

An
Coimisiún
Pleanála

INFORMATION BOOKLET

Competition for Appointment to the Position of:

Head of ICT – Assistant Principal Grade

Closing date: Friday 17 October 2025 at 3.00 p.m.

AN COIMISIÚN PLEANÁLA IS AN EQUAL OPPORTUNITIES EMPLOYER

September 2025

TITLE OF POSITION:	Head of ICT – Assistant Principal Grade/Senior Administrative Officer (SAO)
NATURE OF POST	Permanent, full-time office-based position
LOCATION:	64 Marlborough Street, Dublin 1 D01 V902

1. Background

An Coimisiún Pleanála is a quasi-judicial body with a mandate to provide high quality professional planning assessments and decisions in a timely manner having regard to the principles of transparency, impartiality, and independence.

The wider and increased operational demands on An Coimisiún Pleanála requires a newly focused organisational approach alongside recent structural changes which have arisen from legislative reform currently underway to enable effective operation of the Commission.

Further details on the role and work of An Coimisiún Pleanála can be found at www.pleanala.ie

2. Purpose of the Role

The Head of ICT at An Coimisiún Pleanála is a pivotal senior managerial role responsible for delivering on the organisation's technology and information strategy. Currently reporting to the Director of Corporate Affairs *, the Head of ICT oversees all aspects of ICT operations, services, and governance. The Head of ICT contributes to the strategic direction and operational responsibilities of the Commission in pursuit of achieving the overall objectives of An Coimisiún Pleanála.

(See organogram at end of booklet).

The Head of ICT will also work closely with the Transformation and Digital Services team as the platform owner for cloud services and provide operational support for developed solutions including the in-house built Case Management System (CMS) and future transformation initiatives.

This role builds relationships across the organisation and works effectively in cross organisational committees/working groups to integrate technology solutions that align with core business processes, improve efficiency, support service delivery, and enhance decision-making across the organisation. The Head of ICT engages with external stakeholders and relevant departments/local authorities where appropriate.

The role of Head of ICT carries strategic importance in An Coimisiún Pleanála's success, ensuring robust and secure ICT infrastructure, leading the technical team on new technological initiatives and maintaining compliance with information governance standards.

The role has a broad range of responsibilities spanning strategic planning, operational management, and team leadership. The key responsibilities include:

- **ICT Strategy and Tactical Planning:** Developing and implementing a comprehensive ICT strategy that supports the Commission's mission and long-term goals.
- **Staff Development and Management:** Lead, mentor and manage the ICT team, fostering a high-performance culture.
- **Project Management:** Oversee the planning and delivery of all ICT projects and initiatives.
- **Cyber Security Management and Compliance:** Ensure the Commission's information and systems are secure and compliant with all relevant regulations and standards, including aligning to the Public Service Cyber Security Baseline Standard Framework
- **Cloud Services:** Direct the adoption and management of cloud services and infrastructure to meet organisational needs.
- **DevOps:** Promote DevOps culture and practices to streamline the development and deployment of applications and services.
- **ICT Infrastructure Management:** Ensure the organisation's ICT infrastructure (networks, servers, databases, hardware, and enterprise systems) is robust, up-to-date, and scalable. Oversee the design, maintenance and upgrading of all ICT infrastructure, guaranteeing high availability and performance of systems. Plan for capacity and scalability to support growth and implement disaster recovery solutions to protect critical systems and data.
- **ICT Governance & Risk Management:** Establish and maintain strong ICT governance frameworks, policies and procedures. Monitor and manage ICT risks by maintaining an ICT risk register and implementing controls to mitigate identified risks.
- **ICT Helpdesk & Support Services:** Oversee the ICT helpdesk/service desk function to ensure high-quality, responsive technical support for all staff.

