

INFORMATION BOOKLET

Open Competition for Appointment to the Positions of:

1. Ecologist

2. Environmental Scientist/Marine Scientist

Closing date for applications 14 July 2023 at 3.00 p.m.

AN BORD PLEANÁLA IS AN EQUAL OPPORTUNITIES EMPLOYER

June 2023

TITLE OF POSITION:	1 x Ecologist, 1 x Environmental/Marine Scientist
NATURE OF POST	2 x Permanent, full-time positions
LOCATION:	64 Marlborough Street, Dublin 1 D01 V902

Background

An Bord Pleanála plays a critical role in the Irish planning system deciding appeals of planning decisions made by local authorities and direct applications for infrastructure and other categories of development under the suite of Planning and Development Acts and other Acts including new functions under the Maritime Area Planning Act 2021.

In carrying out its functions, An Bord Pleanála operates within a legislative framework that interfaces with EU legislation and policy and is constantly evolving particularly in the areas of environmental protection and sustainable development.

An Bord Pleanála's mandate is 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 Bord Pleanála will require a new organisational approach to enable effective operation of the systems and procedures of a national planning authority. This follows the Office of the Planning Regulator Review¹ and the Minister for Housing, Local Government and Heritage's Action Plan for An Bord Pleanála² (October 2022), alongside proposed structural changes which will arise from legislative reform currently underway (Planning and Development Act).

¹ [Office of the Planning Regulator Publishes Report on Second Phase of An Bord Pleanála Review - The Office of the Planning Regulator \(opr.ie\)](#)

² [gov.ie - Minister O'Brien publishes Action Plan for reform of An Bord Pleanála \(www.gov.ie\)](#)

Given the expansion of functions coming to An Bord Pleanála under the Maritime Area Planning Act 2021 together with the commitments set out in the Climate Action Plan 2023, there is a requirement for 2 x Specialist Posts in the recently established Marine and Climate unit of the Inspectorate. This unit has responsibility for assessment of energy related projects including those in the marine environment.

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

1. Specialist Roles

The appointed Ecologist and Environmental/Marine scientist will be members of the Planning Operational Division working on marine and climate related cases and other cases which come before the Board under the provisions of the recently adopted Maritime Area Planning Act and the suite of planning legislation.

Both posts are required to provide expert advice and support, where required, to the inspectorate in the preparation of Appropriate Assessment and/or Environmental Impact Assessments in accordance with national and European legislation evaluating the likely environmental impacts of a proposed project or development.

They will also be responsible for the knowledge sharing and communicating the latest advances in their area of expertise as well as guiding and mentoring the team within the Marine and Climate unit and the wider organisation.

Staff Structure and Reporting Relationships

An Bord Pleanála currently has 201 employees including 15 full time Board members. An organogram is included at the end of this booklet (Appendix 1).

The Ecologist and Environmental/Marine scientist roles are Senior Planning Inspector equivalents and will be members of the Marine and Climate unit within the Planning Operations Division with a day to day reporting relationship to the Marine and Climate Assistant Director of Planning. The

roles will also involve interaction with the Director of Planning, Senior Planning Inspectors, Planning Inspectors, other Directors, Inspectorate, Ecologist, planning administration sections and staff across the organisation.

2. Current Challenges

An Bord Pleanála upholds its standing as the independent arbiter of planning and sustainable development matters in Ireland, and the organisational context therefore encompasses:

- Implementation of recommendations arising from the review by the Office of the Planning Regulator and the Minister's Action Plan of October 2022.
- Preparation for and implementation of the provisions of the Maritime Area Planning Act 2021 to deal with the range of significant Marine infrastructural development applications as specified in the Act, together with the proposed developments coming under the Climate Action Plan relating to the marine environment and renewable energy sector.
- Strategic infrastructure developments relating to energy, transport, waste, and other facilities expected in the coming years.
- Large Scale Residential Developments (LRD) appeals arising from the Planning and Development (Amendment) (Largescale Residential Development) Act 2021 and the challenges associated with these new case types.
- An increasingly complex planning regulatory environment with an emphasis on environmental protection, including protection of habitats and biodiversity.
- Ongoing Implementation of the new Case Management System project providing a bespoke case management system for the organisation.
- Enhanced on-line services to the public and GIS capabilities.
- Imperatives for change and reform initiatives to drive improved outcomes across the public sector.

- Adapting to and meeting the challenges presented by a new blended working environment.

