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The National Library of Ireland is an Equal Opportunities Employer

Candidates’ Information Booklet

Open competition for the appointment to the position of

**Procurement Manager**

**At Higher Executive Officer level**

**In the**

**National Library of Ireland**

**Closing date for applications: 06 March 2023, at 3pm**

**N.B. Deadline extended to 13 March 2023, at 3pm**

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.

E-mail careers@nli.ie

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

**Information for Applicants**

**BACKGROUND**

Founded in 1877 the National Library of Ireland (NLI) is a legal deposit library. It holds very significant collections of material relating to Ireland’s documentary heritage, including printed books, manuscripts, photographs, newspapers, prints and drawings etc. Consistent with its statutory remit under the National Cultural Institutions Act 1997, the role of the National Library of Ireland is “to collect, promote and make accessible the documentary and intellectual record of the life of Ireland and to contribute to the provision of access to the larger universe of recorded knowledge”.

**The Role**

This is a newly created position in the National Library of Ireland reporting to the Head of Finance and Chief Risk Officer. There are three strands to this position;

* Procurement manager for the library
* Fixed Asset Register manager (excludes Heritage Asset Register)
* Policies and procedures coordinator for the library

The Library currently runs between 10 and 20 national or EU tenders annually and this number is expected to increase over the coming years. This role will work with all Departments across the National Library ensuring that procurement procedures and policies are followed, timely and efficient management of the fixed asset register and a comprehensive register of library wide policies and procedures is delivered and maintained.

The successful candidate will be responsible for procurement management, management of the fixed asset register and policy and procedures coordination activities, as follows:

The duties under the Procurement manager role will include the following;

* responsibility for the coordination of all procurement activities for the NLI while ensuring that corporate and Public Procurement Guidelines for Goods and Services are adhered to;
* provide expert guidance, advice and direction in relation to library wide procurement, including the preparation and execution of procurement activities in line with Procurement Policy and current regulation/legislation;
* review and approve draft RFTs prior to publication and selection reports;
* be responsible for Procurement Governance and adherence to Public Procurement Guidelines, including the development of Procurement Policies and reporting on non-compliance;
* Ensure provision of prompt and accurate advice to the business on procurement related compliance matters and developing in-house manuals on using the E-tenders procurement website;
* Ensure that procurement training is rolled out throughout the library at all levels;
* Coordinate the maintenance of all relevant procurement records;
* Work on own initiative and as part of a team to pursue continuous improvements and best practice in procurement;
* Liaise with Office of Government Procurement (OGP) and Education Procurement Service (EPS) to ensure utilisation of all large central procurements;
* Assist with the development of the annual procurement plan, ensuring regular review and quarterly reporting to the Leadership Team on the annual procurement plan;
* Ensure the Contracts Register is maintained;
* Monitor purchase orders and supplier accounts to ensure compliance with procurement guidelines and best practice;
* Assist with the development and implementation of value for money reviews;
* Liaise with external (Comptroller & Auditor General) and internal auditors on procurement matters;
* Any other duties relevant to the role and grade which may be assigned by NLI management.

The duties under the Fixed Asset manager role will include the following

* maintain control of the Fixed Asset Register (maintained in excel) in line with the Library Operational Fixed Asset Policy and procedure;
* manage the fixed asset verification process;
* reconciliation of the Fixed Asset Register to the General Ledger (SAGE 50 Accounts);
* liaise with external (Comptroller & Auditor General) and internal auditors in relation to the Fixed Asset Register;
* Any other duties relevant to the role and grade which may be assigned by NLI management.

The duties under the Policies and procedures coordinator role will include the following

* responsibility for the coordination and maintenance of a comprehensive listing of all Library policies and procedures including coordination and monitoring of a systematic review and update schedule;
* Any other duties relevant to the role and grade which may be assigned by NLI management.

**Panel**

A panel may be formed from this competition from which future vacancies may be filled.

**QUALIFICATIONS, SKILLS & EXPERIENCE REQUIRED**

**Essential Requirements**

* A minimum of three years’ experience of working in a procurement role or related area;
* A thorough knowledge of Public Sector procurement guidelines and regulations with a commitment to high standards of public service;
* Experience of developing and implementing procurement policies and procedures;
* A good working knowledge of the eTenders.gov.ie platform;
* Detailed experience of managing full end to end tender process from specification to contract award;

**Desirable Requirements**

* A third level or equivalent qualification in a general business, financial or Corporate field;
* Knowledge/ Experience of working in the Public Sector;
* Strong project management and organisation skills and knowledge of business process management;
* strong working knowledge of General Ledger Software package (preferable SAGE 50 Accounts).

