



**Charities  
Regulatory  
Authority**

**An tÚdarás  
Rialála  
Carthanas**

# Charities Regulatory Authority

---

HEAD OF HUMAN RESOURCES (PART-TIME)



TITLE OF POSITION: HEAD OF HUMAN RESOURCES (PART-TIME)

EMPLOYER: CHARITIES REGULATOR

LOCATION: DUBLIN

**THE OPPORTUNITY:** This is an exciting opportunity to join a dynamic organisation contributing to our ambitious work programme and strategic goals by developing and overseeing an effective and responsive in-house HR function within the Charities Regulator.

**LOCATION:** 3 George's Dock, IFSC, Dublin 1.

**SALARY SCALE:** Assistant Principal (Personal Pension Contribution) \*  
73,236 – 75,933 – 78,668 – 81,412 – 84,151 – 85,730 – €88,495<sup>1</sup> –  
€91,270<sup>2</sup>

<sup>1</sup> After 3 years satisfactory service at the maximum. <sup>2</sup> After 6 years satisfactory service at the maximum.

*\* Payment will be made on a pro rata basis for a 3-day week. New entrants to the public service will commence at the first point on the scale. Different pay and conditions may apply if, immediately prior to appointment the appointee is already a serving Civil Servant or Public Servant. The rate of remuneration may be adjusted from time to time in line with Government pay policy.*

## GENERAL

The appointment is made under the Charities Act 2009 and any other Act for the time being in force relating to the public service. The Charities Regulator is the employer and the position is a public servant position. This is a part-time position entailing a 3-day week.

There are almost 11,500 charities registered in Ireland, established for a wide range of purposes including the alleviation of poverty, provision of education, advancement of the arts and the protection of the environment, to name but a few.

The Charities Regulatory Authority (the 'Charities Regulator') is an independent statutory body established by the Minister for Justice and Equality on 16 October 2014 pursuant to the Charities Act 2009 (the 'Charities Act').

**Our vision** is a vibrant trusted charity sector that is valued for the public benefit it provides.

**Our mission** is to regulate the charity sector in the public interest to ensure compliance with charity law and support best practice in the governance and administration of charities.

## **Benefits of working at the Charities Regulator**

Established just over seven years ago, we are a relatively young public body, with an ambitious work programme to assure trust and confidence in Ireland's charity sector.

Employing over 40 people, our modern city centre office, located in George's Dock, Dublin 1, is easily accessible by DART, Luas and many bus routes.

*Below are just some of the benefits that the Charities Regulator has to offer:*

- *Public sector pay rates, pension benefits and annual leave entitlements*
- *Dynamic and interactive work environment*
- *Personal development opportunities through employer sponsored academic education, paid study leave and extensive in-house training and development programmes*
- *Flexible working hours in line with applicable policy*
- *Tax saver tickets, Bike to Work Scheme and bike storage onsite*
- *Wellbeing initiatives, health initiatives, employee networking initiatives, confidential employee assistance programme.*
- *A blended working policy\**

\*While the post-holder will be able to apply to work remotely on certain days as part of a blended-working arrangement implemented by the organisation, this role is primarily office-based in Dublin.

Further information about us is available on: [www.charitiesregulator.ie](http://www.charitiesregulator.ie)

## THE PRINCIPAL DUTIES OF THE HEAD OF HUMAN RESOURCES WITH THE CHARITIES REGULATOR

### ROLE PROFILE

The Head of Human Resources ('Head of HR') will report to the Chief Executive. Candidates should note that reporting lines may change in future as part of any restructuring of the organisation.

The role of Head of HR is a key management position within the Charities Regulator and involves leading on all HR matters relating to the operation of the organisation. Working with the Charities Regulator's Head of Corporate Affairs, Head of Finance and External HR Advisor the successful candidate will be required to develop an effective and responsive in-house HR function within the Charities Regulator incorporating best practice in the organisation's approach to human resource management with a particular focus on staff retention and attracting experienced staff to work for the Charities Regulator.

The range of duties includes providing HR information and advice to staff, managers and members of the senior management team as required, overseeing the Charities Regulator's recruitment and resourcing activities, liaising with the Charities Regulator's parent and other Government Departments on HR, pension and payroll matters as required, liaising with third party providers of HRIS and recruitment services, workforce planning and shaping and delivering a Learning and Development Plan for staff of the Charities Regulator.

This is an exciting opportunity for someone who is looking to build on and further develop their existing experience by establishing an effective and responsive in-house HR function. The role would also provide the right candidate with an opportunity to directly contribute to the attainment of the Charities Regulator's strategic objectives by ensuring that the organisation attracts and retains experienced and skilled staff and operates efficiently to deliver enhanced services for service users and the wider public.

