



The National Library of Ireland is an Equal Opportunities Employer

Candidates' Information Booklet

Open competition for the appointment to the position of

Head of Service Delivery, Assistant Principal Grade,

in the National Library of Ireland

Closing date for applications: **19th September 2025, at 3pm**

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

Contact: HR Department

National Library of Ireland

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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 operate under the Board's overall governance. The Board, made up of a chairperson and 11 ordinary members, reports to the Minister for Culture, Communications and Sport. The Library employs some 130 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 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, via rich and varied exhibitions, and by means of an active public programme. Further information is available at <https://www.nli.ie/about-us>

Service Delivery in the NLI supports our business functions, both from an operational and strategic perspective.

THE ROLE

The NLI's Head of Service Delivery holds strategic responsibility for the service delivery function for researchers at the NLI. The post holder will be responsible for leading service delivery, across our physical and online spaces and for onsite, hybrid and digital resources; and for cross-functional engagement to identify models and innovative approaches for overall service delivery, to meet our strategic objectives to make our collections accessible to all.

DUTIES AND RESPONSIBILITIES

Currently reporting to the Director of the National Library of Ireland, the successful applicant's duties will include the following tasks:

- Lead on the development of high quality, effective, inclusive and accessible services for readers, working with colleagues across the NLI;
- Lead on envisioning strategic and operational planning for the long-term services development of the NLI;
- Lead the Service Delivery team, creating an effective working environment that encompasses good working relations across the team, and a culture of continuous improvement.

- Identify training and other opportunities for the continuing development of an effective, expert and proactive services team, to enhance job satisfaction and build engagement with readers;
- Continuously review services in a strategic context, coordinating with Heads of the relevant NLI departments;
- Plan and develop NLI services in the context of significant changes, such as transformed library and archival management systems; the introduction of integrated ticketing systems; and enhancement of service provision for born-digital collections;
- Initiate and establish service and policy changes to tackle new challenges and deliver service improvements;
- Align plans with the NLI's major capital building programme, liaising and coordinating with the Head of Estates to manage and minimise disruption, and to provide essential expert input on opportunities presented by new library spaces to enhance reader/researcher experience;
- Run procurement processes, as necessary;
- Lead on managing standards outlined in the Customer Charter, and monitoring feedback and coordinating responses to feedback received;
- Ensure a user-led approach is taken to the design and ongoing improvement of the experiences people have using the collections via our online and physical spaces and services, which include hybrid and digital.
- Create mechanisms for gathering and acting upon user input to make ongoing improvements.
- Develop equity of access to NLI spaces and services by delivering multiple routes to access, both physical and digital, and by being as flexible as possible to meet individual access needs within current legal and ethical frameworks;
- Explore opportunities with the NLI's Communications and Development and Exhibitions, Learning & Programming departments to increase awareness of services and to actively engage with researchers in order to ensure future services are flexible and responsive in line with our strategic objectives and values;
- Provide strategic leadership for the NLI as a member of the Leadership Team.

The above is a general guide to the role and is not an exhaustive description of duties which are associated with the role or tasks which may be assigned to the role of Head of Service Delivery in the Library.

QUALIFICATIONS, SKILLS & EXPERIENCE REQUIRED

Essential Requirements:

- A qualification in libraries or archives.
- A minimum of five years' relevant post-qualification experience;
- Demonstrated effective experience of leading teams in particular in the area of service provision;
- Experience working at a senior management level within a library or archive;
- Demonstrated experience developing and delivering strategic plans;

- Excellent understanding of service provision in both libraries and archives;
- Excellent understanding of the range of services available in the NLI;
- Proven excellent track record of stakeholder relationship management.

Desirable Requirements

- Experience of health and safety and business continuity planning, via risk assessments, policies, and procedures;
- Experience of budget management and financial implementation through project, departmental and library-wide strategies, plans, policies, and procedures;
- Demonstrated project management expertise and experience;
- Experience of managing a multi-functional service;
- Experience of managing digital resources.

Person Specification

- Proactive approach to identifying new opportunities to enhance services;
- Brings a focus and drive to building and sustaining high levels of performance;
- Ability to work independently and in a collaborative environment with peers and team members;
- A high degree of analytical, conceptual and problem solving skills;
- A strong track record in the exercise of sound professional judgement;
- Flexibility, ability to work under pressure and achieve tight deadlines with accuracy and attention to detail.

PRINCIPAL CONDITIONS OF SERVICE

PAY: The payscale applicable to the position is as follows (rates effective from 1st August 2025):

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.

€81,475 €84,475 €87,518 €90,569 €93,617 €95,375 €98,449* €101,535**

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

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

Non-Personal Pension Contribution (Non-PPC)

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

€78,700 €81,565 €83,144 €86,041 €88,938 €90,611 €93,528* €96,457**

**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.

Candidates should note that different terms and conditions may apply if immediately prior to appointment you are a currently serving civil or public servant.

Subject to satisfactory performance increments may be payable in line with current Government Policy (see Public Service Stability Agreement 2021 - 2022 paragraph 5.1 for recent changes).

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 BIC 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 successful candidate will be appointed to a permanent post, subject to successful completion of a 12-month probationary contract.

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

Location

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

Organisation of Working Time Act 1997

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

Hours of Attendance

Hours of attendance will be as fixed from time to time but will amount, 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 30 days per annum. This allowance is subject to the usual conditions regarding the granting of annual leave and is based on 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.

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 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 shortlisted on the basis of the information contained in the application. It is the responsibility of applicants to be available for interview on the allotted time and date.

The names and contact details of two referees will be required following an interview. The Library reserves the right to make such enquiries as it considers necessary in relation to an applicant before making an offer of a post to him/her.

Closing Date

Please note that the deadline for receipt of applications is **19th September 2025**, at **3pm**. This closing date and time will be strictly adhered to.

Canvassing will disqualify.

Panel

A panel may be formed from this competition from which vacancies at Assistant Principal Grade, both permanent and temporary, should they arise may be filled.

Special Accommodations

If you require any special accommodations in relation to any aspect of this competition, please notify hr@nli.ie

Format of the Competition

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

- Completion of an online Assessment Questionnaire;
- Online and/or paper-based assessment test(s);
- Short listing;
- Interview(s);
- Presentation/Analysis exercise;
- Work sample test or any other tests or exercises that may be deemed appropriate.

Shortlisting

Normally the number of applications received for a position exceeds that required to fill existing and future vacancies to the position. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the National Library may decide that a number only will be called to interview. In this respect, the National Library provide for the employment of a shortlisting process to select a group for interview who, based on an examination of the application forms, appear to be most suitable for the position. An expert board will examine the application forms against a pre-determined criteria based on the requirements for the position and decide if you will be shortlisted, relative to the other candidates applying for the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather than there 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 [CPSA-Code-of-Practice-2022.pdf](#)

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 or within 5 working days of the receipt of a decision in relation to an interim stage.
- Formal process: request for a formal review must be made within five working days of the candidate receiving notification of either the original decision or the decision on their informal complaint.
- 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
- The Review/Appeals Procedures in relation to allegations of a breach of the Code of Practice is also outlined.

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 of 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 Capability Framework headings.

Access to Information

One hardcopy of a CV and cover letter will be generated from the e-mail application and will be used by the interview board. Members of the interview board will receive softcopies of application material, with instructions to delete these copies as soon as the purpose for which they were required have concluded. On completion of the competition one copy of application material will be retained by the HR Unit for a minimum of one year.

All competition documents including interview notes are subject to the Freedom of Information Act. Data Protection Acts 1988 - 2018 will apply.

Assistant Principal– Key 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