



The National Library of Ireland is an Equal Opportunities Employer

## Candidates' Information Booklet

Open competition for the appointment to the position of

**Senior ICT Officer (Operations Manager), at HEO Level**

**in the National Library of Ireland**

Closing Date: 3:00pm, 01 July 2024

The National Library of Ireland is committed to a policy of equal opportunity

Contact: HR Unit

NATIONAL LIBRARY OF IRELAND

4 KILDARE STREET,

DUBLIN 2.

Telephone: (353) 1 6030200 - URL: [www.nli.ie/vacancies](http://www.nli.ie/vacancies)

## **BACKGROUND**

The National Library of Ireland (NLI) is the library of record for Ireland. Established in 1877, the NLI became an autonomous cultural institution on 3<sup>rd</sup> May 2005 under the National Cultural Institutions Act, 1997, with a Board and a Director who operates under the Board's overall governance. The Board, made up of a chairperson and 11 ordinary members, reports to the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media. The Library employs some 110 staff who work to deliver five priorities under our current strategy, to collect, protect, reveal, engage and innovate.

The NLI shares the story of Ireland with the world through our unique collections. We care for more than twelve million items, including books, manuscripts, newspapers, photographs, prints, maps, drawings, ephemera, music and digital media. The Library's sites in Dublin, including the National Photographic Archive in Temple Bar, are open, free of charge, to all those who wish to consult and explore the collections - through reading rooms which are visitor attractions in their own right, rich and varied exhibitions, and an active public programme. Further information is available at [www.nli.ie](http://www.nli.ie).

## **DEPARTMENT OVERVIEW**

The Digital Collections Department is responsible for growing, managing and preserving the national digital collections in the form of web archives, born digital archives and digitised collections, and for developing the NLI's underpinning ICT systems and core technical infrastructure. The structure of the department comprises the following teams: ICT Infrastructure and Operations, Digital Library Systems, Digitisation, the NLI Web Archive, and Born Digital Archives.

The NLI campus is comprised of a mix of staff offices, and public spaces, including exhibitions, seminar, and research rooms, which cater for network connected public PCs, and WIFI-connected devices for staff and the public. NLI internet access is provided as part of Government Networks (OGCIO/GN). The NLI hosts two data centres providing compute and storage infrastructure for corporate data, applications and digital library collections (approx. 200TB). The NLI operates a VMWare environment for approximately 70 Virtual machines, running a mix of Windows server 2016/2019 (e.g. Microsoft AD, Exchange, DNS, Sharepoint) and RHEL 8, and has begun to adopt public cloud offerings (M365 and AWS) for some workloads. The NLI maintains and hosts a number of internet-facing applications, including [catalogue.nli.ie](http://catalogue.nli.ie), [registers.nli.ie](http://registers.nli.ie), [sources.nli.ie](http://sources.nli.ie), [orders.nli.ie](http://orders.nli.ie), [rtickets.nli.ie](http://rtickets.nli.ie).

The NLI ICT Infrastructure and Operations team provides organization-wide support for core ICT infrastructure and services. This includes oversight, development and support of networking, telephony, cyber security, corporate applications, productivity tools, staff

helpdesk, backup, disaster recovery, management of the underlying storage infrastructure for digital collections (>200TB), and management of virtualized hosting environment.

## **THE ROLE**

As Senior ICT Officer (Operations Manager), you'll be an integral part of the ICT Infrastructure & Operations team, comprising a Team Lead (Engineer Grade 2), two senior ICT Officers (HEO), one ICT Officer (EO), and an experienced ICT support officer.

Working closely with the ICT Infrastructure & Operations Lead, you'll contribute to planning, developing, and implementing the ICT Infrastructure and services needed for the NLI to meet its objectives both as a modern, productive workplace and as trusted and specialized digital collecting institution.

You'll manage the day-to-day operation and monitoring of the NLI ICT network and ICT infrastructure, ensuring the NLI's server, storage, backup, disaster recovery, and log management solutions are well managed and monitored to minimise the risk of system outages, data loss, and cyber security threats.

You'll work closely with staff and departments across the NLI to gather requirements and deliver appropriate technical solutions. This will include taking responsibility for leading and managing individual projects as part of a wider programme of improvements.

