

An  
Coimisiún  
Pleanála

## **INFORMATION BOOKLET**

Competition for Appointment to the Position of:

### **Director of Corporate Affairs (DCA) Principal Officer Grade**

**Closing date: Friday 20 February 2026 at 3.00 p.m.**

**AN COIMISIÚN PLEANÁLA IS AN EQUAL OPPORTUNITIES EMPLOYER**

**January 2026**

<b>TITLE OF POSITION:</b>	Director of Corporate Affairs - Principal Officer Grade
<b>NATURE OF POST:</b>	Permanent, full-time office - based position
<b>LOCATION:</b>	64 Marlborough Street, Dublin 1 D01 V902

---

## Background

An Coimisiún Pleanála is Ireland's national planning body with responsibility for making independent, timely, quasi-judicial decisions in relation to appeals arising out of planning authority decisions and direct applications relating to strategic infrastructure projects. We are also responsible for deciding on proposals for compulsory acquisition of land by local authorities amongst a range of other planning related functions.

An Coimisiún Pleanála operates under complex national and EU planning legislation. We were established on 18 June 2025 under Part 17 of the Planning and Development Act 2024 and was formerly An Bord Pleanála (established 1977).

The wider and increased operational demands on An Coimisiún Pleanála requires a newly focused organisational approach to support effective operations across the Commission to enable it to deliver on its mandate and expectations of the public.

Further details on the role and work of An Coimisiún Pleanála can be found at [www.leanala.ie](http://www.leanala.ie)

## 1. Purpose of the Role

The Director of Corporate Affairs is a senior management role responsible for providing strategic management and development relating to the corporate functions of the Commission. This role currently reports to the Chief Officer (CO). As part of the overall Executive Management Team (EMT) will assist the Chief Executive Officer (CEO) in the achievement of the overall objectives of An Coimisiún Pleanála as set out in its Strategic Plan and annual business/delivery plans.

The Director of Corporate Affairs (DCA) is a member of the Executive Management Team (EMT) and Management Committee.

### **Relationships:**

The DCA has daily interaction with senior management and staff across the organisation, including the CEO and CO, fellow Directors, and the Governing Board as required.

The DCA liaises with our parent Department, the Department of Housing, Local Government and Heritage, as part of overall Governance Reporting on a monthly and quarterly basis, other Government Departments, public sector organisations, and other stakeholders.

The role of DCA involves leading a team to develop and implement strategies to achieve organisational objectives, ensuring resources are used efficiently and effectively and are maximised, driving the process of continuous improvement while incorporating best practice.

The DCA will have direct responsibility for the following business areas (See organogram at end of booklet):

- Human Resources, (including L&D and IR matters)
- Finance,
- Facilities Environmental Management (FEM) (Building and Accommodation)
- ICT Infrastructure, (maybe subject to change)

The successful candidate will delegate appropriate responsibility for the provision of corporate services through their direct reports whilst retaining overall accountability and responsibility for the delivery of the areas under DCA remit.

The DCA will be involved in the risk management process and overall strategic planning/preparation of annual delivery plans. The DCA will also be involved in Communications.

## **Responsibilities**

The key responsibilities include the following outlined below:

### **Strategic Management**

- Develop the Commission's strategic direction for Corporate Affairs, identifying alternative strategies, assessing their likely impact and evaluating their effectiveness in achieving objectives.
- Interpreting the goals set by the Commission to formulate the annual programme of work for Corporate Affairs.
- On-going monitoring of compliance with the objectives and timelines set out in the Corporate Affairs Annual programme for work which should support the Commission's overall objectives through interaction with staff and other stakeholders.
- Assist the Chief Officer in the development and implementation of the public sector reform agenda and change management initiatives as required.

- Advise on necessary internal structures through workforce planning and Strategic HR practices to ensure that the Commission is capable of adapting to the varying levels of demand for its services or potential new functions.
- Contribute to the Annual Planning process by gathering input through interaction with staff and other stakeholders.
- Work closely with risk owners to identify and manage the status of risks and related mitigating actions and report as necessary on key strategic and organisational risks.
- Oversee adherence to regulatory requirements, and best practices across all corporate service functions.
- Ensure that Corporate Affairs functions are enabled to meet the challenges of the growing organisation including volume recruitment, integration and support of staff.
- Drive organisational policy and practices to deliver a diverse and inclusive workplace culture aligned with organizational and public sector values and meeting the regulatory environment working requirements.
- Cultivate strong relationships with internal and external stakeholders.
- Updating/Reporting to the Management Committee/EMT and the Governing Board in relation to Corporate Affairs and other matters as required.
- Have an insight into the impact of significant decisions by the Commission and provide direction in terms of communications/messaging to the public.
- Interface with central Government (in particular the Department of Housing, Local Government and Heritage) on behalf of the Commission in regard to both resources and policy and also to support other activities such as requests based on the Freedom of Information Act, Data Protection and Parliamentary Questions etc.