The role entails working closely with senior managers and staff across the organisation and collaborating with other public bodies and external stakeholders to ensure that the Charities Regulator adheres to all applicable statutory requirements and internal HR policies and procedures and that a positive organisational culture is maintained.

#### **The duties and responsibilities of the successful candidate will include the following:**

- Working closely with the Chief Executive to produce and implement HR strategies and operational plans
- Ensuring accurate and up to date staff information is maintained in accordance with data protection law, confidentiality and other applicable requirements

- Communicating with senior management on HR strategy and practices and monitoring and reporting on their implementation
- Managing relationships with external providers of HR services including HRIS, payroll and pensions, recruitment and HR advisory services
- Being the primary point of contact for staff on all HR matters
- Overseeing the ongoing review and development of HR policies and practices
- Liaising with any staff representative groups, including unions, to ensure an excellent employee relations environment
- Leading on all HR matters and liaising with internal and external legal advisors as required
- Keeping up-to-date with applicable legal requirements under employment legislation and other related areas of law
- Working with the Head of Communications & Stakeholder Engagement to implement and manage an effective employee relations initiative to ensure the highest standards of employee engagement are maintained
- Working closely with the Heads of Corporate Affairs and Finance to support the organisation's governance framework
- Working with the Head of Finance to support the accurate delivery of payroll and pension related services
- Working with senior managers to identify appropriate training and development activities for each role type in the organisation and rolling out a learning and development programme for the organisation to support the Charities Regulator's regulatory remit and facilitate staff learning and development goals
- Recording and evaluating all training and development activities to ensure that they are cost effective and demonstrate added value for the Charities Regulator
- Assisting with the preparation of briefing materials for Committees and the Board of the Charities Regulator, as appropriate
- Working with Unit Heads to ensure the effective operation of all activities associated with the effective resourcing of the Charities Regulator, including drafting candidate booklets, applications and other recruitment materials and ensuring that recruitment processes are run in a professional manner and in accordance with applicable public sector codes
- Providing HR input for internal reports and website content, as appropriate
- Working collaboratively with other senior managers to identify solutions to issues and contributing to the development of strategies and internal policies and procedures
- Representing the Charities Regulator at meetings, working groups and events, as appropriate
- Carrying out such other duties as may be assigned from time-to-time.

The above is intended as a guide to the general range of duties and responsibilities associated with the post and is intended to be neither definitive nor restrictive. It will be subject to periodic review with the post holder.

The Charities Regulator retains the right to amend the role profile, alter reporting lines and allocate resources within the Charities Regulator in the most appropriate manner and in accordance with business needs.

## REQUIREMENTS

### ESSENTIAL REQUIREMENTS:

CANDIDATES MUST HAVE ON OR BEFORE THURSDAY 2<sup>ND</sup> MARCH 2023:

- A relevant 3rd level qualification
- A minimum of 4 years' experience in a similarly senior HR management role
- Direct experience in advising and assisting line managers in handling HR issues in accordance with employment law and best industrial relations practice as appropriate
- Strong interpersonal skills and the ability to communicate clearly with and influence a range of different stakeholders
- An ability to deal with confidential and/or sensitive information in an appropriate and professional manner
- Knowledge and practical experience of data protection law as it relates to HR management
- Experience of designing, implementing and managing proactive employee engagement initiatives
- Experience of overseeing and advising on probation and performance management programmes
- Exceptional organisational skills with ability to work to tight deadlines and prioritise tasks effectively
- High levels of integrity and professionalism
- A demonstrable commitment to continuous self-learning and development
- Excellent IT skills

### DESIRABLE EXPERIENCE KNOWLEDGE AND SKILLS:

- Experience of working in or with the civil or public service
- Knowledge of public service pay and superannuation processes
- Knowledge of the Charities Regulator's statutory remit
- While not required specifically for the role, spoken, or written Irish to a level sufficient to communicate with stakeholders

## REQUIRED COMPETENCIES

Candidates should have all the abilities required of a Head of HR with the Charities Regulator. In particular, **candidates must demonstrate in their applications and during the selection process** that they have the following competencies, which are required for the role of Head of Human Resources, by reference to specific achievements and relevant examples in their career to date:

- Leadership
- Judgement, Analysis and Decision Making
- Management and Delivery of Results
- Interpersonal & Communication Skills
- Specialist Knowledge, Expertise and Self-Development
- Drive and Commitment to Public Service Values

Further information regarding each of the above competencies is available in Appendix A, which sets out the Public Appointment Service's Assistant Principal Level competency framework.