3. Principal Duties

The Ecologist and Environmental/Marine Scientist will have responsibilities under the provisions of the Maritime Area Planning Act, 2021 and the Planning and Development Act 2000, as amended. They will provide expert advice and support, where required, to the inspectorate in the preparation of Appropriate Assessment and/or Environmental Impact Assessments in accordance with national and European legislation.

Responsibilities will include but are not limited to, the following:

Operational

- Assist in the reporting of Marine and Climate cases including participation in pre-application consultation meetings as required;
- Assist in the reporting on proposed developments, where required, arising from such consultations;
- Provide expert technical support, professional advice and analysis in relation to specific cases and issues, general environmental/marine matters, and policy/development and related issues affecting An Bord Pleanála's operations;
- Offering sound professional advice in relation to environmental impact assessment (EIA) and appropriate assessment to the Inspectorate;
- Ensuring access to high quality environmental/marine data, information and guidance within An Bord Pleanála;
- Keeping abreast of best practice and new developments in environmental assessment, policies and legislation at a national and international level, incl. judgements in the European and Irish Courts;
- Ensure expertise is appropriate to handle all stages of priority and often complex casework;
- Deliver support and guidance to staff and professional planners in An Bord Pleanála, setting excellent standards of knowledge and best practice in a rapidly evolving environment;

- Be available for consultation with the Director of Planning, any other Directors and Assistant Directors, Planning Inspectors, Inspectorate Ecologist and Administrative staff on a daily basis.

Where expertise allows, may be asked to:

- Carry out biodiversity and ecological assessments in the context of environmental impact assessment and appropriate assessment;
- Identify data sources and collate, analyse and interpret data;
- Review survey work and advise on methodological approaches in submitted planning applications;
- Write technical papers and issue recommendations; and
- Contribute to discussions about changes to policy and legislation, as may be required (and in liaison with relevant Government Departments through the Assistant Director of Planning);
- Mentor and advise the inspectorate on issues relating to environmental matters, including EIA, ecology and biodiversity.

Continual Improvement of Organisation

- Partake in groups/committees as required, which are established for the many consultation functions which the staff perform, e.g. Planning Operational Division Committees, Inspectorate Committees, working groups, monthly inspectorate meetings, etc.
- Carry out research/analyses as required either individually or as a member of a team and as directed by the Director of Planning and/or the Assistant Directors of Planning. This may involve mentoring student research projects.
- Contribute to developing and implementing in-house CPD/training initiatives.
- Contribute to initiatives to support public sector reform and continuous improvement in areas of expertise.

4. Qualifications and Experience

Essential Requirements

Candidates, must on or before **14 July 2023**:

- I. An Honours Degree (level 8 on the National Framework of Qualifications or equivalent) in zoology/ecology/marine ecology or environmental/marine science (or equivalent in a related area)
- II. A minimum of **5 years post-qualification** experience as a professional consultant ecologist preferably with marine expertise/knowledge or as an environmental/marine scientist, **at least two years** of which must relate to undertaking/management/review of statutory Environmental Impact Assessment, Appropriate Assessment processes and associated environmental reports and the interpretation and implementation of relevant environmental policies and legislation as a key day-to-day responsibility.
- III. Be able to demonstrate an understanding of the terrestrial and marine environmental constraints and challenges associated with renewable energy projects.
- IV. Be eligible for membership of the professional body relevant to their area of qualifications and / or expertise.

Such qualifications may include;

- Zoology
- Botany
- Ecology
- Marine Ecology
- Marine Science
- Environmental/Earth Science (Including Geology/Hydrology/Hydrogeology)
- Marine Spatial Planning / Coastal Zone Management / Archaeology
- Renewable Energy/Offshore Renewable Energy
- other equivalent

The above is not an exhaustive list of qualifications which may be suitable to the post.

