

# Charities Regulatory Authority



An Rialálaí  
Carthanas  
Charities  
Regulator

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DIRECTOR OF LEGAL AFFAIRS & REGISTRATION



TITLE OF POSITION: DIRECTOR OF LEGAL AFFAIRS AND REGISTRATION,  
CHARITIES REGULATORY AUTHORITY  
LOCATION: DUBLIN

## BACKGROUND

The Charities Regulatory Authority (the 'Charities Regulator') is an independent statutory body. It was established by the Minister for Justice and Equality on a statutory basis on 16 October 2014 pursuant to the Charities Act 2009. The Charities Regulator is located in Dublin.

The key functions of the Charities Regulator are to establish and maintain a public register of charitable organisations operating in Ireland and ensure compliance with the Charities Acts.

The Charities Regulator also engages in the provision of services to charities through authorising appointments of charity trustees and the disposition of charity property in appropriate cases, and has the power to appoint investigators to investigate the affairs of any charitable organisation.

The role of Director of Legal Affairs & Registration involves managing the provision of legal advice within the Charities Regulator and overseeing the work of the registration and charity services teams. The successful candidate will also be a member of the Charities Regulator's senior management team and will be expected to contribute at a strategic level to the work of the organisation.

The Legal Affairs Unit is supported by two Legal Advisors, one of which oversees the work of the Charity Services team and the other which provides day-to-day legal advice across a broad range of areas including charity law, administrative law, data protection and freedom of information. The work of the Registration Unit includes the assessment of applications for charitable status and liaising with registered charities on regulatory matters arising under the Charities Act 2009 including annual reporting, requests for name changes and change of purpose. The work of the Charity Services team entails supporting the Charity Services Committee of the Board which considers applications made under the Charities Acts 1961 and 1973 including applications for the appointment of trustees, applications for the disposition of charity property and cy-près applications.

Location: Dublin – Candidates should note that on appointment, travel may be required to regional locations on occasion and when this occurs, appropriate travel and subsistence arrangements will apply.

Further information in relation to the Charities Regulator is available on:  
[www.charitiesregulator.ie](http://www.charitiesregulator.ie)

## FUNCTIONS OF THE CHARITIES REGULATOR

In accordance with section 14 of the Charities Act 2009, the general functions of the Charities Regulator are to –

- increase public trust and confidence in the management and administration of charitable trusts and charitable organisations;
- promote compliance by charity trustees with their duties in the control and management of charitable trusts and charitable organisations;
- promote the effective use of the property of charitable trusts or charitable organisations;
- ensure the accountability of charitable organisations to donors and beneficiaries of charitable gifts, and the public;
- promote understanding of the requirement that charitable purposes confer a public benefit;
- establish and maintain a register of charitable organisations,
- ensure and monitor compliance by charitable organisations with the Charities Act;
- carry out investigations in accordance with the Charities Act;
- encourage and facilitate the better administration and management of charitable organisations by the provision of information or advice, including in particular by way of issuing (or, as it considers appropriate, approving) guidelines, codes of conduct, and model constitutional documents;
- carry on such activities or publish such information (including statistical information) concerning charitable organisations and charitable trusts as it considers appropriate;
- provide information (including statistical information) or advice, or make proposals, to the Minister on matters relating to the functions of the Charities Regulator.

As noted above, the Charities Regulator also carries out functions under the Charities Acts 1961 and 1973. In addition, the functions of the Attorney General relating to charitable organisations and charitable trusts were transferred to the Charities Regulator on its establishment under section 38 of the Charities Act 2009.

## THE PRINCIPAL DUTIES OF THE DIRECTOR OF LEGAL AFFAIRS & REGISTRATION OF THE CHARITIES REGULATOR

### OVERVIEW OF THE ROLE

The Director of Legal Affairs & Registration will report to the Chief Executive Officer. The Charities Regulator's Head of Registration & Projects and its Legal Advisors will report directly to the Director of Legal Affairs & Registration.