There may be a requirement for the successful candidate to further develop specialist knowledge and expertise relevant to the role. Training will be encouraged (formal and informal) and supported where required.

**The Key Competencies for effective performance as HEO Procurement Manager are detailed in Appendix 1.**

**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 is a spouse or child of an EEA or UK or Swiss citizen and 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 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.

**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 Interests 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 an employee of a contractor).

**Career Breaks**

Subject to satisfying the eligibility requirements, the competition is open to staff who are on a Career Break, provided their Career Break conforms to the provisions of the Department of Finance Circular 04/2013, or on secondment arrangements.

**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**

Appointment to the post at HEO level in the public service will be subject to the usual conditions governing such appointments.

**Pay**

The payscale applicable to the position is the Higher Executive Officer Standard scale as follows (rates effective from 01 October 2022):

**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 requiredto make a personal pension contribution. It will also apply to new permanent employees and fixed term un-established employees.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| € 52,897.00 | € 54,443.00 | € 55.986.00 | € 57,529.00 | € 59,077.00 | € 60,619.00 | € 62,164.00 | € 64,394.00 | € 66,619.00 |
|  |  |  |  |  |  |  | LSI1 | LSI2 |

\**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 will apply 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.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| € 50,379.00  | € 51,834.00 | € 53,285.00 | € 54,749.00 | € 56,215.00 | € 57,690.00 | € 59,157.00 | € 61,267.00 | € 63,383.00 |
|  |  |  |  |  |  |  | LSI1 | LSI2 |

\**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 2021 - 2022 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 appointment is to a permanent position upon successful completion of probation period of 12 months.

During the period of probation, the appointee’s performance will be subject to review by the Head of Finance 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.

**Location**

The successful candidate will initially be based at The National Library of Ireland premises in Kildare Street, Dublin 2, but can be based at any of the Library premises in Dublin.

**Organisation of Working Time Act 1997**

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

**Hours of Attendance**

Hours of attendance will be as fixed from time to time but will amount to not less than 35 net hours per week.

**Annual Leave**

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

**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: <http://www.per.gov.ie/pensions> .

**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**

**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 and cover letter. It is the responsibility of applicants to be available for interview/tests on the allotted time and date.

The Library reserves the right to make such enquiries as it considers necessary in relation to an applicant before making an offer of a post to him/her.

**Closing Date**

Please note that the deadline for receipt of applications is Monday 13 March, 2023, at 3pm. **This closing date and time will be strictly adhered to.**  Candidates should submit their completed application form by e-mail to the HR Unit of the National Library of Ireland at **careers@nli.ie** .

*Canvassing will disqualify.*

**Special Accommodations**

If you require any special accommodations in relation to any aspect of this competition, please notify Padmini Sarisky in the HR Unit at **hr@nli.ie** .

**Format of the Competition**

The selection process for this competition may comprise of a number of elements. These may include one or more of the following: -

* Completion of an online Assessment Questionnaire;
* Online and/or paper-based assessment test(s);
* Short listing;
* Interview(s);
* Presentation/Analysis exercise;
* Work sample test or any other tests or 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 ae 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.

**Access to Information**

Three copies of application material will be generated from the softcopy submitted at the time of application, to be used by the interview board. On completion of the competition **ONE** copy will be retained by the HR unit and the remaining **TWO** copies will be destroyed. Data Protection Acts 1988 - 2018 will apply.

**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 affect 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.

**Candidate Feedback**

In accordance with the principles of the above Code of Practice, the National Library of Ireland is committed to providing clear, specific and meaningful feedback to candidates. In this regard it is the National Library of Ireland's policy to provide written feedback to candidates. This will comprise the candidate marks from the competition, benchmarking the mark relative to the performance of other candidates and a comment from the assessment board in relation to the candidate’s overall performance under each of the competency headings.

**Appendix 1: Competencies for the Role**

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| **COMPETENCIES FOR PROCUREMENT MANAGER AT HIGHER EXECUTIVE OFFICER LEVEL** |
| **Team Leadership** |
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| 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  |

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| **Judgment, Analysis & Decision Making** |
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| 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  |
| 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  |

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| **Delivery of Results**  |
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| 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  |

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| **Interpersonal & Communication Skills** |
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| 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  |

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| **Drive and Commitment**  |
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| 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 |

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| **Specialist Knowledge, Expertise and Self-Development** |
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| 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  |

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