You are a flexible and co-operative team player, but equally comfortable working on your own initiative and demonstrating a high level of personal responsibility. You have excellent analytical and communications skills and the ability to work effectively in project-oriented environment.

We offer flexible hybrid working based from our historical city centre campus. This is an excellent opportunity to work in a stimulating, challenging environment, to apply your expertise, to solve interesting problems, and to leverage industry-standard technologies to help ensure the preservation and re-use of our national cultural heritage collections.

## **DUTIES AND RESPONSIBILITIES**

- Manage day to day operation and monitoring of the NLI ICT network and ICT infrastructure;
- Ensure the NLI's server, storage, backup, disaster recovery, and log management solutions are well managed and monitored to minimise the risk of system outages and data loss;
- Monitor & respond to ongoing cyber security threats, including timely response to alerts and advisory notifications from the National Cyber Security Centre;
- Ensure timely rollout of software updates/patches for the NLI's servers (Windows and RHEL) and network devices;

- Work with ICT Infrastructure and Operations Lead, to analyse, procure and implement appropriate technical solutions, including use of public cloud and SaaS, needed to meet the NLI's strategic and operational goals;
- Management of vendors and contractors in line with NLI policies and procedures;
- Development, maintenance, and monitoring SOPs and technical documentation ensuring business efficiency and continuity;
- Work with the colleagues in the NLI Digital Collections team to ensure a secure, resilient storage and technical infrastructure underpinning digital collecting and preservation activities;
- Coordinate a schedule of disaster recovery and business continuity testing/practice, establishing and testing agreed Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO) for key systems and assets;
- Work closely with colleagues in the NLI Digital Library Systems team in implementing and documenting procedures for configuration management, security enforcement, code deployment, and orchestration across staging and production Linux VMs;
- Ensure maintenance of relevant sections of the NLI Information Asset Register;
- Procurement of IT hardware, software and IT consumables.

### **Essential Requirements**

- Third-level qualification in Computer Science or equivalent;
- Minimum of 2 years relevant professional experience in a relevant technical role;
- Experience of providing operational support for enterprise Linux VMs, including efficient patching, monitoring, provisioning;
- Demonstrated experience operating in a Microsoft environment including Active Directory, Group Policy, Azure AD, DHCP, Windows Server, etc.;
- Demonstrated experience of administering virtualised environments, e.g. VMWare, and managing storage (SAN), disaster recovery and backup solutions and procedures;
- Demonstrated experience of disaster recovery and business continuity testing/practice;
- Demonstrated excellent knowledge of telephony and networking, including firewall management, network segmentation, and VOIP;
- Evidence of strong track record planning and executing ICT roll-out and integration projects;
- Demonstrated experience of service design, development and continuous improvement, including the creation of strategies, policies, SOPs, process models;
- Excellent understanding and demonstrated experience of information security and cyber-security threat mitigation;

- Evidence of a strong track record of stakeholder relationship management, business analysis, and the ability to work well with others at all levels, including technical and non-technical staff.

#### **Desirable**

- Experience of procurement and licensing;
- Experience of working to formal Information Security standards and certifications, e.g. NIST, ISO27001;
- Experience of secure deployment and management of enterprise applications and data in hybrid or fully public cloud infrastructure (IaaS/PaaS) using AWS, Azure or Google;
- Excellent knowledge of storage types (SAN, NAS, Object, DAS) and topologies;
- Experience of managing storage, backup, and DR for environment with large volumes (> 200TB) of digital content;
- Experience of working with digital collections and digital preservation;
- Experience of leading a technical team, providing supervision and technical leadership.

#### **ELIGIBILITY TO COMPETE AND CERTAIN RESTRICTIONS ON ELIGIBILITY**

##### **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 visa; or
- (e) A person awarded international protection under the International Protection Act 2015 or any family member entitled to remain in the State as a result of family reunification and has a stamp 4 visa; or
- (f) A non-EEA citizen who is a parent of a dependent child who is a citizen of, and resident in, an EEA member state or the UK or Switzerland and has a stamp 4 visa.

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

**To qualify candidates must meet one of the citizenship criteria above by the date of any job offer.**

### **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.

### **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.

### **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.

### **Declaration**

Applicants will be required to declare whether they have previously availed of a public service scheme of incentivised early retirement and/or the collective agreement outlined above. 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.