The Director of Legal Affairs & Registration is responsible for the provision of legal advice and legal services to the organisation and for supporting the CEO and senior management team on all legal matters. In addition, the position includes responsibility for the areas of registration and charity services and ensuring that robust decision-making processes are implemented within those areas. As a member of the Senior Management Team, the Director of Legal Affairs & Registration will also be responsible for contributing at a senior level to the fulfilment of the Charities Regulator's strategic objectives.

As the role entails responsibility for managing a team consisting of approximately 17 members of staff with the Head of Registration & Projects and two Legal Advisors reporting directly to the Director of Legal Affairs & Registration, significant prior experience of

successfully managing a diverse team including legal professionals to deliver results in a fast-paced environment is essential.

The duties and responsibilities of the successful candidate will include the following:

- Overseeing the effective running and organisation of the legal affairs, charity services and registration areas of the Charities Regulator;
- Leading and managing assigned staff and ensuring that all performance reviews are carried out in a timely manner and ensuring that learning and development opportunities of direct reports and the wider team are met;
- Keeping up-to-date with relevant legal developments nationally and in other jurisdictions in particular in the area of charity law and regulation;
- Fostering a culture of learning and knowledge sharing among staff;
- Strengthening structures and supports within the legal affairs, charity services and registration units by ensuring that policies and systems are developed, kept under review and enhanced as required in order to ensure that matters are progressed in a timely manner and that processes underpinning all regulatory decisions are robust;
- Ensuring that the integrity of the Register of Charities is maintained and working closely with the Director of Compliance & Enforcement on registration and compliance-related matters;
- Providing legal advice to the CEO and other senior managers regarding regulatory strategy, investigations, due process and fair procedures;
- Ensuring that all legal advice is provided on a timely basis and that work is prioritised and assigned accordingly;
- Assessing legislative proposals with a view to advising the CEO and senior management team on relevant implications and drafting input and responses to such proposals as required;
- Leading on any statutory appeals or other litigation involving the Charities Regulator and ensuring that the Board and CEO are kept regularly informed of relevant progress;
- Leading on or providing input in respect of all regulatory and other Charities Regulator publications including guidance documents, website content and responses to parliamentary questions, as appropriate;
- Managing the Charities Regulator's legal and registration budget and ensuring value for money in relation to legal and other services that may be required;
- Working closely with the CEO and other senior managers to contribute to internal audit and risk management within the organisation by identifying and managing organisational legal risks and any risks associated with the legal affairs, charity services and registration areas;
- Ensuring that the Charities Regulator remains compliant with legal requirements applicable to it as a public body in particular in the areas of Data Protection, Freedom of Information and Protected Disclosures;
- Leading on or providing input on any public procurement processes relating to legal or other services and projects as required;
- Providing appropriate briefings on all legal and registration matters to the Board, CEO and other senior managers, as appropriate;

- Contributing to the strategic direction of the Charities Regulator and working closely with members of the senior management team to achieve overall Business Plan targets;
- Attending meetings of the Board and providing updates and presentations as required;
- Establishing and maintaining effective relationships with other regulators and third party service providers;
- Undertaking speaking engagements and representing the Charities Regulator at events, as appropriate;
- Such other duties as may be assigned from time to time.

The above is intended as a guide to the general range of duties and responsibilities associated with the post and is intended to be neither definitive nor restrictive. It will be subject to periodic review with the post holder.

## REQUIREMENTS

### ESSENTIAL REQUIREMENTS

#### CANDIDATES MUST ON OR BEFORE THE 14TH OF OCTOBER 2020:

- Have -
  - a) been called to the Bar and be enrolled as a Barrister in the State or have been admitted and be enrolled as a Solicitor in the State; and
  - b) practised as a Barrister or Solicitor in the State for not less than six years<sup>1</sup>;
- Have previous experience of working in a regulatory body or in advising regulators or regulated entities in relation to regulatory matters;
- Have significant experience of dealing with relevant administrative law requirements associated with decision-making in a regulatory context;
- Have a proven ability to exercise sound judgement, analytical thinking, and problem solving/decision making skills;
- Have strong leadership qualities and a proven ability to build and develop a high functioning team;
- Have experience of developing others within an organisation;
- Have strong evidence of project and resource management capability and a record of achieving challenging goals and managing and prioritising multiple work streams;
- Have strong drafting skills;
- Have previous experience working as part of a Senior Management team in strategic planning and delivery;
- Have an ability to communicate and influence at a senior level;
- Have excellent interpersonal and communications skills;
- Have high levels of integrity and professionalism;
- Demonstrate a commitment to continuous self-learning and development;

<sup>1</sup> For the purpose of requirement (b), any period or periods of time spent serving in a whole-time position (appointment to which was conditional upon having been called to the Bar and enrolled as a Barrister in the State or admitted and enrolled as a Solicitor in the State) in the Civil Service shall be reckoned as practice as a Barrister or Solicitor in the State.