## HOW TO APPLY

Application Forms and Candidate Information Booklets are available from the careers section on the Charities Regulator website or by following the below link: [www.charitiesregulator.ie](http://www.charitiesregulator.ie). Application forms must be completed and sent to [charitiesregulator@CPL.com](mailto:charitiesregulator@CPL.com). Please note that Cover Letters and CVs are not required and will not be considered. No enquiries or canvassing may be made to the Charities Regulator.

**Closing Date: 12:00 noon on Thursday 2<sup>nd</sup> March 2023**

Applications will not be accepted after the closing date and late applications will be ineligible for consideration. Therefore, it is the responsibility of candidates to ensure that sufficient time is allowed for receipt of your application. Applicants must ensure they retain a copy of the email submitted, including the date and time, in case of any queries.

An acknowledgement email will be issued in respect of all applications received. If an applicant does not receive an acknowledgement email within 2 working days of date of submission, the applicant should contact [charitiesregulator@CPL.com](mailto:charitiesregulator@CPL.com) to ensure the application has been received.

Any candidate requiring any particular accommodation for interview or other elements of the selection process should notify us at [charitiesregulator@CPL.com](mailto:charitiesregulator@CPL.com) so that appropriate arrangements can be made.

We will endeavour to keep candidates informed of the progress of their application at the earliest possible date.

**Canvassing is prohibited and will result in disqualification from the competition.**

## SELECTION PROCESS

The essential and desirable criteria will be used to shortlist candidates, and scoring will be based on the information contained in the application forms for the role of Head of HR.

The Charities Regulator will convene an expert board to carry out the competitive stages of the selection process to the highest standard of best practice.

The selection process may include:

- shortlisting of candidates, on the basis of the information contained in their applications;
- a competitive first round interview, which may include a presentation;
- practical exercises and other selection methodologies;
- a competitive second round interview, which may include a presentation.

Notification to attend interview will normally issue at least one week in advance. Candidates will be required to attend interviews at their own expense. While attempts can be made to accommodate a candidate's availability, where it is not possible to alter the allocated interview date or time, and where the candidate does not attend, the candidature will be deemed to be withdrawn.

Candidates must produce satisfactory documentary evidence of all qualifications claimed by them, on request. Failure to produce such documentary evidence when requested may lead to disqualification from the competition and/or termination of contract. Therefore, it is advised that you have this documentation available to you when making your application.

Any candidate who supplies false or misleading information in their application will be disqualified.

Prior to recommending any candidate for appointment to the position, all such enquiries that are deemed necessary will be made 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.

Should the person recommended for appointment decline, or having accepted it, relinquish it, or leave the position within a period of up to twelve months, or should a similar vacancy (or vacancies) arise within a period of up to twelve months, the Charities Regulator, may at its discretion, appoint another person (or persons) based on this selection process.

#### SHORTLISTING:

While a candidate may meet the eligibility requirements and other criteria of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the Charities Regulator may decide that a number only will be called to interview. In this respect, a shortlisting process will be conducted to select candidates for interview based on an examination of the application forms. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/ experience relevant to the position applied for, in the application form.

#### REFERENCES:

It would be useful if you would begin to consider names of people who would be suitable employment referees and that we might consult (2-3 names and contact details). Please be assured that we will only contact referees should you come under consideration after the interview stage. Please note, should you be successful at final interview, we will require at least two references, one to be from your current employer. Successful candidates may be required to complete a number of clearance processes such as Health and Character Declaration, Garda Vetting, and any other relevant checks required for the particular role.

#### CONFIDENTIALITY AND FREEDOM OF INFORMATION:

Subject to the provisions of the Freedom of Information Act 2014, applications will be treated in strict confidence. All enquires, 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.

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

#### DATA PROTECTION:

The Charities Regulator will treat all the information including personal data which you give as confidential, subject Data Protection Acts.

All personal information provided on the application will be stored securely by the Charities Regulator and will be used for the purposes of the recruitment process. Application forms will be retained for a period of 15 months. Specific retention arrangements apply in respect of successful applicants. By submitting an application form, you consent to your personal information being processed by third parties, including CPL and Talbot Pierce. Following completion of the selection process, all personal information will be retained only by the Charities Regulator and this information will not be disclosed to any other third party without your consent, except where necessary to comply with statutory requirements or seeking references. You may, at any time, make a request for access to the information held about you as outlined. Should you wish to make any changes, or erasures to any of the information stored about you within the retention period, please contact the Charities Regulator.

