



NATIONAL LIBRARY OF IRELAND

The National Library of Ireland is an Equal Opportunities Employer

## Candidates' Information Booklet

Open competition for the appointment to the position of

### **Senior Library Assistant: Offsite Storage Manager Published Collections**

**at the National Library of Ireland**

**(Full-time, Permanent)**

Closing Date: 3:00PM, Friday, 16 February 2024

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

Contact: HR Unit

NATIONAL LIBRARY OF IRELAND

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DUBLIN 2.

Telephone: (353) 1 6030200 - URL: <https://www.nli.ie/about-us/working-national-library-ireland>

## 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 3<sup>rd</sup> May 2005 under the National Cultural Institutions Act, 1997, with a Board and a Director who operates under the Board's overall governance. The Board, made up of a chairperson and 11 ordinary members, reports to the Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media. The Library employs some 110 staff who work to deliver five priorities under our 2022-2026 strategy. These priorities - Collect, Protect, Reveal, Engage and Innovate – are described in greater detail in the strategy document which may be seen [here](#).

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

Further information on the National Library of Ireland may be found on our [website](#).

## Overview of Published Collections and Offsite Storage

Over 250,000 volumes from the NLI's published collections are stored offsite in the OPW Park West facility and many have been in this location for up to 30 years. The material is catalogued and accessible to researchers for consultation in the main Reading Room. However, the vast majority of these volumes are being stored in unsuitable conditions and are at risk of suffering damage from exposure to damp and dirt. As these volumes are not security tagged or barcoded, they are also at risk of loss through being misplaced.

The *Senior Library Assistant: Offsite Storage Manager* is a new post, which is critical to the management of these published collections through minimising the effect of the poor environmental conditions where they are stored. This will only be possible through planning and implementing a condition survey, identifying rare and unique items and planning a programme to catalogue, tag, clean and rehouse all these items to the highest preservation standards. It will also be possible to provide statistics and information to assist with developing a masterplan for the long-term storage needs for the national collection. At this time, this role is focussed on published collections material only.

## Overview of the role

Reporting to the Assistant Keeper I, Published Collections, the Senior Library Assistant will assist with the planning and implementation of a full range of tasks to comprehensively assess, secure, and preserve the published collection in offsite storage.

They will liaise with the Service Delivery team to develop efficient ways to facilitate access to all offsite material for researchers while protecting the collection. They will also be involved in the delivery of services in the reading rooms.

### **Duties and Responsibilities**

Duties may include, but are not limited to, the following:

- Assist with planning and implementing a programme of work to enhance the preservation and security of the offsite storage for published collections which will include:
- Assist with planning and implementing a stock check and condition survey of the offsite published collections.
- Assist with preparation of storage policy to define where the various elements of the published collections should reside.
- Managing cleaning, housing projects, and assist with procurement from the Library's Collection Management Services Framework.
- Liaise with the NLI Conservation team to implement rehousing the collection in archival boxes.
- Liaise with colleagues in special collections on storage related issues where appropriate.
- Identify pre-1800 material and material of exceptional value and / or Irish interest, and prepare for return to the Kildare Street rare book collection.
- Update all data on the library management system.
- Manage safe transfer of material from all offsite stores to and from the Kildare Street complex.
- Contribute to the delivery of reference services in the reading room.
- Undertake other duties as required and appropriate.

### **Essential Requirements**

- NFQ Level 5 qualification or equivalent;
- Demonstrated experience delivering excellent customer service;
- Proven familiarity with Irish records and repositories;
- Excellent verbal and written communication skills;
- Proven team working skills;
- Ability to work in an organised and productive way with strong attention to detail;
- Ability to meet deadlines and to be able to work on their own initiative;

- Excellent IT skills, including MS Office, On-line Catalogue and Databases;
- Excellent interpersonal skills, with the ability to build positive working relationships;

The Key Competencies for effective performance as Senior Library Assistant: Offsite Manager are detailed in **Appendix 1**.

### **Desirable Requirements**

- Understanding of risk management as it relates to the storing and movement of published collections.
- Basic understanding of project management.
- Awareness of principles of book preservation.

## **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 pay scales applicable to the position are as follows (rates effective 01 October 2023):

### **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.

€37,538   €39,634   €41,513   €43,330   €45,141   €46,914   €48,705   €50,446   €52,264   €53,482  
€55,219\*   €56,969\*\*

*\*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.

€36,014   €37,845   €39,626   €41,356   €43,074   €44,757   €46,458   €48,112   €49,814   €50,953  
€52,584\*   €54,231\*\*

*\*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 the Public Service Stability Agreement 2018-2020 paragraph 5.1)

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 Library premises in Dublin, including in the OPW Park West storage facility.

### **Hours of Attendance**

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

### **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.

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 scheme's minimum pension age will be linked to the State Pension.

### **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 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: <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](mailto:careers@nli.ie). **Please note that all application documentation should be submitted in a single PDF document.**

Applicants will be short-listed on the basis of the information contained in their curriculum vitae and letter of interest. **It is the responsibility of applicants to be available for interview on the allotted time and date.**

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.

### **Closing Date**

The closing date for receipt of applications is 3:00PM, Friday, 16 February 2024. **This closing date will be strictly adhered to.**

### **Format of the Competition**

The selection methods may include:

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

### **Reasonable Accommodations**

If you require any accommodation in relation to any aspect of this competition, please email us at [careers@nli.ie](mailto:careers@nli.ie) before the closing date.

### **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 provides for the employment of a shortlisting process to select a group for interview who, based on an examination of the applications, appear to be most suitable for the position.

An expert board will examine the applications against a pre-determined criteria based on the requirements for the position and decide if you will be shortlisted, relative to the other candidates applying for the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather than there are some candidates, who based on their application, appear to be better qualified and/or have more relevant experience. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/experience on the application form.

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

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

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

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

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

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

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

### **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.

### **Confidentiality**

Subject to the provisions of the Freedom of Information Act, 2014, requests will be strictly confidential. The Data Protection Acts, 1988–2018 will apply.

### **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 meet the following criteria:

- Have the appropriate knowledge and ability to implement the duties of the relevant position;
- Being suitable for the job on the basis of their character;
- Be suitable in all other ways to be appointed to the relevant post;

And if successful, they will not be appointed unless they do the following:

- Consent to the implementation of the duties related to the job and acceptance of the conditions under which the duties are implemented or under which they may be implemented;
- Be competent and fully available to implement the duties associated with the job, and be able to do so.

## Appendix 1

### Competencies for Senior Library Assistant: Offsite Manager, Executive Officer Level

#### Effective Performance Indicators

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 its 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