- Have excellent IT skills.

#### DESIRABLE REQUIREMENTS

- An understanding of charity law and the current context within which the Charities Regulator operates;
- Previous experience of administering or advising on registration within a regulated sector;
- Experience of leading or advising on litigation matters;
- Working knowledge of Data Protection, Freedom of Information and Protected Disclosure legislation;
- Knowledge of land law and trust law.

## INFORMATION NOTE FOR THE POST OF DIRECTOR OF LEGAL AFFAIRS & REGISTRATION OF THE CHARITIES REGULATOR

The essential and desirable criteria will be used to shortlist candidates, and scoring will be based on the information contained in the application form for the role of Director of Legal Affairs & Registration.

The Charities Regulator will convene an expert board to carry out the competitive stages of the selection process to the highest standard of best practice.

### REQUIRED COMPETENCIES

- Leadership
- Strategic Thinking
- Judgement, decision making and problem solving
- Delivery of results
- Building relationships and communications skills
- Influence and impact
- Specialist knowledge, skills, expertise and self-development

Further information regarding competencies is available in Appendix A.

### ELIGIBILITY TO COMPETE AND CERTAIN RESTRICTIONS ON ELIGIBILITY

Applicants should note that only citizens of the European Economic Area (EEA) may be appointed to the advertised position, should they come under consideration. Applicants must therefore meet this eligibility requirement at the time they are being considered for appointment.

### COLLECTIVE AGREEMENT: REDUNDANCY PAYMENTS TO PUBLIC SERVANTS

The Department of Public Expenditure and Reform letter dated 28th June 2012 to Personnel Officers introduced, with effect from 1st June 2012, a Collective Agreement which had been reached between the Department of Public Expenditure and Reform and the Public Services Committee of the ICTU in relation to ex-gratia Redundancy Payments to Public Servants. It is a condition of the Collective Agreement that persons availing of the agreement will not be eligible for re-employment in the Public Service by any Public Service body (as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011) for a period of 2 years from termination of the employment. People who availed of this scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

#### 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 not eligible to apply for another position in the same employment or the same sector. Therefore, such retirees may not apply for this position.

#### DEPARTMENT OF HEALTH AND CHILDREN CIRCULAR (7/2010):

The Department of Health Circular 7/2010 dated 1 November 2010 introduced a Targeted Voluntary Early Retirement (VER) Scheme and Voluntary Redundancy Schemes (VRS). It is a condition of the VER scheme that persons availing of the scheme will not be eligible for re-employment in the public health sector or in the wider Public Service or in a body wholly or mainly funded from public moneys. The same prohibition on re-employment applies under the VRS, except that the prohibition is for a period of 7 years. People who availed of the VER are not eligible to compete in this competition. People who availed of VRS scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

#### DEPARTMENT OF ENVIRONMENT, COMMUNITY & LOCAL GOVERNMENT (CIRCULAR LETTER LG(P) 06/2013)

The Department of Environment, Community & Local Government Circular Letter LG(P) 06/2013 introduced a Voluntary Redundancy Scheme for Local Authorities. In accordance with the terms of the *Collective Agreement: Redundancy Payments to Public Servants* dated 28 June 2012 as detailed above, it is a specific condition of that VER Scheme that persons will not be eligible for re-employment in any Public Service body [as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011 and the Public Service Pensions (Single Scheme and Other Provisions) Act 2012] for a period of 2 years from their date of departure under this Scheme. These conditions also apply in the case of engagement/employment on a contract for service basis (either as a contractor or as an employee of a contractor).

