, 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 that aspect of the process.

The Adoption Authority of Ireland recognises its responsibilities under the Data Protection Acts 1988, 2003 & 2018, the General Data Protection Regulation (GDPR) and the Freedom of Information Act 2014.

## **Review of Decisions**

There are formal procedures set down where a candidate seeks a review of a decision taken in relation to their application. These procedures are set out in the **Code of Practice Appointments to Positions in the Civil and Public Service**. A full version of the document is available on the website of the Commission for Public Service Appointments [www.cpsa.ie](http://www.cpsa.ie)

### **Section 7 Review**

A request for review may be taken by a candidate should they be dissatisfied with an action or decision taken by the Adoption Authority of Ireland (AAI). The AAI will consider requests for review in accordance with the provisions of **Section 7** of the Code of Practice *Appointments to Positions in the Civil and Public Service* published by the Commission for Public Service Appointments (Commission). When making a request for a review, the candidate must support their request by outlining the facts they believe show that the action taken or decision reached was wrong. A request for review may be refused if the candidate cannot support their request.

The Commission recommends that, subject to the agreement of the candidate, where the office holder (in this instance the Chief Higher Executive Officer of AAI) considers the matter could be resolved they should first seek to engage on an informal basis, before making use of the formal review procedure.

### **Procedure for Informal Review**

A request for Informal Review must be made within 5 working days of notification of the decision, and should normally take place between the candidate and a representative of the AAI who had played a key role in the selection process.

- Where the decision being conveyed relates to an interim stage of a selection process, the request for informal review must be received within 2 working days of the date of receipt of the decision.
- Where a candidate remains dissatisfied following any such informal discussion, he/she may adopt the formal procedures set out below.
- If the candidate wishes the matter to be dealt with by way of a formal review, he/she must do so within 2 working days of the notification of the outcome of the informal review.

### **Procedure for Formal Review of Selection Process**

- The candidate must address his/her concerns in relation to the process in writing to the Chief Executive, outlining the facts that they believe show an action taken or decision reached was wrong.
- A request for review must be made within 10 working days of the notification of the selection decision. Where the decision relates to an interim stage of a selection process, the request for review must be received within 4 working days.
- Any extension of these time limits will only be granted in the most exceptional of circumstances and will be at the sole discretion of the Chief Executive.
- The outcome must generally be notified to the candidate within 25 working days of receipt of the request for review.

### **Complaints Process**

A candidate may believe there was a breach of the Commission's Code of Practice by AAI that may have compromised the integrity of the decision reached in the appointment process. The complaints process enables candidates (or potential candidates) to make a complaint under **Section 8** to the Chief Higher Executive Officer of AAI in the first instance, and to the Commission for Public Service Appointments subsequently on appeal if they remain dissatisfied.

Allegations of a breach of the Code of Practice should be addressed in writing, and within a reasonable timeframe, to the Chief Higher Executive Officer in the first instance. The complainant must outline the facts that they believe show that the process followed was wrong. The complainant must also identify the aspect of the Code they believe has been infringed and enclose any relevant documentation that may support the allegation. A complaint may be dismissed if they the complainant cannot support their allegations by setting out how the Adoption Authority of Ireland has fallen short of the principles of this Code.

On receipt of a complaint AAI may determine to engage with the complainant on an informal basis.

### **Procedure for Formal Review of Selection Process**

- The candidate must address his/her concerns in relation to the process in writing to the Chief Executive, outlining the facts that they believe show an action taken or decision reached was wrong.
- A request for review must be made within 10 working days of the notification of the selection decision. Where the decision relates to an interim stage of a selection process, the request for review must be received within 4 working days.
- Any extension of these time limits will only be granted in the most exceptional of circumstances and will be at the sole discretion of the Chief Executive.

- The outcome must generally be notified to the candidate within 25 working days of receipt of the request for review.

There is no obligation on the AAI to suspend an appointment process while it considers a request for a review. Please note that where a formal review of a recruitment and selection process has taken place under Section 7 of this Code of Practice, a complainant may not seek a further review of the same process under Section 8, other than in the most exceptional circumstances that will be determined by the Commission at its sole discretion.

### **Candidates' Obligations**

Candidates must not:

- knowingly or recklessly provide false information
- canvass any person with or without inducements
- impersonate a candidate at any stage of the process
- interfere with or compromise the process in any way

It is important to remember that this is a competitive process for a role where integrity is paramount. Sharing information on the selection process, for example through social media or any other means, may result in you being disqualified from the competition.

A third party must not impersonate a candidate at any stage of the process.

*AAI is an equal opportunity employer and does not discriminate against individuals on the basis of gender, age, race, colour, nationality, ethnic or national origin, religion, marital status, family status, sexual orientation or disability*

## Appendix A

### Key Competencies for effective performance at Higher Executive Officer Level

Team Leadership	Works with the team to facilitate high performance, developing clear and realistic objectives and addressing and performance issues if they arise
	Provides clear information and advice as to what is required of the team
	Strives to develop and implement new ways of working effectively to meet objectives
	Leads the team by example, coaching and supporting individuals as required
	Places high importance on staff development, training and maximising skills & capacity of team.
	Is flexible and willing to adapt, positively contributing to the implementation of change
Analysis & Decision Making	Gathers and analyses information from relevant sources, whether financial, numerical or otherwise weighing up a range of critical factors
	Takes account of any broader issues and related implications when making decisions
	Uses previous knowledge and experience in order to guide decisions
	Makes sound decisions with a well reasoned rationale and stands by these
	Puts forward solutions to address problems
Management & Delivery of Results	Takes responsibility and is accountable for the delivery of agreed objectives
	Successfully manages a range of different projects and work activities at the same time
	Structures and organises their own and others work effectively
	Is logical and pragmatic in approach, delivering the best possible results with the resources available
	Delegates work effectively, providing clear information and evidence as to what is required
	Proactively identifies areas for improvement and develops practical suggestions for their implementation
	Demonstrates enthusiasm for new developments/changing work practices and strives to implement these changes effectively.
	Applies appropriate systems/ processes to enable quality checking of all activities and outputs
Practices and promotes a strong focus on delivering high quality customer service, for internal and external customers	
Interpersonal & Communication Skills	Builds and maintains contact with colleagues and other stakeholders to assist in performing role
	Acts as an effective link between staff and senior management
	Encourages open and constructive discussions around work issues
	Projects conviction, gaining buy-in by outlining relevant information and selling the benefits
	Treats others with diplomacy, tact, courtesy and respect, even in challenging circumstances
	Presents information clearly, concisely and confidently when speaking and in writing
Specialist Knowledge, Expertise and Self Development	Has a clear understanding of the roles, objectives and targets of self and team and how they fit into the work of the unit and Department/ Organisation and effectively communicates this to others
	Has high levels of expertise and broad Public Sector knowledge relevant to his/her area of work
	Focuses on self development, striving to improve performance
Drive & Commitment to Public Service Values	Strives to perform at a high level, investing significant energy to achieve agreed objectives
	Demonstrates resilience in the face of challenging circumstances and high demands
	Is personally trustworthy and can be relied upon
	Ensures that customers are at the heart of all services provided
	Upholds high standards of honesty, ethics and integrity