- **Application Support & Management:** Ensure that all business applications (e.g. ERP, CRM, data analytics tools, office productivity suites) are effectively supported and aligned with business processes.
- **Network Administration:** Supervise the management of the Commission's network infrastructure, including LAN/WAN, Wi-Fi, and telecommunications systems. Ensure secure and reliable network connectivity across all offices and remote locations. Oversee network design and expansion, implement network monitoring and promptly address any performance or connectivity issues to minimise downtime.
- **Mobile Device Management and Support:** Implement and manage Mobile Device Management (MDM) solutions and policies for company-issued devices.
- **Hybrid and Remote Office Support:** Enable and support hybrid working and remote office setups through robust ICT solutions.
- **Asset Management and Procurement:** Manage the inventory and lifecycle of all ICT assets (hardware and software) within the Commission. Make key decisions on procurement processes for new technology acquisitions, including needs assessment, vendor selection, and contract negotiation, ensuring cost-effectiveness and alignment with technical standards.
- **Budgeting and Cost Control:** Develop and manage the annual ICT budget in line with organisational priorities and fiscal guidelines. Monitor ongoing ICT expenditures to ensure they remain within budget and deliver value for money.
- **Supplier Relationship Management:** Build and maintain strong relationships with external ICT service providers, consultants and suppliers to ensure the Commission obtains optimal value and innovation from its ICT partners.

(Note: The above list outlines the key areas of responsibility but is not exhaustive. The Head of ICT may be required to undertake additional related duties as needed to fulfil the role.

**Given recent structural changes reporting relationship may change.)*

3. Qualifications and Experience

Essential Requirements

Candidates, must on or before 17 October 2025 have

Essential:

1. A relevant third-level qualification at Level 8 or higher in Information Communication Technology, Computer Science, or a related field.

2. Minimum **7 years** professional experience in ICT management, including leading, delivery and support of large scale ICT project including strategic ICT planning and day-to-day ICT operations
3. Demonstrated experience in developing and implementing ICT strategies or roadmaps and a proven record of successfully managing and delivering multiple large-scale ICT projects or digital initiatives, from inception through to completion, on time and within budget.
4. Strong knowledge of a broad range of ICT domains, including ICT infrastructure (networks, servers, cloud services), enterprise applications, cybersecurity and ICT service management. The Applicant should be well-versed in current technology trends and best practices in areas such as cloud computing, DevOps and digital workplace tools.
5. Experience implementing and overseeing cybersecurity measures and ICT governance frameworks. Good understanding of information security principles, data protection regulations, and compliance standards relevant to ICT with an ability to ensure organisational adherence.
6. Proven ability to manage third-party suppliers and service providers, including vendor selection, contract negotiation, and performance management.
7. Hands-on experience in establishing efficient ICT operational processes
8. Experience developing and managing ICT budgets and controlling costs. Ability to align investments with strategic priorities and demonstrate value for money

All applicants must also demonstrate the competencies as outlined in the application form.

In addition, the following are desirable requirements:

- A postgraduate degree in ICT, Business Administration (MBA), or other relevant discipline.
- Additional professional certifications– for example, ITIL (for IT service management), Project Management certifications such as PRINCE2 or PMP, and/or Information Security certifications (CISSP, CISM, or similar).
- Experience working in a similar industry or sector as An Coimisiún Pleanála, or within an environment with comparable scale and complexity. Understanding of the specific regulatory, compliance, or operational challenges in An Coimisiún Pleanála's sector would be an advantage.

- Familiarity with formal ICT governance and risk management frameworks (e.g. NIST, COBIT, Cybersecurity Framework) and experience embedding governance practices into an organisation's ICT operations.
- Strong business acumen and understanding of how ICT contributes to organisational performance. Any experience in business process improvement, business continuity planning, or developing customer-facing digital services can be a plus.

(Applicants should ideally meet all essential criteria and as many desirable criteria as possible. Evidence of qualifications and experience will be assessed during the selection process.)

4. Person Specification

The ideal candidate should have:

- Leadership capabilities, communication skills with the ability to influence and persuade others.
- Strong problem-solving skills and the ability to make decisions on difficult issues.
- Ability to present pragmatic alternatives and propose solutions.
- Strong interpersonal skills with the ability to forge strong relationships.
- Excellent written and verbal communication skills.
- Be reliable, flexible and adaptable with the ability to manage diverse functions across the remit of the Senior Administrative Officer roles.
- Demonstrate high levels of self-awareness and the ability to make sound and balanced decisions.
- Proven ability to exercise good operational and strategic judgement on issues.
- Proactive in self-development and continuous improvement of individual knowledge and experience.
- Proven knowledge of An Coimisiún Pleanála and how it operates.
- Be fully aware of external environment in which An Coimisiún Pleanála operates in terms of the pressures on public sector organisations and the challenges which are/will arise out of the change and transformation agenda to drive improved performance outcomes in public sector bodies.