## **Operations and Performance**

Operate and manage the administration of Corporate Affairs:

- Day-to-day co-ordination of activity through Heads of Functions and maximising teamwork and effectiveness across the organisation.
- Delegation of day-to-day decision making to Function heads where appropriate.
- Ensure provision of regular management information to the Chief Officer and Executive Management Team.
- Oversee adherence and governance around employment legislation, financial audits and public sector requirements.
- Ensure that HR is viewed as a strategic business partner throughout the organisation, overseeing the development of a HR strategy in line with best practice to grow and meet the challenges of the organisation.
- Liaise with relevant trade unions and employee representatives to ensure employee relations matters are dealt with proactively and effectively.

- Oversees the management of the Commission's financial resources and allocated budget, maximising value-for-money.
- Support the Head of Finance in ensuring appropriate controls and monitoring are in place to ensure regular and thorough internal audits are successfully completed.
- Provide support to the Audit and Risk Officer and engage with the Comptroller and Auditor General.
- Oversee the plan for capacity and scalability to support growth and design in the Commission.
- Implement disaster recovery solutions to protect critical systems and data.
- Maintain active networks of appropriate contacts to ensure awareness of emerging issues and current/developing best practice in Corporate Services.
- Lead strategic initiatives in policy development and employee/industrial relations.
- Additional duties as may be assigned by the Chief Officer from time to time.

Applicants should note that the Commission is a responsive and agile organisation and as such, over time, they may be assigned to projects and other duties other than those specified, appropriate to the role and to the grade of Director of Corporate Affairs. Additionally, given recent structural changes reporting relationships may change.

## 2. Qualifications and Experience

Candidates must, on or before 20 February 2026, have:

1. A higher education qualification (minimum of QQI Level 8, or equivalent) in one or more of the following disciplines, Human Resources, Finance, ICT, Business Administration, Public Management, Legislation and Policy, preference for further qualifications, Masters or other,
2. Minimum 7 years senior management experience in either the public or private sector,
3. Relevant experience in a similar role of effective delivery of digital, organisational, and cultural transformation in a complex operational environment,
4. The ability to demonstrate the skills, capacity, and track record at a sufficiently senior level in management, oversight, and stakeholder engagement, to drive a digital transformation with successful delivery of change in Corporate Affairs,
5. A strong track record of achievement in their career to date, demonstrating excellent senior management and leadership experience,

6. Demonstrated ability to lead and inspire multidisciplinary teams, drive public reform within the Commission, and foster a culture of collaboration and innovation,
7. Excellent communication, interpersonal and negotiation skills, with the ability to influence stakeholders at all levels,
8. A strategic mindset, with the ability to anticipate emerging trends, assess risks, and develop proactive strategies to address challenges,
9. Demonstrated the competencies set out in Appendix 2 of this booklet.

In addition, the following are **desirable** requirements:

- Experience of leading and managing Corporate Services teams and supporting organisational development and change at a senior level.
- Knowledge of legislation in particular planning and environmental and its impact on the role of the Commission
- Familiarity with FOI, AIE and GDPR legislation.
- Working knowledge of Irish public sector employment legislation and related industrial relations systems.
- Experience of dealing with staff representative bodies and third-party resolution mechanisms.
- Ability to analyse complex and diverse information and communicating this effectively to colleagues.
- A capacity to assume the levels of responsibility and accountability required to carry out a range of management functions and be comfortable carrying out those responsibilities in public, from time to time.
- Understanding of complex ICT systems and interface with partner organisations and departments
- Familiarity with public sector procurement processes.

### 3. Person Specification

The ideal candidate should be:

- A dynamic strong leader, an effective influencer and collaborator who can drive positive change.
- Have the ability to communicate and build relationships.
- Have the ability to guide, manage, inspire, and empower staff in pursuit and achieve a shared vision.
- Resilient and innovative to see projects through to the end.
- Reliable, honest, and trustworthy.
- Passionate about contributing to the ongoing development of a positive workplace culture where employees are valued and supported.
- Have a clear understanding of, and commitment to, the role of An Coimisiún Pleanála in the planning system, and knowledge and understanding of the challenges it faces.
- Understand and be committed to always maintaining exemplary public sector values such as impartiality and integrity.

