



The National Library of Ireland is an Equal Opportunities Employer

Candidates' Information Booklet

Open competition for the appointment to the position of

Technical Lead, Digital Library Systems

at Engineer Grade 2 Level

in the National Library of Ireland

Closing Date: 3:00pm, 28 August 2023

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

Background Information

The National Library of Ireland (NLI) is the library of record for Ireland. Established in 1877, the NLI became an autonomous cultural institution on 3rd 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 ten 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.

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 systems and core technical infrastructure. The work of the department comprises: ICT Infrastructure and Operations, Digital Library Systems, Digitisation, Web Archiving, and Born Digital Archives.

The NLI's current digital services infrastructure combines open-source software, vendor-supplied products, and locally-developed middleware and interfaces, and manages over 120TB of digital collections. Core systems include a Library Management System (VTLS Virtua), discovery and access systems (VuFind and Blacklight), and a digital repository system (Fedora Commons/Samvera). We employ widely used technologies such as Apache Solr, Ruby on Rails, Zend Framework, MySQL, Oracle, and RESTful web APIs. Infrastructure is provisioned in a VMWare virtual environment, along with a suite of tools for configuration management, deployment and observability including Puppet, NewRelic and RedHat Insights.

The Digital Library Systems team provides technical and software engineering expertise, and has responsibility for developing the NLI's systems and technical capability as it relates to collection management and user access systems, e.g. the Library Management System, Online Catalogue, Parish Registers web application, Readers Tickets system, Online Orders system, as well as key parts of the digitization and digital asset management workflows. The team works closely with the NLI ICT Operations Team and other technical and non-technical units in the NLI to make better and more efficient use of technology in managing collections and delivering excellent user experience.

THE ROLE

As Technical Lead, you'll manage, lead and develop the Digital Library Systems team, currently comprising two senior software developers and the NLI's Systems Librarian. You'll provide technical leadership in planning, developing, and implementing the NLI's library systems infrastructure. Working with the Head of Digital Collections and the NLI's ICT Operations lead, you will play a leading role in architecting the next generation of library systems and infrastructure, leveraging Public Cloud offerings (SaaS/IaaS/PaaS). The role will have with a particular focus on developing infrastructure and services that enable innovative re-use of the national collections by NLI staff, researchers, digital scholarship projects, third-party developers, and the public at large, e.g. programmatic access to our digital assets and metadata by developing a simple and coherent set of APIs.

Working across a wide range of technologies you will need to have a full stack mind-set and be open to continuous change and learning. We build on, learn from, and contribute to open source whenever possible - so if you have a history of open commits we would love to see your work.

The successful candidate will work collaboratively with software developers, librarians, archivists, ICT professionals, metadata specialists, software vendors, and open-source communities. 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

Main duties

- Provide technical oversight and strategic leadership to develop and enhance the NLI's collection management and user-facing systems;
- Lead, manage and support a team of software developers and library technology specialists ;
- Work with NLI business areas and external users to determine strategic goals and corresponding technical solutions;
- Provide technical expertise to the Head of Digital Collections and the NLI Leadership Team to inform strategic and operational planning, to support automation and streamlining of work processes, and to enhance user-focused services;
- Work with the Head of Digital Collections to ensure the support and funding necessary to develop sustainable technical infrastructure and services aligned with the NLI's strategic aims;

- Ensure projects are managed in line with stated objectives and within specified budget and timelines.

Essential Requirements

- Third-level qualification in Computer Science, Software Development or equivalent;
- Minimum of 5 years' relevant professional experience;
- Minimum of 2 years' experience of leading a technical team, providing supervision, technical leadership;
- Evidence of consistent project/product delivery using relevant methodologies, e.g. OKRs, Agile, Scrum, etc;
- Considerable experience planning and executing complex software development and/or systems integration projects, including collaborating with other technical teams (DevOps) ;
- Demonstrable experience of producing high quality, tested code, and of overseeing development processes and quality control;
- Experience of some or all of the following: test-driven development (e.g. TDD, BDD), continuous integration, configuration management, automated deployment and monitoring;
- Experience of service design, development and continuous improvement, including the creation of strategies, policies, SOPs, process models, and workflows;
- Excellent understanding of cyber-security threat mitigation, especially as it relates to software development and deployment;
- Evidence of a strong track record of stakeholder relationship management and the ability to work well with others at all levels, including technical and non-technical staff;
- Excellent team player, flexible and co-operative, coupled with a high level of personal responsibility and initiative;
- Excellent analytical and communications skills and the ability to work effectively in project oriented environment.
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Desirable Requirements

- Experience of secure deployment and management of public-facing web applications in public cloud infrastructure (IaaS/PaaS) using AWS, Azure or Google;
- Professional profile achieved through publication or professional activities;
- Demonstrated experience contributing to community-based open source projects;
- Experience of analysing large volumes of text and image data, e.g. image recognition, OCR, named-entity extraction, and/or of integrating commodity machine learning services from AWS, Azure, Google, etc.;
- Experience of designing and developing API-based services to meet the needs of third-party developers or researchers;
- Experience of managing and deploying distributed applications using Puppet Configuration Management or similar products;
- Experience of text analysis and full-text searching using Apache Lucene, Apache Solr, or similar;

- Knowledge of the technologies and standards commonly used in the digital library domain, e.g. metadata standards, RDF, Linked Data, International Image Interoperability Framework (IIIF), etc.;
- Experience of developing or operating systems which manage large volumes (> 150TB) of digital content.