### **PRINCIPAL CONDITIONS OF SERVICE**

**PAY:** The payscales applicable to the position are as follows (rates effective 01 January 2024):

### **Personal Pension Contribution (PPC)**

The PPC pay scale will apply where the appointee is an existing civil or public servant appointed on or after 6th April 1995 and is required to make a personal pension contribution. It will also apply to new permanent employees and fixed term un-established employees.

€55,996 €57,633 €59,267 €60,900 €62,539 €64,170 €65,806 €68,167\* €70,522\*\*

*\*LSI 1 is Long service Increment after 3 years on Max of scale.*

*\*\*LSI 2 is Long service increment after 6 years on Max of scale.*

### **Non-Personal Pension Contribution (Non-PPC)**

The Non-PPC (Personal Pension Contribution) salary for the position is as follows and applies where the appointee is a civil or public servant recruited before 6th April 1995 and who is not required to make a Personal Pension Contribution.

€53,332 €54,871 €56,407 €57,957 €59,508 €61,071 €62,623 €64,856\* €67,097\*\*

*\*LSI 1 is Long service Increment after 3 years on Max of scale.*

*\*\*LSI 2 is Long service increment after 6 years on Max of scale.*

### **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.

Subject to satisfactory performance increments may be payable in line with current Government Policy. (See Public Service Stability Agreement 2018-2020 paragraph 5.1 for recent changes).

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

The rate of pay offered will be payable fortnightly in arrears by Electronic Fund Transfer (EFT) into a bank account of your choice. Payment cannot be made until you supply an IBAN and IBIC number to the HR Unit.

Statutory deductions from salary will be made as appropriate.

You will agree that any overpayment of salary or of travel and subsistence may be deducted from future salary payments due to you in accordance with the Payment of Wages Act 1991. You will be advised in writing of the amount and details of any such overpayment and you will be given at least one week's notice of the deduction to take place, which will be deducted at an amount fair and reasonable having regards to all the circumstances.

**Tenure**

The successful candidate will be appointed to a permanent post, subject to successful completion of a 12-month probationary contract.

An appointment is made to a position in the National Library of Ireland on successful completion of a probationary contract. This does not preclude an extension to the probationary period in appropriate circumstances. During the period of probation, the appointee's performance will be subject to review by the relevant manager(s) to determine whether the appointee:

- (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.

**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.

**Organisation of Working Time Act 1997**

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

**Location**

The successful candidate will primarily be based at the No.4 Kildare Street, Dublin 2, but will be required to visit and work at all of the NLI premises in Dublin as required by the nature of the role.

**Hours of Attendance**

Hours of attendance will be as fixed from time to time but will amount, on average, to not less than 41.25 gross hours per week (35 net hours per week). No additional payment will be made for extra attendance (over and above 41.25 hours per week) as the rate of remuneration payable covers any exceptional extra attendance liability that may arise from time to time.

**Annual Leave**

The annual leave allowance is 29 working days a year, rising to 30 working days after 5 years. 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.



## **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.

## **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 National Library 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 and Retirement**

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the National Library of Ireland, at the time of being offered an appointment. In general, and except for candidates who have worked in a pensionable (non-single scheme terms) public service job in the 26 weeks prior to appointment (see paragraph d below), this means being offered appointment based on membership of the Single Public Service Pension Scheme (“Single Scheme”).

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

### **a. Pensionable Age**

The minimum age at which pension is payable is 66 (rising to 67 and 68) in line with State Pension age changes.

### **b. Retirement Age**

Scheme members must retire at the age of 70.

### **c. 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 above, 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.

#### **d. 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:

**e. 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.

**f. Pension-Related Deduction**

This appointment is subject to the pension-related deduction in accordance with the Financial Emergency Measure in the Public Interest Act 2009.

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

**Secrecy, Confidentiality and Standards of Behaviour:**

**Official Secrecy and Integrity**

During the term of the contract an appointee will be subject to the Provisions of the Official Secrets Act, 1963, as amended by the Freedom of Information Acts 1997 and 2003. The appointee will agree not to disclose to third parties any confidential information either during or subsequent to the period of employment.

**Civil Service Code of Standards and Behaviour**

The appointee will be subject to the Civil Service Code of Standards and Behaviour.