#### 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.



## THE SELECTION PROCESS

### HOW TO APPLY:

Application Forms and Candidate Information Booklets are available from the careers section on the Charities Regulator website [www.charitiesregulator.ie](http://www.charitiesregulator.ie) Application forms must be completed and sent to [charitiesregulator@cpl.com](mailto:charitiesregulator@cpl.com) Please note that Cover Letters and CVs are not required and should not be submitted.

No enquiries or canvassing may be made to the Charities Regulator.

**Closing Date: 5pm on Wednesday 04th November 2020.**

## SELECTION PROCESS

The selection process may include:

- shortlisting of candidates, on the basis of the information contained in their application;
- a competitive interview which may include a presentation;
- a competitive second round interview which may include a presentation.

Notification to attend interview will issue at least one week in advance. Candidates will be required to attend interviews at their own expense. It is not possible to alter the allocated interview date or time. Candidates who do not attend for interview when and where required will have no claim for further consideration and their candidature will be deemed to be withdrawn.

Candidates must produce satisfactory documentary evidence of all qualifications claimed by them, on request. Failure to produce such documentary evidence when requested may lead to disqualification from the competition and/or termination of contract. Therefore, it is advised that you have this documentation available to you when making your application.

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

Prior to recommending any candidate for appointment to the position, all such enquiries that are deemed necessary will be made to determine the suitability of that candidate. Until all stages of the recruitment process have been fully completed, a final determination cannot be made nor can it be deemed or inferred that such a determination has been made.

Should the person recommended for appointment decline, or having accepted it, relinquish it, the Charities Regulator, may at its discretion, select and recommend another person for appointment based on the results of this selection process.

**Please Note:**

Applications will not be accepted after the closing date and late applications will be ineligible for consideration. Therefore, it is your responsibility to ensure that you have allowed sufficient transmission time for receipt of your application. Applicants must ensure they retain a copy of the email submitted, including the date and time in case of any queries.

An acknowledgement email will be issued in respect of all applications received. It should be noted that the acknowledgment email simply acknowledges receipt and does not confirm eligibility or otherwise. If an applicant does not receive an acknowledgement email within 2 working days of date of submission, the applicant should contact [charitiesregulator@cpl.com](mailto:charitiesregulator@cpl.com) to ensure the application has been received.

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

**SHORTLISTING:**

The shortlisting criteria may include both the essential and desirable criteria specified for the position. An expert board will examine the application forms against pre-determined criteria based on the requirements of the position.

Normally the number of applications received for a position exceeds that required to fill the position. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the Charities Regulator may decide that a number only will be called to interview. In this respect, the Charities Regulator provides for the employment of a short listing process to select a group for interview who, based on an examination of the application forms, appear to be the most suitable for the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates, who based on their application, appear to be better qualified and/or have more relevant experience. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/ experience on the application.

**REFERENCES:**

It would be useful if you would begin to consider names of people who would be suitable referees and 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 contact referees should you come under consideration after the interview stage. Please note, should you be successful at final interview, we will require a reference from your current employer prior to recommendation for appointment. Successful candidates may be required to complete a number of clearance processes such as Health and Character Declaration, Garda Vetting, and any other relevant checks required for the particular role.

## PRINCIPAL CONDITIONS OF SERVICE

### GENERAL

The appointment is made under the Charities Act 2009 and any other Act for the time being in force relating to the public service.

### REMUNERATION:

**Salary Scale:** The salary scale for this post will be equivalent to that of the Civil Service Principal Officer Standard Scale (rates effective from 1 September 2019) which is as follows:

Principal Officer (Personal Pension Contribution) - €87,325 – €90,920 – €94,487 – €98,082 – €101,114 – LSI 1 €104,258<sup>1</sup> – LSI 2 €107,399<sup>2</sup>

<sup>1</sup> After 3 years satisfactory service at the maximum. <sup>2</sup> After 6 years satisfactory service at the maximum.

#### Important Notes relating to Salary:

- entry will be at the minimum point of the scale and will not be subject to negotiation;
- different pay and conditions may apply if, immediately prior to appointment the appointee is already a serving Civil Servant or Public Servant;
- the rate of remuneration may be adjusted from time to time in line with Government pay policy.