### 4. 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 in line with the criteria set out.
- A competitive interview which may include a presentation.
- A further short listing of candidates following interview with invitation to a second round which may include a presentation.
- The interview board will consist of at least 3 persons for any preliminary interview stage. For final round interview stage, a further 4<sup>th</sup> interview board member may join the panel.
- If candidates are required to attend interview(s), it is at their own expense. It is not possible to alter the interview date(s) or time(s). **Candidates who do not**

**attend for 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.
- A panel may be formed from which suitable candidates may be offered for any future posts at Director (PO) level.

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

## **5. Application Process**

The 'Director of Corporate Affairs 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:**

**"Director of Corporate Affairs - 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](mailto: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](mailto:recruitment@pleanala.ie)

We acknowledge receipt of all applications. If you do not receive an acknowledgement within 3 working days of applying, please email  
[e.keane@pleanala.ie](mailto:e.keane@pleanala.ie)

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

**Closing Date: 20 February 2026 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 [e.keane@pleanala.ie](mailto:e.keane@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 come under consideration after interview stage.

## 6. 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 the Chief Officer 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:

€106,021	€110,520	€114,983	€119,481	€123,275 MAX	€127,211 <sup>1</sup> LSI <sup>1</sup>	€ 131,139 <sup>2</sup> LSI <sup>2</sup>
----------	----------	----------	----------	-----------------	---	--

Long service increments may be payable after 3 (LSI1) and 6 (LSI2) years satisfactory service at the point.

This rate will also apply where the appointee is an existing civil or public servant appointed on or after 06 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 06 April 1995 who **is not required** to make a Personal Pension Contribution.

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 9.15am to 5.30pm. 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).

**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:**

A Director of Corporate Affairs is required to comply with the provisions of Sections 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 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

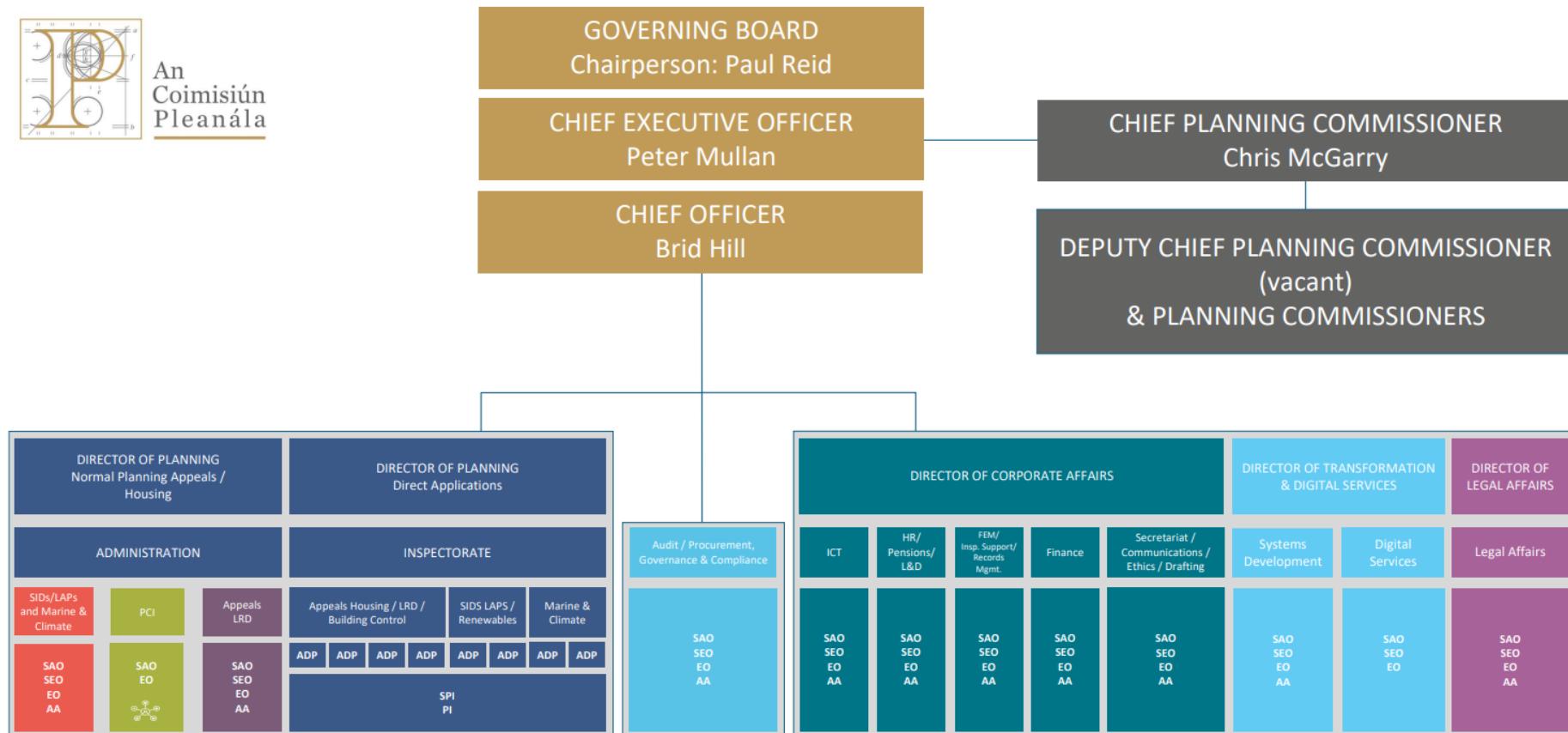
Applications shall be retained for 12 months for unsuccessful candidates. A successful candidate will have their application placed on their employee file and retained during their employment and for an appropriate period thereafter.