Key Competencies for Effective Performance (Appendix 2)

- Leadership
- Analysis and decision making
- Management and Delivery of results
- Interpersonal and Communication Skills
- Drive and Commitment to Delivering results
- Specialist Knowledge, Expertise and Self Development

5. Selection Process

Normally the number of applications received for a position exceeds that required to fill existing and future posts. While candidates may meet the eligibility criteria of the competition, if the numbers applying for a post are such that it would not be practical to progress all candidates to the next stage of the selection process, An Coimisiún Pleanála may decide that only a certain number may be called for interview.

In this respect, a short-listing process will be employed to select a group for interview who, based on an examination of the application forms and the essential and desirable requirements for the posts, appear to be the most suitable for the position. It is therefore in your own interest to provide a detailed and accurate account of how your skills, personal qualities, qualifications and experience meet the essential and desirable requirements of the post.

The selection process **may** comprise of some of the following:

- A shortlisting of candidates, on the basis of the information contained in their application
- Interview
- Optional Irish Language tests
- Post interview stage, further shortlisting may take place prior to the presentation stage of the competition
- Presentation/Analysis exercise

If candidates are required to attend testing and/or interview(s), it is at their own expense. It is not possible to alter the allocated testing and/or interview date(s) or time(s). **Candidates who do not attend for testing and/or interview(s) etc., when and where required, will**

have no claim for further consideration and their candidature will be deemed to be withdrawn.

Any candidate who supplies false or misleading information in their application may be disqualified or have their employment terminated.

We will endeavour to keep candidates informed of the progress of their application at the earliest possible date.

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

6. Application Process

The 'Head of ICT Application Form' must be completed and submitted correctly to the specified e-mail address. Incorrectly submitted application forms will not be accepted, so please note the following information carefully:

The application form must be in an editable Word document or in PDF format.

Upon completion, please save the document as

"Head of ICT - your name.docx".

You will be required to attach it to an e-mail for submission once completed.

Submitting the form:

On completion, you are required to submit the form to the following address

recruitment@pleanala.ie

Only applications fully completed in the appropriate format and submitted online will be accepted into the competition process.

If you have difficulty completing or accessing the application form, please email

recruitment@pleanala.ie

We acknowledge receipt of all applications. If you do not receive an acknowledgement within 3 working days of applying, please email aisling.litster@pleanala.ie

Please do not submit a Curriculum Vitae with your application as it will not be considered

Closing Date: 17 October 2025 at 3.00pm

Reasonable Accommodation:

Candidates with special needs, for example, any person whose mobility, hearing or sight is impaired or those with neurodiverse conditions, should specify on your application form so any necessary accommodations can be put in place if called for interview. Please contact aisling.litster@pleanala.ie if you have any queries regarding accommodations.

References

Please start considering names of people who you feel would be suitable referees that we might consult (2 names and contact details). The referees do not have to include your current employer but should be in a position to provide a reference for you. Please be assured that we will only collect the details and contact referees should you come under consideration after interview stage.

Principal Conditions of Service

1. General:

The appointment is to an established position in the Public Service. A probationary period of one year from the date of appointment will apply. Notwithstanding this paragraph and the paragraph immediately following below, this will not preclude an extension of the probationary period in appropriate circumstances. During the period of probation, the appointee's performance will be subject to review by a Director to determine whether the appointee:

- (i) has performed in a satisfactory manner;
- (ii) has been satisfactory in general conduct; and
- (iii) is suitable from the point of view of health with particular regard to sick leave.

Prior to completion of probation a decision will be made as to whether or not the appointee will be retained. This decision will be based on the appointee's performance being assessed against the criteria set out in (i) to (iii) above. The detail of the probationary process will be explained to the appointee and the appointee will be given a copy of An Coimisiún Pleanála's guidelines on probation.

2. Salary:

All new entrants to the public service will be required to commence employment at the minimum point of the scale. **Personal Pension Contribution** PPC (Personal Pension Contribution) salary for this position, with effect from 1 August 2025, is as follows

€81,475	€84,475	€87,518	€90,569	€93,617	€95,375	€98,449 ¹	€101,535 ²
					MAX	LSI ¹	LSI ²

This rate will also 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.

A different rate will apply where the appointee is a civil or public servant recruited before 6th April 1995 who **is not required** to make a Personal Pension Contribution. Long service increments may be payable after 3(LSI1) and 6(LSI2) years satisfactory service at the grade.