Panel

A panel may be formed from this competition from which vacancies for Technical Lead, Digital Library Systems, at Engineer Grade 2 level, both permanent and temporary, should they arise may be filled.

The Key Competencies for effective performance as Technical Lead, Digital Library Systems, 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. The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or
- b) A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
- c) A non-EEA citizen who is a spouse or child of an EEA or Swiss citizen and has a stamp 4 visa; or
- d) 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
- e) 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 Switzerland and has a stamp 4 visa.

Note in respect of UK citizens: The longstanding Common Travel Area Agreement between the UK and Ireland remains unchanged post-Brexit. Accordingly, UK citizens remain eligible to work and reside in Ireland without restriction and, as such, to make an application to compete for this competition where they meet all other qualifying eligibility criteria. Further information regarding the Common Travel Area is available [here](#).

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

PAY: The payscale applicable to the position is as follows (rates effective from 1 February, 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 required to make a personal pension contribution. It will also apply to new permanent employees and fixed term un-established employees.

€68,491 €70,056 €71,617 €73,185 €74,749 €75,165 €76,707 €78,307 €80,913 **A** €83,525 **B**

A. After 3 years' satisfactory service at the maximum

B. After 6 years' satisfactory service at the maximum

Non-Personal Pension Contribution (Non-PPC)

The Non-PPC (Personal Pension Contribution) salary for the position (with effect from 1 October, 2022) is as follows and applies to existing civil or public servants recruited prior to the 6th April 1995.

€65,164 €66,656 €68,135 €69,628 €71,114 €72,601 €74,080 €75,584 €76,866 **A** €79,345 **B**

A. After 3 years' satisfactory service at the maximum

B. After 6 years' satisfactory service at the maximum

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 weekly 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 an established post in the National Library of Ireland on successful completion of a probationary contract for a period of one year from the date of appointment. 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 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 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.

Hours of Attendance

Hours of attendance will be as fixed from time to time but will amount to not less than 41.25 hours (35 net hours) per week.

Annual Leave

The annual leave allowance will be 30 days per annum. 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.

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.**

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), the Department of Health Circular 7/2010 VER/VRS or the Department of Environment, Community & Local Government (Circular letter LG(P) 06/2013) which as indicated above, renders a person ineligible for the competition) the entitlement to that pension will cease with effect from the date of the 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.

- **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 by e-mail to the Human Resources Unit of the National Library of Ireland at 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 applications. It is the responsibility of applicants to be available for interview 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.

Canvassing will disqualify.

Closing Date

Please note that the deadline for receipt of applications is 28 August 2023, at 3pm. **This closing date will be strictly adhered to.**

Format of the Competition

The format of the competition is a semi-structured interview, using the relevant competencies associated with the post and information provided through the application process. Interviews will be held in English.

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 .

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.

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.

Access to Information

THREE hardcopies of application material will be generated from the e-mailed application for use 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.

Appendix 1

Competencies for the role of Technical Lead, Digital Library Systems at Engineer Grade 2 Level: Effective Performance Indicators

Leadership	Actively contributes to the development of the strategies and policies of the Department/ Organisation
	Brings a focus and drive to building and sustaining high levels of performance, addressing any performance issues as they arise
	Leads and maximises the contribution of the team as a whole
	Considers the effectiveness of outcomes in terms wider than own immediate area
	Clearly defines objectives/ goals & delegates effectively, encouraging ownership and responsibility for tasks
	Develops capability of others through feedback, coaching & creating opportunities for skills development
	Identifies and takes opportunities to exploit new and innovative service delivery channels
Analysis & Decision Making	Researches issues thoroughly, consulting appropriately to gather all information needed on an issue
	Understands complex issues quickly, accurately absorbing and evaluating data (including numerical data)
	Integrates diverse strands of information, identifying inter-relationships and linkages
	Makes clear, timely and well grounded decisions on important issues
	Considers the wider implications of decisions on a range of stakeholders
	Takes a firm position on issues s/he considers important
Management & Delivery of Results	Takes responsibility for challenging tasks and delivers on time and to a high standard
	Plans and prioritises work in terms of importance, timescales and other resource constraints, re-prioritising in light of changing circumstances
	Ensures quality and efficient customer service is central to the work of the division
	Looks critically at issues to see how things can be done better
	Is open to new ideas initiatives and creative solutions to problems
	Ensures controls and performance measures are in place to deliver efficient and high value services
	Effectively manages multiple projects
Interpersonal & Communication Skills	Presents information in a confident, logical and convincing manner, verbally and in writing
	Encourages open and constructive discussions around work issues
	Promotes teamwork within the section, but also works effectively on projects across Departments/ Sectors
	Maintains poise and control when working to influence others
	Instills a strong focus on Customer Service in his/her area
	Develops and maintains a network of contacts to facilitate problem solving or information sharing
	Engages effectively with a range of stakeholders, including members of the public, Public Service Colleagues and the political system
Specialist Knowledge, Expertise and Self Development	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
	Has a breadth and depth of knowledge of Department and Governmental issues and is sensitive to wider political and organisational priorities
	Is considered an expert by stakeholders in own field/ area
	Is focused on self-development, seeking feedback and opportunities for growth to help carry out the specific requirements of the role
Drive & Commitment to Public Service Values	Is self-motivated and shows a desire to continuously perform at a high level
	Is personally honest and trustworthy and can be relied upon
	Ensures the citizen is at the heart of all services provided
	Through leading by example, fosters the highest standards of ethics and integrity