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### CONTRACT

Permanent (subject to satisfactory completion of probation).

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### PROBATION

There is a 12 month probationary period. If at any time during this period it appears that the appointee would not be suitable for final appointment the probation will be terminated.

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### LOCATION

The headquarters of the Charities Regulatory Authority are currently based in 3 George's Dock, IFSC, Dublin 1, D01 X5X0.

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### HOURS OF ATTENDANCE

Hours of attendance will be as fixed from time to time but will amount, on average, to not less than 43 hours and 15 minutes gross or 37 hours net of lunch breaks. Flexibility will be required with regard to extra attendance, which may be required from time to time. The rate of remuneration payable covers any exceptional extra attendance liability that may arise and no additional payment will be made for extra attendance (over and above 43 hours and 15 minutes gross or 37 hours net per week).

## The Organisation of Working Time Act

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

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### ANNUAL LEAVE

Annual leave will be 30 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.

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### SICK LEAVE

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply on a pro-rata basis, in accordance with the provisions of the Public Service Sick Leave Scheme.

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### SUPERANNUATION AND RETIREMENT

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the public service, at the time of being offered an appointment.

In general, this means being offered appointment based on membership of the Single Public Service Pension Scheme ("Single Scheme"). Full details of the Single Scheme can be found at <http://www.singlepensionscheme.gov.ie/>. The maximum retirement age for most Single Scheme members is age 70.

Different terms and conditions related to superannuation and retirement may apply to candidates who have worked in a pensionable (non-Single Scheme terms) public service job in the 26 weeks prior to appointment, or are currently on a career break, or are on special leave with or without pay. The pension entitlements and maximum retirement age, if applicable, of such appointees will be determined in the context of their public service employment history.

### IMPORTANT NOTICE

The above represents the principal conditions of service and is not intended to be the comprehensive list of all terms and conditions of employment which will be set out in the employment contract to be agreed with the successful candidate.

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### EXPENSES

The Charities Regulator will not be responsible for any expense, including travelling expenses, candidates may incur in connection with this competition.

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### CONFIDENTIALITY AND FREEDOM OF INFORMATION

Subject to the provisions of the Freedom of Information Acts, 2014, applications will be treated in strict confidence. All enquires, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone, outside those directly involved in that aspect of the process.

Certain items of information, not specific to any individual, are extracted from computer records for general statistical purposes.

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### CANDIDATES' OBLIGATIONS:

Candidates must:

- Have the knowledge and ability to discharge the duties of the post concerned
- Be suitable on the grounds of character
- Be suitable in all other relevant respects for appointment to the post concerned;

and if successful, they will not be appointed to the post unless they:

- Agree to undertake the duties attached to the post and accept the conditions under which the duties are, or may be required to be, performed
- Are fully competent and available to undertake, and fully capable of undertaking, the duties attached to the position.

Candidates in the recruitment process must not:

- knowingly or recklessly provide false information
- canvass any person with or without inducements
- interfere with or compromise the process in any way.

A third party must not impersonate a candidate at any stage of the process.

It is important to remember that this is a competitive process for a role where integrity is paramount. Sharing information on the selection process e.g. through social media or any other means, may result in you being disqualified from the competition.

Please note that all assessment and test materials are subject to copyright and all rights are reserved. No part of the test material (including passages of information, questions or answer options), associated materials or interview(s) may be reproduced or transmitted in any form or by any means including electronic, mechanical, photocopying, photographing, recording, written or otherwise, at any stage. To do so is an offence and may result in you being excluded from the selection process. Any person who contravenes this provision, or who assists another person(s) in contravening this provision, is liable to prosecution and/or civil suit for loss of copyright and intellectual property.

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### FEEDBACK

Feedback in relation to the selection process is available on request.

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### CANVASSING

Canvassing is prohibited and will result in disqualification from the competition.

