



The National Library of Ireland is an Equal Opportunities Employer

Candidates' Information Booklet

Open competition for the appointment to the position of

EXECUTIVE OFFICER, ESTATES DEPARTMENT

at the

National Library of Ireland

Closing Date: 3:00pm, 09th October 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

EXECUTIVE OFFICER, ESTATES

BACKGROUND

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

Working as part of the NLI's Estates team and reporting to the NLI Buildings and Security Manager, the role of the Executive Officer in the Estates Department in the National Library of Ireland is to provide excellent management of the NLI front of house Science and Art Attendant and Cleaning teams, contract service teams and facilities maintenance operations as appropriate to the role.

DUTIES AND RESPONSIBILITIES

The objectives and key responsibilities of the role will include, but are not limited to:

- Arranging staff rosters;
- Managing staff leave, (including annual & sick leave) and PMDS;
- Setting work assignments;
- Ensuring tasks and duties are carried out satisfactorily, to agreed standards, by direct reports;
- Ordering staff uniforms for Science & Art Grade;
- Creating & implementing appropriate training for their Customer Service, Security and Health and Safety and other duties;
- Ensuring regular checks are made of facilities and security at all NLI controlled locations;

- When required, providing break cover for staff at reception desks;
- Ensuring the Science & Art attendants, and the contract security team, are kept informed about the information to be provided to visitors about the NLI's exhibitions, events, activities and services;
- Working with the Science and Art Attendant team, ensuring the appearance of the public spaces is maintained to the highest possible standard to receive visitors. This will include ensuring all equipment is in working order, carrying out security/safety checks and maintaining brochure and leaflet stands and reporting faults and issues;
- Proactively keeping up to date with the policies and procedures in NLI;
- Reporting accidents and incidents, coordinating evacuations and operating safety equipment and providing first aid as required;
- Operating security equipment and systems which will include mobile phone, hand-held radios, security and fire alarms and security monitoring systems (including CCTV);

Managing contract security & cleaning personnel which includes:

- Checking rosters (and leave cover arrangements);
- Setting work assignments;
- Checking on work standards;
- Ensuring contract security are informed about all maintenance activities
- Creating appropriate training/induction programmes;
- Ensuring contract security & cleaning personnel maintain appearances (uniforms, PSA licences, ID's etc.) while representing the NLI.

Managing maintenance requests with the OPW and commercial maintenance companies which includes:

- Identifying, communicating & prioritising maintenance requirements;
- Scheduling & coordinating access and supervision (where required) of maintenance personnel;
- Ordering NLI facilities consumables;
- Supervising external service and maintenance providers;
- Attending for the above duties at other NLI sites, as required, from time to time.

Assisting the Energy Performance Officer (EPO) with regard to facilities management, including:

- Driving the implementation of the actions and projects agreed under NLI Energy Management Plan & NLI Climate Action Roadmap;
- Ensuring staff have the necessary training and support to carry out these tasks;

- Accurate monitoring of energy use;
- Annual data reports to the SEAI Public Sector Energy Performance Monitoring & Reporting System;
- Implementation of Energy Efficiency Initiatives and Assessments;
- Conducting Operations and Maintenance Audits;
- Introduction of improved processes for operational control and measurement.

General

Provide support to Estates team in general including but not limited to the items below:

- Supervising light logistical support including setting up rooms for events and functions;
- Supervising the rota of the out of hours 'on-call team'; ensuring the team is adequately trained in taking charge of the on-call phone; and responding to calls from the out of hours contract security team and alarm notifications relating to any of the NLI buildings;
- Maintaining digital O&M manuals for equipment on all sites;
- Registering any new equipment for warranties & keep digital copies of same;
- Tracking and notifying Building & Security manager of any service requirements and equipment warranties;
- Managing all Estates service areas (e.g. Recycling Centre, plant rooms, service risers, cleaning stores, etc.);
- Ensuring old obsolete equipment/materials are disposed of correctly;
- Researching new technologies suitable for facilities management.
- Maintain schedules, and reports on, the ongoing costs and usage (using excel) within the Estates Department (e.g. energy use, utilities & consumables) to monitor fluctuations (of cost and usage) overtime;
- Contribute to the NLI commitments in the Climate Action Roadmap;
- Arrange and attend meetings, record and write up minutes and records under the direction of Estates Managers;
- Regularly reporting to and liaising with Estates management team;
- Reporting to and taking instruction from NLI Buildings & Security Manager and Estates Project & Procurement Manager regularly on all activities.
- Dealing with the public when required in support of services provided by the NLI.
- And other duties appropriate to the role as directed by NLI Buildings & Security Manager.

In addition, the post includes general administrative duties assisting the Estates management team, in creating and updating new management, monitoring and control systems and reports. This includes maintaining records, and organising and maximising the digital (computer) record over paper based activity.

The Executive Officer in the Estates Department will be required to undergo security training, health and safety training, manual handling, first aid, child protection, statutory training and any other training necessary to improve the quality and level of skills within the NLI to further develop its services.

PERSONAL SPECIFICATION

Essential Requirements

- NFQ Level 5 qualification, or equivalent;
- Demonstrated experience in building facilities services;
- Experience in managing teams working with a diverse range of customers with varied needs, with proved ability to anticipate customer needs and resolve customer requirements;
- Ability to communicate effectively, in English, both spoken and written, and demonstrated ability to work as a member of a team;
- Capable of presenting written material in a clear, concise, comprehensive manner
- Proficiency in office IT systems (eg Word, Excel, Outlook)
- A commitment to personal development and a willingness to undertake training and acquire new skills;
- Capable of planning and organising staff to ensure that goals and tasks are completed to a very high standard
- Capable of using initiative as and when appropriate.

Desirable Skills and Experience:

- Experience in Facilities Management
- Interest in Climate Change and sustainable strategies

The Competencies and Key Performance Indicators associated with the role of Executive Officer, Estates, at the NLI are 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.

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 Executive Officer salary scale applies (rates effective from 01 March 2023) as follows:

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.

€33,812 €35,714 €36,788 €38,884 €40,763 €42,580 €44,391 €46,164 €47,955 €49,696 €51,492 €52,692

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

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

Non-Personal Pension Contribution (Non-PPC)

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

€32,267 €34,414 €35,264 €37,095 €38,876 €40,606 €42,324 €44,007 €45,708 €47,362 €49,064 €50,200

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

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

Important Note

Entry will be at the minimum of the scale and the rate of remuneration will not be subject to negotiation and may be adjusted from time to time in line with Government pay policy.

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

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

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

Statutory deductions from salary will be made as appropriate.

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

Tenure

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

Organisation of Working Time Act 1997

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

Location

The successful candidate will initially be based at The National Library of Ireland premises in Kildare Street, Dublin 2, but can be based at any of the NLI 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 23 days per annum, rising to 24 days after 5 years' service, 25 days after 10 years' service, 26 days after 12 years' service and 27 days after 14 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 person's actual reckonable service as a teacher (i.e. the added years previously granted will not be taken into account in the calculation of the pension payment).

- **Ill-Health-Retirement**

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

d. Prior Public Servants

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

e. Pension Accrual

A 40-year limit on total service that can be counted towards pension where a person has been a member of more than one existing public service pension scheme would apply. This 40-year limit, which is provided for in the Public Service Pensions (Single Scheme and other Provisions) Act 2012 came into effect on 28 July 2012. This may have implications for any appointee who has acquired pension rights in a previous public service employment.

f. Pension-Related Deduction

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

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

Secrecy, Confidentiality and Standards of Behaviour:

Official Secrecy and Integrity

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

Civil Service Code of Standards and Behaviour

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

Character

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

Ethics in Public Office Act 1995

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

Important notice:

The above represents the principal conditions of service and is not intended to be the comprehensive list of all terms and conditions of employment which will be set out in the employment contract to be agreed with the successful candidate.