Desirable Qualifications

- I. A post graduate qualification in a relevant field

Essential Experience

- Have expert knowledge and experience on environmental issues and relevant legislation both at national and European levels including knowledge and experience of Irish policy as it relates to renewable energy and climate related projects including strategic infrastructure development, EIA and AA.
- Have substantial knowledge of the Maritime Area Planning Act and the role, responsibilities and issues arising for An Bord Pleanála under this legislation.
- Have experience in the preparation and/or evaluation of planning applications/foreshore licences for onshore and offshore renewable energy projects and other relevant associated infrastructure and technologies.
- Demonstrate a clear capacity to co-ordinate specialist inputs in the preparation and/or evaluation of large-scale infrastructure projects.
- Have the ability to assess and analyse complex case work and possess or display good analytical skills in making recommendations to colleagues supporting proper planning and sustainable development, resulting in reports that are clear and concise and are presented to a high standard.
- Have effective oral communication skills coupled with the ability to build strong interpersonal relationships across the organisation and with relevant external stakeholders.
- Have the ability to work without guidance and on own initiative without excessive support.
- Excellent report writing skills

- Have the ability to manage, plan and organise workload in an efficient and effective way which supports the achievement of overall organisational objectives.
- Have a clear understanding of and commitment to the role of An Bord Pleanála, and the challenges it faces.

5. Person Specification

The ideal candidate should

- Be committed to always maintaining professional public sector standards and values.
- Be reliable and flexible with the ability to work on a variety of case types.
- Demonstrate initiative and an interest in furthering the on-going evolution and improvement of the organisation in line with its strategic goals.
- Possess strong interpersonal skills, ability to communicate effectively with senior management, internal and external customers.
- Be thorough and accurate in their work.
- Self-motivated, with a proven ability to get things done and work to deadlines.
- Have the ability to work both individually and as part of a team.
- Have the ability to work without guidance and on own initiative without excessive support.

6. Key Competencies for effective performance (Appendix 2)

- Specialist Knowledge Expertise and Self Development
- Interpersonal and Communication skills
- Drive and Commitment

7. Selection Process

The Selection Process may include some or all of the following:

- A shortlisting of candidates, on the basis of the information contained in their application
- A writing and analysis exercise
- A competitive interview

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 Bord Pleanála may decide that only a certain number may be called for interview.

In this respect, a short-listing process will be employed based on an examination of the application forms and the essential and desirable requirements for the posts, to select a group for the next stage of the process who 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.

If candidates are required to be available for 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.

8. How to Apply:

The **Ecologist and Environmental/Marine Scientist Application Form** must be fully 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 applicable “**Ecologist- your name.docx**” or “**Environmental Marine Scientist- your name**”. 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 Sarah Byrne s.byrne@pleanala.ie

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

Closing Date:

Friday 14 July 2023 at 3.00pm

Please Note

We endeavour to give as much notice as possible for testing/interview dates etc. It is, however, estimated that interviews would take place in August/September. Candidates should make themselves available around this time.

Shortlisting

In the event of a shortlisting exercise being employed, the information provided in your application will be examined and assessed against criteria based on the requirements of the position.

A panel may be formed from which future temporary or permanent appointments may be made

References

Please consider names of people you feel would be suitable referees that we might consult (2 - 3 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 come under consideration after preliminary 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 an Assistant Director of Planning 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 Bord Pleanála's guidelines on probation.

2. Salary:

The salary for this position is as follows: **(with effect from 1st March 2023)**

Pay PPC scale

€78,656	€81,125	€83,602	€86,071
€88,539	€91,476	€94,818 ¹	€98,163 ²

Long Service Increment 1 (LSI1) after 3 years satisfactory service at the maximum.

Long Service Increment 2 (LSI2) after 6 years satisfactory service at the maximum.

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 Board 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 position holder will be required to work a five-day week. The hours of attendance are normally Monday to Friday 9.15am to 5.30 pm. However, where extra attendance is required to carry out designated duties or assignments, no overtime or additional remuneration is payable.

7. Annual Leave:

The annual leave allowance will be **30** working days a year. This allowance (which is subject to the usual conditions regarding the granting of annual leave) is on the basis of 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 Bord Pleanála's Absence 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 Bord 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 Bord Pleanála, 64 Marlborough Street, Dublin 1. 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 Bord 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 (66 years initially, rising to 67 in 2021 and 68 in 2028). 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 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 Bord 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).

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:

As the equivalent of a Senior Planning Inspector, these posts are required to comply with the provisions of Sections 113 and 114 of the Planning and Development Acts 2000 (as amended) 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 Board, 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 Board'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 the Code of Conduct and all policies and procedures in place and as may be laid down/amended by the Board 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

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.