## APPENDIX A

### COMPETENCIES FOR THE ROLE

COMPETENCY:	<b>LEADERSHIP</b>
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Leads, inspires, and motivates team to build and sustain high levels of performance and achievement; addresses performance issues as they arise.</li> <li>▪ Accountability and responsibility for actions taken.</li> <li>▪ Supports and encourages innovation and empowerment of staff.</li> <li>▪ Leads on preparing for and implementing change and reform.</li> <li>▪ Establishes a culture of learning and development across the organisation, providing ongoing coaching and constructive/supportive feedback.</li> <li>▪ Develops capability and capacity of staff through effective delegation of projects and tasks.</li> <li>▪ Challenges ideas and proposed changes constructively in the best interest of the long-term future of the organisation.</li> <li>▪ Is aware of his/her own strengths/ weaknesses.</li> </ul>

COMPETENCY:	<b>STRATEGIC THINKING</b>
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Has the ability to formulate and implement policy which delivers the organisations strategic goals.</li> <li>▪ Actively shapes and implements the Authority's strategy and policies.</li> <li>▪ Establishes, promotes and carries out operational risk and opportunities scanning; implements appropriate risk management and pursues appropriate opportunities.</li> <li>▪ Facilitates collaboration across units in the organisation; actively and constructively challenges others at senior management level.</li> <li>▪ Looks at and understands the bigger picture.</li> </ul>

COMPETENCY:	<b>JUDGEMENT, DECISION MAKING AND PROBLEM SOLVING</b>
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Anticipates and responds quickly to developments in the industry/broader environment and takes appropriate action.</li> <li>▪ Consults and communicates with the Senior Management Team before implementing decisions with major implications for the Authority or its work.</li> <li>▪ Adopts reasoned, logical and evidence based approach to decision making.</li> <li>▪ Can present complex issues and provide solutions to the senior management team.</li> <li>▪ Demonstrates high level drive and initiative.</li> </ul>

COMPETENCY:	<b>DELIVERY OF RESULTS</b>
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Balances strategic objectives with operational capacity/resources to meet business needs.</li> <li>▪ Instils the importance of efficiencies, value for money and meeting corporate governance requirements.</li> <li>▪ Is personally accountable for delivering results/services in own unit and across the Authority, against key performance indicators.</li> <li>▪ Keeps objectives and plans under review and reallocates resources to manage any changes in focus where required.</li> <li>▪ Effectively delegates and manages multiple projects ensuring they are delivered on time, within budget and to a high standard.</li> </ul>

COMPETENCY:	<b>BUILDING RELATIONSHIPS AND COMMUNICATIONS SKILLS</b>
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Speaks and writes in a clear, articulate and impactful manner.</li> <li>▪ Advances the mandate of the organisation externally through advocacy, leadership and the development of critical relationships.</li> <li>▪ Actively listens, seeking to understand the perspective and position of others.</li> <li>▪ Encourages the views and ideas of others through active listening, including encouraging others to bring forward new ideas and initiatives to improve how the organisation operates.</li> </ul>

COMPETENCY:	<b>INFLUENCE AND IMPACT</b>
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Proactively engages with colleagues at all levels of the organisation and builds strong professional networks.</li> <li>▪ Is resilient and maintains composure and presents a confident and positive demeanour even in adverse or challenging situations.</li> <li>▪ Works effectively within the public service system, recognising and managing the tensions arising from different stakeholders perspectives and influencing good outcomes.</li> <li>▪ Exemplifies and promotes a culture within the organisation that fosters the highest standards of ethics and integrity.</li> <li>▪ Produces papers and presentations on professional/technical or specialised aspects of the role and is recognised as an expert in their field both inside and outside of the organisation.</li> </ul>



COMPETENCY:	<b>SPECIALIST KNOWLEDGE, SKILLS, EXPERTISE AND SELF-DEVELOPMENT</b>
Typical Behavioural Indicators:	<ul style="list-style-type: none"> <li>▪ Actively drives and ensures the sharing and the application of knowledge, best practice and continuous improvement across the Authority.</li> <li>▪ Develops and maintains skills and expertise across relevant industry and areas.</li> <li>▪ Keeps up to date with key organisational, national and international policies and economic trends that affect the role of the Authority.</li> <li>▪ Maintains a strong focus on self-development, seeking ongoing feedback and opportunities for growth of management and technical skills.</li> </ul>