#### FEEDBACK:

Feedback in relation to the selection process is available on request.

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

Applicants should note that only citizens of the European Economic Area (EEA) and the UK may be appointed to the advertised position, should they come under consideration. Applicants must therefore meet this eligibility requirement at the time they are being considered for appointment.

#### 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. 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).

#### INCENTIVISED SCHEME FOR EARLY RETIREMENT (ISER):

It is a condition of the Incentivised Scheme for Early Retirement (ISER) as set out in Department of Finance Circular 12/09 that retirees, under that Scheme, are not eligible to

apply for another position in the same employment or the same sector. Therefore, such retirees may not apply for this position.

#### 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. People who availed of the VER are not eligible to compete in this competition. People who availed of VRS scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

#### DEPARTMENT OF ENVIRONMENT, COMMUNITY & LOCAL GOVERNMENT (CIRCULAR LETTER LG(P) 06/2013)

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

#### 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.

## PRINCIPAL CONDITIONS OF SERVICE

### GENERAL

The appointment is made under the Charities Act 2009 and any other Act for the time being in force relating to the public service. **The employer will be the Charities Regulator and the position is a public servant position. The position is part-time entailing a 3-day week.**

### REMUNERATION:

**Salary Scale:** The salary scale for this public service post will be equivalent to that of the Civil Service Assistant Principal (PPC) (rates effective from 1 October 2022) which is as follows:

Assistant Principal (Personal Pension Contribution) \*  
73,236 – 75,933 – 78,668 – 81,412 – 84,151 – 85,730 – €88,495<sup>1</sup> –  
€91,270<sup>2</sup>

<sup>1</sup> After 3 years satisfactory service at the maximum. <sup>2</sup> After 6 years satisfactory service at the maximum.

#### \*Important Notes relating to Salary:

- Payment will be made on a pro rata basis for a 3-day week
- Entry will be at the minimum point of the scale and will not be subject to negotiation
- Different pay and conditions may apply if, immediately prior to appointment, the appointee is already a serving Civil Servant or Public Servant;
- The rate of remuneration may be adjusted from time to time in line with Government pay policy.

---

### CONTRACT

Permanent (subject to satisfactory completion of probation), Part-time

---

### PROBATION

There is a 12-month probationary period. If at any time during this period the appointee is deemed not be suitable for final appointment, the probation will be terminated.

---

### LOCATION

The headquarters of the Charities Regulator are currently based in 3 George's Dock, IFSC, Dublin 1, D01 X5X0. The organisation has introduced a blended working policy which enables staff, following an initial period, to make an application to work remotely on certain days (initially up to a maximum of two days per week for persons working fulltime). Applications will be assessed based on business needs and the arrangements may be subject

to change. While the post-holder will be able to apply to work remotely on certain days as part of a blended-working arrangement implemented by the organisation, it should be noted that the role is primarily office-based in Dublin.

Candidates should note that on an appointment, travel may be required to regional locations on occasion and when this occurs, appropriate travel and subsistence arrangements will apply.

---

#### HOURS OF ATTENDANCE

Office hours are 09:00 to 17:00. Working hours are 21 hours per week. Flexibility will be required with regard to extra attendance, which may be required from time to time.

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

---

#### ANNUAL LEAVE

The annual leave allowance commences at 18 days per year, based on a pro-rata of 30 days per year for a full time worker. This allowance, which is subject to the usual conditions regarding the granting of annual leave, is on the basis of a three-day week and is exclusive of the usual public holidays.

---

#### 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 Public Service Sick Leave Scheme.

---

#### SUPERANNUATION AND RETIREMENT

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the public service, at the time of being offered an appointment.

In general, this means being offered appointment based on membership of the Single Public Service Pension Scheme (“Single Scheme”). Full details of the Single Scheme can be found at <http://www.singlepensionscheme.gov.ie/>. The maximum retirement age for most Single Scheme members is age 70.

Different terms and conditions related to superannuation and retirement may apply to candidates who have worked in a pensionable (non-Single Scheme terms) public service job in the 26 weeks prior to appointment, or are currently on a career break, or are on special leave with or without pay. The pension entitlements and maximum retirement age, if applicable, of such appointees will be determined in the context of their public service employment history.

## 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.

---

## EXPENSES

The Charities Regulator will not be responsible for any expense, including travelling expenses, candidates may incur in connection with this competition.

---

## CANDIDATES' OBLIGATIONS:

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, and
- Are fully competent and available to undertake, and fully capable of undertaking, the duties attached to the position.