21. GDPR Privacy Statement- Recruitment Process

Purpose of Processing Personal Information

An Bord 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
- Compliance with legal obligation (Terms of Employment Information Act) 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 report writing
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.
Chief Medical Officer (CMO)	We may use your personal details to refer you to the CMO 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 12 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

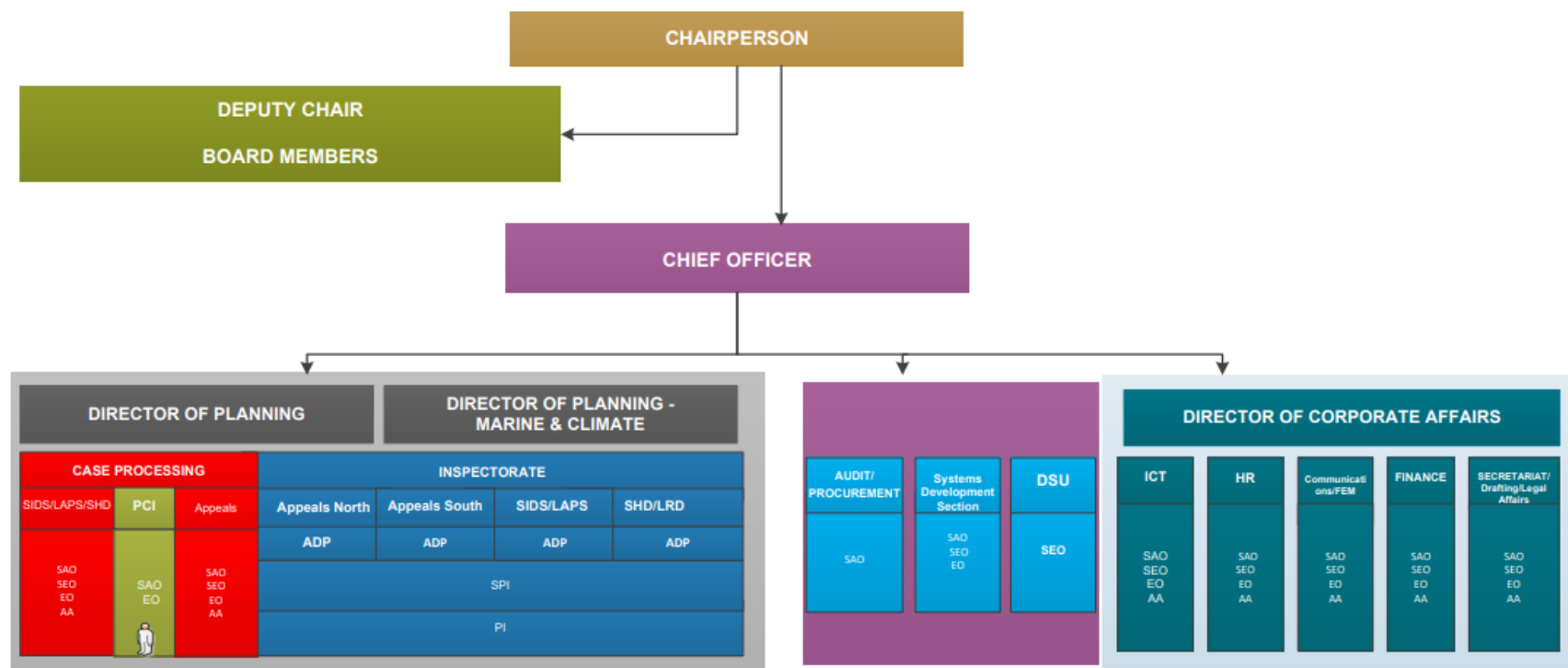
Right	Explanation
Access	You can request and receive access to the information requested in the process at any time.
Portability	You can request and receive a copy of this data, in electronic/transferrable format, at any time
Erasure	You can request the data held be erased. We have outlined the anticipated 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

Name: Data Protection Officer

Email: dataprotection@pleanala.ie

Appendix 1 – Current An Bord Pleanála organogram



Legend:

ADP = Assist Director Planning
 SPI = Senior Planning Inspector
 PI = Planning Inspector

SAO = Senior Administrative Officer
 SEO = Senior Executive Officer
 EO = Executive Officer
 AA = Administrative Assistant

Made up of existing staff

Appendix 2 Key Competencies for Effective Performance
Specialist Knowledge, Expertise and Self Development
<ul style="list-style-type: none"> • Has a clear understanding of the roles objectives and targets of self and how they fit into the work of the organization. • Has a breadth and depth of knowledge in the field of Ecology and how this relates to the Board 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
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 • Instils 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