Candidates should note that the rate of remuneration may be adjusted from time to time in line with Government pay policy. Increments may be awarded annually subject to satisfactory performance.

Important Note:

Different pay and conditions may apply, if, immediately prior to appointment the appointee is already a serving Civil Servant or Public Servant.

Payment will be made fortnightly in arrears by Electronic Fund Transfer (EFT) into a bank account of an officer's choice. Payment cannot be made until bank details have been supplied.

3. Tenure

This position is permanent and pensionable. The employment may be terminated at any time by whichever is the greater of three months' notice in writing on either side, or as set out in the Minimum Notice and Terms of Employment Acts, 1973 to 2005. In the event of misconduct, employment may be terminated at any time without notice or payment in lieu of notice. In any other case, any termination of employment by the Commission must be for stated reasons.

4. Duties

The officer will be required to perform any duties appropriate to the position which may be assigned from time to time.

5. Organisation of the Working Time Act, 1997

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

6. Hours of Attendance:

Hours of attendance will be fixed from time to time but will amount to not less than 41 hours 15 minutes gross per week – 35 hours net of lunch breaks. The hours of attendance are normally Monday to Friday 9.15 am to 5.30 pm. Blended working is available to staff subject to the requirements of the role and section you are assigned to.

7. Annual Leave:

30 days per annum. This allowance is subject to the usual conditions regarding the granting of annual leave in the civil service, is based on a five-day week and is exclusive of the usual public holidays.

8. 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. Those under consideration for a position will be required to complete a health and character declaration.

9. Absence due to illness:

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 An Coimisiún Pleanála's Absent Management Policy and relevant sick leave circulars as amended from time to time.

Appointees, who will be paying the 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 direct to An Coimisiún Pleanála. Payment of salary during illness will be subject to the terms and conditions of sick leave in respect of the civil service and/or public service generally and the appointee making the necessary claims for social insurance benefit to the Department of Social Protection within the required time limits.

10. Assignment/Location:

The successful candidate will be based in the Offices of An Coimisiún Pleanála, 64 Marlborough Street, Dublin 1. D01 V902. When obliged to travel on official duty the appointee will be paid appropriate travelling expenses and subsistence allowances, subject to normal civil service regulations.

11. Superannuation:

The successful candidate will be offered the appropriate pension terms and conditions as prevailing in An Coimisiún Pleanála 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, (please see important note below) this means being offered appointment based on membership of the Single Public Service

Pension Scheme (“Single Scheme”). Candidates will be notified of which scheme will apply to them, at the time of being offered an appointment.

The Single Scheme, as provided for in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012, came into effect on 1 January 2013. From that date onwards, new public servants will be members of the Single Scheme, which will provide CPI-linked defined-benefit pensions based on career-average pay. The Scheme’s minimum pension age will be linked to the State Pension age (currently 66 years, but will change going forward in line with the state old age pension age). Retirement for most members will be compulsory on reaching age 70. For further information in relation to the Single Public Service Pension Scheme for Public Servants please see: <http://www.per.gov.ie/pensions>.

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 will 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.

Additional Superannuation Contribution (ASC)

This appointment is subject to the ASC in accordance with the Public Service Pay and Pensions Act 2017 which is chargeable on pensionable income only.

Important Note

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 at the time of being offered an appointment. An Coimisiún Pleanála will, in the light of the appointee’s employment history, determine whether he or she is a “new entrant”. Appointees will be required to disclose their full public service history.

Declaration:

Applicants will be required to declare whether they have previously availed of a public service scheme of incentivised early retirement. 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.

For further information in relation to the pension scheme for Established State Employees please see the following website: <http://www.cspensions.gov.ie>

12. Confidentiality and Standards of Behaviour:

An SAO is required to comply with the provisions of section 573 and 575 of the Planning and Development Act 2024, which relate to the disclosure of confidential information and to the prohibition of certain communications in relation to any matter which falls to be considered or decided by the Commission, or any of its committees or consulting groups. The appointee will agree not to disclose to third parties any confidential information either during or subsequent to the period of employment.

13. Ethics in Public Office Act 1995:

The appointee will be subject to the Ethics in Public Office Acts 1995.