**Character**

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

**Ethics in Public Office Act 1995**

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

**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.**

## COMPETITION PROCESS

### How to Apply

Applicants should submit a copy of their current Curriculum Vitae with a letter of interest and the names and contact details of two referees. These should be submitted by e-mail to: [careers@nli.ie](mailto:careers@nli.ie)

**Please note that all application documentation should be submitted in a single PDF document.**

Applicants will be short-listed on the basis of the information contained in their curriculum vitae.

The NLI reserves the right to make such enquiries as it considers necessary in relation to an applicant before making an offer of a post to them.

It is the responsibility of applicants to be available for interview on the allotted time and date.

### Closing date

The closing date for receipt of applications is 3:00pm, 01 July, 2024. **This closing date will be strictly adhered to.**

### Selection Methods

The selection may include:

- shortlisting of candidates on the basis of the information contained in their application
- a competitive interview
- presentation or other exercises that may be deemed appropriate

### Shortlisting

Normally the number of applications received for a position exceeds that required to fill existing and future vacancies to the position. 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, the National Library may decide that a number only will be called to interview. In this respect, the National Library provide for the employment of a shortlisting process to select a group for interview who, based on an examination of the application forms, appear to be most suitable for the position. An expert board will examine the application forms against a pre-determined criteria based on the requirements for the position and decide if you will be shortlisted, relative to the other candidates applying for the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of

undertaking the job, rather than there are some candidates, who based on their application, appear to be better qualified and/or have more relevant experience. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/experience on the application form.

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

Candidates who do not, when requested, furnish such evidence as the National Library of Ireland requires in regard to any matter relevant to their candidature will have no further claim to consideration.

### **Review Procedures in relation to the Selection Process**

Requests for a review are dealt with in accordance with the "*Code of Practice: Appointment to Positions in the Civil Service and Public Service*" published by the Commission for Public Service Appointments - the Code can be accessed at [www.cpsa.ie](http://www.cpsa.ie).

The National Library of Ireland will consider requests (addressed to the HR Unit) for review as follows: -

- informal process to be availed of within 5 working days of the notification of initial decision (Section 7.8 of Code) or within 2 working days of the receipt of a decision in relation to an interim stage (Section 7.9 of Code).
- Formal process: request for review must be made within 10 working days of the notification of the initial decision or if an interim stage the request for review must be received within 4 working days (Section 7.13 of Code).
- The candidate may seek to have outcome of initial review reviewed by decision arbitrator and a request to this effect should be made within 7 working days of the receipt of the outcome of the initial review (Section 7.15 of Code).

Section 8 of the Code deals with the Review/Appeals Procedures in relation to allegations of a breach of the Code of Practice.

### **Confidentiality**

Subject to the provisions of the Freedom of Information Act, 2014 applications will be treated in strict confidence. The Data Protection Acts 1988 – 2018 will apply.

**THREE** hardcopies will be generated from each application submitted by e-mail. Interviewers will be advised not to write comments on these hardcopies. Following the interview process, **ONE** copy will be retained in HR, and HR will destroy the remaining **TWO** copies on the completion of the competition. Candidates retain the usual access rights to information.

## Candidates' Obligations

Candidates should note that canvassing will disqualify and will result in their 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.

## Specific candidate criteria

Candidates must:

- Have the knowledge and ability to discharge the duties of the post concerned;
- Be suitable on the grounds of character;
- Be suitable in all other relevant respects for appointment to the post concerned; and if successful, they will not be appointed to the post unless they:
  - Agree to undertake the duties attached to the post and accept the conditions under which the duties are, or may be required to be, performed;
  - Are fully competent and available to undertake, and fully capable of undertaking, the duties attached to the position.

## APPENDIX 1

### Senior ICT Officer (Operations Manager) at HEO Level – Key Performance Indicators

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
Judgement, 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, agendas, sensitivities and related implications when making decisions

<b>Management &amp; Delivery of Results</b>	Uses previous knowledge and experience in order to guide decisions
	Uses judgement to make sound decisions with a well-reasoned rationale and stands by these
	Puts forward solutions to address problems
	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
<b>Interpersonal &amp; Communication Skills</b>	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
	Collaborates and supports colleagues to achieve organisational goals

<b>Specialist Knowledge, Expertise and Self Development</b>	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
<b>Drive &amp; Commitment to Public Service Values</b>	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