COMPETITION PROCESS

How to Apply

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

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

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

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

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

Closing date

The closing date for receipt of applications is 3:00pm, 09th October 2023.

This closing date will be strictly adhered to.

Selection Methods

The selection may include:

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

Shortlisting

Normally the number of applications received for a position exceeds that required to fill existing and future vacancies to the position. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the National Library may decide that a number only will be called to interview. In this respect, the National Library provide for the employment of a shortlisting process to select a group for interview who, based on an examination of the application forms, appear to be most suitable for the position. An expert board will examine the application forms against a pre-determined criteria based on the requirements for the position and decide if you will be shortlisted, relative to the other candidates applying for the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather than there are some candidates, who based on their application, appear to be better qualified and/or have more relevant experience. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/experience on the application form.

Deeming of candidature to be withdrawn

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

Review Procedures in relation to the Selection Process

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

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.

Confidentiality

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

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

Candidates' Obligations

Candidates should note that canvassing will disqualify and will result in their exclusion from the process.

Candidates must not:

- knowingly or recklessly provide false information;
- canvass any person with or without inducements;
- interfere with or compromise the process in any way.

Specific candidate criteria

Candidates must:

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

People Management	Consults and encourages the full engagement of the team, encouraging open and constructive discussions around work issues
	Gets the best out of individuals and the team, encouraging good performance and addressing any performance issues that may arise
	Values and supports the development of others and the team
	Encourages and supports new and more effective ways of working
	Deals with tensions within the team in a constructive fashion
	Encourages, listens to and acts on feedback from the team to make improvements
	Actively shares information, knowledge and expertise to help the team to meet it's objectives
Analysis & Decision Making	Effectively deals with a wide range of information sources, investigating all relevant issues
	Understands the practical implication of information in relation to the broader context in which s/he works – procedures, divisional objectives etc
	Identifies and understands key issues and trends
	Correctly extracts & interprets numerical information, conducting accurate numerical calculations
	Draws accurate conclusions & makes balanced and fair recommendations backed up with evidence
Delivery of Results	Takes ownership of tasks and is determined to see them through to a satisfactory conclusion
	Is logical and pragmatic in approach, setting objectives and delivering the best possible results with the resources available through effective prioritisation
	Constructively challenges existing approaches to improve efficient customer service delivery
	Accurately estimates time parameters for project, making contingencies to overcome obstacles
	Minimises errors, reviewing learning and ensuring remedies are in place
	Maximises the input of own team in ensuring effective delivery of results
	Ensures proper service delivery procedures/protocols/reviews are in place and implemented

Interpersonal & Communication Skills	Modifies communication approach to suit the needs of a situation/ audience
	Actively listens to the views of others
	Liaises with other groups to gain co-operation.
	Negotiates, where necessary, in order to reach a satisfactory outcome
	Maintains a focus on dealing with customers in an effective, efficient and respectful manner
	Is assertive and professional when dealing with challenging issues
	Expresses self in a clear and articulate manner when speaking and in writing

Specialist Knowledge, Expertise and Self Development	Displays high levels of skills/ expertise in own area and provides guidance to colleagues
	Has a clear understanding of the role, objectives and targets and how they support the service delivered by the unit and Department/ Organisation and can communicate this to the team
	Leads by example, demonstrating the importance of development by setting time aside for development initiatives for self and the team

Drive & Commitment to Public Service Values	Is committed to the role, consistently striving to perform at a high level
	Demonstrates flexibility and openness to change
	Is resilient and perseveres to obtain objectives despite obstacles or setbacks
	Ensures that customer service is at the heart of own/team work
	Is personally honest and trustworthy
	Acts with integrity and encourages this in others