## 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/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](mailto:dataprotection@pleanala.ie)

## **Appendix 1 – The Current An Coimisiún Pleanála organogram**



SAO = Senior Administrative Officer

CEO = Senior Executive Officer

CEO = Senior Executive Officer

EO = Executive Officer

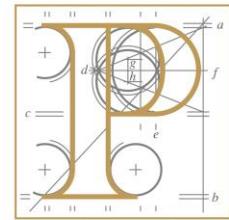
ADP = Assistant Director of Planning

SPI = Senior Planning Inspector (incl. ECO/SCI)

SPI = Senior Planning Inspector  
PI = Planning Inspector



## Make up of existing staff



## Appendix 2 - Key Competencies for effective performance

### Director of Corporate Affairs

#### Leadership & Strategic Direction

- Leads the team, setting high standards, tackling any performance problems & facilitating high performance.
- Contributes to the shaping of the organization strategy and policies.
- Develops capability and capacity across the team through effective delegation.
- Develops a culture of learning & development, offering coaching and constructive/supportive feedback.
- Leads on preparing for and implementing significant changes and reform.
- Anticipates and responds quickly to developments in the sector/broader environment.
- Collaborates with relevant stakeholders as appropriate to the function of the Board and its Code of Conduct
- Promotes respect and dignity in the workplace and if necessary, actively intervene to ensure that this approach is fully appreciated in the section/division/organisation.

#### Judgement & Decision Making

- Identifies and focuses on core issues when dealing with complex information/situations.
- Sees the relationships between issues and quickly grasp the high level and socio-political implications.
- Identifies coherent solutions to complex issues.
- Takes action, make decisions in a timely manner and have the courage to see them through.
- Makes sound and well-informed decisions, understanding their impact and implications.
- Strives to effectively balance the external environment, financial/legislative and political elements, and the impact on the customer.

#### Management & Delivery of Results

- Initiates and takes personal responsibility for delivering results/services in own area.
- Balances strategy and operational detail to meet business needs.
- Manages multiple agendas and tasks and reallocates resources to manage changes in focus.
- Makes optimum use of resources and implements performance measures to deliver on objectives.
- Ensures the optimal use of ICT and new delivery models.

- Critically reviews projects and activities to ensure their effectiveness and that they meet organisations requirements.
- Instills the importance of efficiencies, value for money and meeting corporate governance requirements.
- Ensures team are focused and act on Business plan priorities, even when faced with pressure.

### **Building Relationships & Communication**

- Speaks and writes in a clear, articulate, and impactful manner.
- Actively listens, seeking to understand the perspective and position of others.
- Works effectively within the political process, recognizing and managing the tensions arising from different stakeholders' perspectives.
- Proactively engages with colleagues at all levels of the organisation and across other bodies and builds strong professional networks.
- Makes opinions known when s/he feels it is right to do so.

### **Drive and Commitment**

- Consistently strives to perform at a high level.
- Demonstrates personal commitment to the role, maintaining determination and persistence.
- It is personally trustworthy and honest, delivering on promises and commitments.
- Ensures that quality customer service is at the heart of all services provided.
- It is resilient, maintaining composure even in adverse or challenging situations.
- Promotes a culture that fosters the highest standards of ethics and integrity.

### **Specialist Knowledge, Expertise and Self Development**

- Develops and maintains skills and expertise across a number of areas that are relevant to his/her field and recognized by people, both internal and external to the organization.
- Keeps up to date with key organisational, sectoral, national, and international policies and economic, political, and social trends that affect the role.
- Maintains a strong focus on self-development, seeking feedback and opportunities for growth.