14. Code of Conduct – Political Activity:

In accordance with the Commission's Code of Conduct an employee must make a declaration to the Secretary regarding membership of any political parties.

15. Staff Requirements:

All employees are required to comply with policies and procedures in place and as may be laid down by the Commission from time to time.

16. 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.

17. Eligibility to Compete:

Candidates should note that eligibility to compete is open to citizens of the European Economic Area (EEA). The EEA consists of the Member States of the European Union along with Iceland, Liechtenstein and Norway.

18. 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.

19. 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.

20. Declaration of Interest:

Section 523 of the Planning and Development Act 2024 applies to this appointment and the person appointed to the post will be obliged to make the required declaration of interest in the prescribed form.

In addition, in accordance with the provisions of the Ethics in Public Office Acts, 1995 and 2001, the appointee will be required, where an interest could materially influence the appointee in, or in relation to, the performance of the functions of the post, to make statements of interests in writing in the prescribed form to the Secretary.

21. GDPR Privacy Statement- Recruitment Process

Purpose of Processing Personal Information

An Coimisiún Pleanála conducts a competency-based recruitment process to fill vacancies within the organisation. To complete this, interested individuals are asked to submit an application form for assessment by an interview panel. For the successful candidate, some of the personal information provided will form the basis of the contract of employment (e.g. name and address) and their personnel file.

Legal Basis for Processing Personal Information

- Necessary for performance of a contract or to enter into such a contract

Terms of Employment (Information) Acts 1994 - 2014

Recipients The following shall receive your personal information for reasons outlined below:

Recipient	Reason
HR	Storing application, acknowledging responses and corresponding with applicants
TestReach	Enterprise for managing and delivering secure assessment of exam
Interview Panel	The Interview Panel will receive your applications to conduct shortlisting and assessing of applicants
Referees	Successful candidates will be asked to provide referees who can be contacted to validate work records and comment on suitability of the applicant for the post applied for. They shall be contacted to complete a form and the applicants name/address will need to be provided to receive the reference.
An Coimisiún Pleanála's Medical Advisor	We may use your personal details to refer you to our medical advisor if any issues are highlighted in your Self-Assessment Health form. A copy of the declaration form will also be sent to CMO in the event of referral.

Details of Data Transfers Outside the EU

No data is processed outside the EU.

Automated Decision Making

This does not apply to this process.