Candidates in the recruitment process must not:

- Knowingly or recklessly provide false information;
- Canvass any person with or without inducements;
- Interfere with or compromise the process in any way.

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

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

Please note that all assessment and test materials are subject to copyright and all rights are reserved. No part of the test material (including passages of information, questions or answer options), associated materials or interview(s) may be reproduced or transmitted in any form or by any means including electronic, mechanical, photocopying, photographing, recording, written or otherwise, at any stage. To do so is an offence and may result in you being excluded from the selection process. Any person who contravenes this provision, or

who assists another person(s) in contravening this provision, is liable to prosecution and/or civil suit for loss of copyright and intellectual property.

## APPENDIX A

### COMPETENCIES FOR THE ROLE

COMPETENCY:	LEADERSHIP
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Actively contributes to the development of the strategies and policies of the Department/ Organisation.</li> <li>▪ Brings a focus and drive to building and sustaining high levels of performance, addressing any performance issues as they arise.</li> <li>▪ Leads and maximises the contribution of the team as a whole.</li> <li>▪ Considers the effectiveness of outcomes in terms wider than own immediate area.</li> <li>▪ Clearly defines objectives/ goals &amp; delegates effectively, encouraging ownership and responsibility for tasks.</li> <li>▪ Develops capability of others through feedback, coaching &amp; creating opportunities for skills development.</li> <li>▪ Identifies and takes opportunities to exploit new and innovative service delivery channels.</li> </ul>

COMPETENCY:	JUDGEMENT, ANALYSIS & DECISION MAKING
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Researches issues thoroughly, consulting appropriately to gather all information needed on an issue.</li> <li>▪ Understands complex issues quickly, accurately absorbing and evaluating data (including numerical data).</li> <li>▪ Integrates diverse strands of information, identifying inter-relationships and linkages.</li> <li>▪ Uses judgement to make clear, timely and well-grounded decisions on important issues.</li> <li>▪ Considers the wider implications, agendas and sensitivities within decisions and the impact on a range of stakeholders.</li> <li>▪ Takes a firm position on issues s/he considers important.</li> </ul>

COMPETENCY:	<b>MANAGEMENT &amp; DELIVERY OF RESULTS</b>
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Takes responsibility for challenging tasks and delivers on time and to a high standard.</li> <li>▪ Plans and prioritises work in terms of importance, timescales and other resource constraints, re-prioritising in light of changing circumstances.</li> <li>▪ Ensures quality and efficient customer service is central to the work of the division.</li> <li>▪ Looks critically at issues to see how things can be done better.</li> <li>▪ Is open to new ideas initiatives and creative solutions to problems.</li> <li>▪ Ensures controls and performance measures are in place to deliver efficient and high value services.</li> <li>▪ Effectively manages multiple projects.</li> </ul>

COMPETENCY:	<b>INTERPERSONAL &amp; COMMUNICATION SKILLS</b>
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Presents information in a confident, logical and convincing manner, verbally and in writing.</li> <li>▪ Encourages open and constructive discussions around work issues.</li> <li>▪ Promotes teamwork within the section, but also works effectively on projects across Departments/ Sectors.</li> <li>▪ Maintains poise and control when working to influence others.</li> <li>▪ Instils a strong focus on Customer Service in his/her area.</li> <li>▪ Develops and maintains a network of contacts to facilitate problem solving or information sharing.</li> <li>▪ Engages effectively with a range of stakeholders, including members of the public, Public Service Colleagues and the political system.</li> </ul>

COMPETENCY:	<b>SPECIALIST KNOWLEDGE, EXPERTISE AND SELF DEVELOPMENT</b>
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Has a clear understanding of the roles objectives and targets of self and the team and how they fit into the work of the unit and Department/ Organisation.</li> <li>▪ Has a breadth and depth of knowledge of Department and Governmental issues and is sensitive to wider political and organisational priorities.</li> <li>▪ Is considered an expert by stakeholders in own field/ area.</li> <li>▪ Is focused on self-development, seeking feedback and opportunities for growth to help carry out the specific requirements of the role.</li> </ul>

COMPETENCY:	<b>DRIVE &amp; COMMITMENT TO PUBLIC SERVICE VALUES</b>
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Is self-motivated and shows a desire to continuously perform at a high level.</li> <li>▪ Is personally honest and trustworthy and can be relied upon.</li> <li>▪ Ensures the citizen is at the heart of all services provided.</li> <li>▪ Through leading by example, fosters the highest standards of ethics and integrity.</li> </ul>