Retention Period for Personal Data

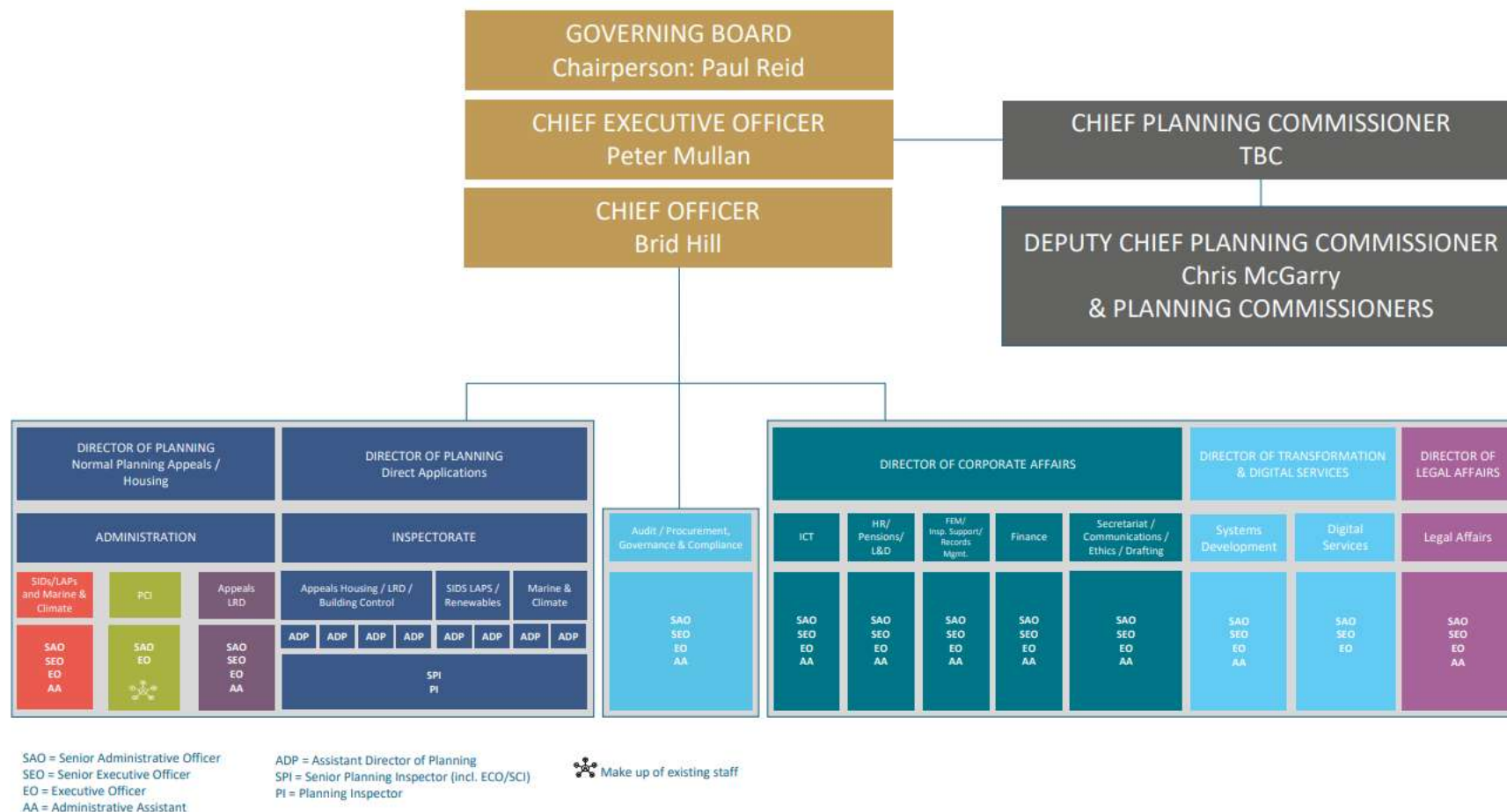
Applications shall be retained for 6 months for unsuccessful candidates. A successful candidate will have their application placed on their employee file and retained during their employment and for an appropriate period thereafter.

Your GDPR Rights in Relation to this Process

Right	Explanation
Access	You can request and receive access to the information requested in the process at any time.
Portability	You can request and receive a copy of this data, in electronic/transferable format, at any time
Erasure	You can request the data held be erased. We have outlined the anticipated retention period above.
Rectification	You can have any incorrect information, due to this being updated or otherwise, to be corrected. It should be noted that deadlines for applications still apply so no information except for contact information can be changed after the closing date for applications.
Objection	You can object to this information being processed and ask for your application to be removed from process.
Complain	You can make a complaint to our internal Data Protection Officer (contact details outlined below) and/or make a complaint to the relevant supervisory authority – Data Protection Commission in Ireland.

Contact Details: Email: dataprotection@pleanala.ie

Appendix 1 – Current An Coimisiún Pleanála organogram





Appendix 2 - Key Competencies for effective performance

HEAD OF ICT - SENIOR ADMINISTRATIVE OFFICER	
Leadership	
<ul style="list-style-type: none"> Actively contributes to the development of the strategies and policies of the Commission 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 Clearly defines objectives and goals and delegates effectively, encouraging ownership and responsibility for tasks Develops the capability of others through feedback, coaching and creating opportunities for skills development Identifies and takes opportunities to exploit new and innovative service delivery channels Promotes respect and dignity in the workplace and if necessary actively intervenes to ensure that this approach is fully appreciated in the section/division/organisation. 	
Analysis & Decision Making	
<ul style="list-style-type: none"> Researches issues thoroughly, consulting appropriately to gather all information needed on an issue Understands complex issues quickly, accurately absorbing and evaluating 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	
<ul style="list-style-type: none"> 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 Ensures controls and performance measures are in place to deliver efficient and high value services Effectively manages multiple projects 	
Interpersonal & Communication Skills	
<ul style="list-style-type: none"> Presents information in a confident, logical and convincing manner Encourages open and constructive discussions around work issues Promotes teamwork within the section, but also works effectively on projects across the organisation. 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. 	
Drive and Commitment	
<ul style="list-style-type: none"> 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 that quality customer service is at the heart of all services provided
- Through leading by example, fosters the highest standards of ethics and integrity

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 organization.
- Has a breadth and depth of knowledge of the Commission 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