



Charities  
Regulatory  
Authority

An tÚdarás  
Rialála  
Carthanas

# Charities Regulatory Authority

---

Chief Executive Officer



TITLE OF POSITION: CHIEF EXECUTIVE OFFICER (CEO)

EMPLOYER: CHARITIES REGULATOR

LOCATION: DUBLIN

**THE OPPORTUNITY:** This is an exciting opportunity to lead a dynamic organisation driving our ambitious work programme and the achievement of our strategic objectives.

**CONTRACT:** The appointment will be on the basis of a fixed term contract of employment for a period of five years (subject to satisfactory completion of probation).

**LOCATION:** 3 George's Dock, IFSC, Dublin 1.

**SALARY:** The salary for this position is €145,226 (PPC) / €137,964 (Non-PPC). This is a single point salary.

The PPC pay rate applies when the individual is required to pay a Personal Pension Contribution (otherwise known as a main scheme contribution) in accordance with the rules of their main/personal superannuation scheme. This is different to a contribution in respect of membership of a Spouses' and Children's scheme, or the Additional Superannuation Contributions (ASC). A Non-PPC rate will apply where the appointee is not required to make a Personal Pension Contribution.

**Important Notes relating to Salary:**

Candidates should note the salary will not be subject to negotiation. The rate of total remuneration may be adjusted from time to time in line with Government pay policy as applying to public servants generally.

**GENERAL**

The Charities Regulatory Authority (the 'Charities Regulator') is an independent statutory body established pursuant to the Charities Act 2009 (the 'Charities Act') and is under the aegis of the Department of Rural and Community Development.

There are almost 11,500 charities registered in Ireland, established for a wide range of purposes including the alleviation of poverty, provision of education, advancement of the arts and the protection of the environment, to name but a few.

This appointment is made under Section 19 of the Charities Act 2009 and any other Act for the time being in force relating to the public service. The Charities Regulator is the employer and the position is a public service employment.

**Our vision** *is a vibrant trusted charity sector that is valued for the public benefit it provides.*

**Our mission** is to regulate the charity sector in the public interest to ensure compliance with charity law and support best practice in the governance and administration of charities.

**Our values** are the qualities and principles by which our work is guided. We endeavour to ensure that our values of Independence, Fairness, Proportionality, Accountability and Respect are reflected in our actions, behaviours and decision-making.

## THE PRINCIPAL DUTIES OF CHIEF EXECUTIVE OFFICER WITH THE CHARITIES REGULATOR

### ROLE PROFILE

The Charities Regulator is the independent statutory body responsible for registering and regulating charities operating in Ireland. Our key functions include maintaining a public register of charities and ensuring compliance with the Charities Acts. We also deal with concerns about charities and under Part 4 of the Charities Act 2009 the Charities Regulator has the power to appoint inspectors to investigate the affairs of any charity.

Additionally, we provide services to certain charities, including authorising the appointment of new charity trustees, approving Cy-Près schemes and authorising the disposition of charity property where a charity does not have a power of sale to deal with the property.

The Chief Executive Officer of the Charities Regulator is responsible for the day to day running of the organisation including management of the staff, administration, governance, business and resources (financial and non-financial) of the Charities Regulator. They are responsible for the establishment and maintenance of high standards in implementing the functions of the Charities Regulator and ensuring a reputation for impartiality and that the organisation acts in the public interest at all times. The successful candidate will also be responsible for maintaining and further enhancing the Charities Regulator's positive organisational culture based on collaborative working, openness and respect.

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

### KEY FUNCTIONS OF THE CHARITIES REGULATOR:

In accordance with Section 14 of the Charities Act 2009, the general functions of the Charities Regulator are as follows:

- 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.

#### PRINCIPAL DUTIES OF THE CHIEF EXECUTIVE OFFICER OF THE CHARITIES REGULATOR:

The successful candidate will lead the staff, administration, governance and business of the Charities Regulator and will perform any other functions that may be delegated to them by the Board of the Charities Regulator.

The Chief Executive Officer is accountable to the Board of the Charities Regulator, in respect of the efficient and effective management of the Charities Regulator, and in the performance of their duties.

In tandem, the Charities Regulator also falls under the aegis of the Department of Rural and Community Development, and is accountable to the Minister for Rural and Community Development. The Charities Regulator is under the Department of Rural and Community Development's Vote (Vote 42), with the Department's Secretary General as the Accounting Officer.

In particular, the Chief Executive Officer will be responsible for:

- implementing the regulatory framework for charities set out in the Charities Acts by ensuring compliance with charity law and that charities are supported through the provision of guidance and information. This framework will include any amendments arising from changes to legislation;
- supporting the Board of the Charities Regulator, in setting the strategic direction of the Charities Regulator;
- Securing the delivery of such statements of strategy as may be determined from the time to time by the Board of the Charities Regulator, including the delivery of national policies and strategies therein.
- reporting on strategic outcomes and supporting objectives that are measurable and achievable;
- developing and maintaining effective working relationships with key stakeholders, including in particular the parent government department, through regular dialogue and constructive engagement;
- promoting the work of the Charities Regulator to all relevant stakeholders and being the public face of the organisation;
- ensuring that the Charities Regulator maintains and adheres to the highest corporate governance standards;
- developing a high performing Executive team with appropriate skills and experience to deliver on the Charities Regulator's statutory functions;
- maintaining and developing an organisational culture which fosters collaboration, open communication, respectful engagement and a positive working environment;

- demonstrating strong commitment to excellent internal and external communications;
- other tasks as deemed appropriate by the Board of the Charities Regulator from time to time.

## REQUIREMENTS

### ESSENTIAL REQUIREMENTS:

The successful candidate is expected to have:

- Strong strategic leadership, people, organisational and management skills and experience, at an appropriately senior level, (for example, in a relevant regulatory or professional environment) and demonstrable experience in inspiring, motivating and developing people to perform to a high level;
- Relevant experience at senior management level in the public, private or voluntary sector. Candidates should demonstrate a breadth of senior management experience to include some or all of the following areas; policy development, strategy development and strategic implementation, human resources, finance, resource management, general administration, and managing change;
- Proven ability to build and develop a high functioning multi-disciplinary senior team;
- Knowledge and demonstrable experience of financial and risk management and an appreciation of public service administrative and financial procedures;
- A deep understanding of corporate governance and the regulatory framework and current context in which the Charities Regulator operates;
- Experience in driving digital change and an understanding of national digital and open data strategies;
- Proven ability to exercise sound judgement, analytical thinking, and problem solving/decision making skills;
- An openness to new ideas and an ability for creative and conceptual thinking;
- Proven ability to communicate and influence at senior levels;

- Proven ability to work successfully with a range of stakeholders across industry, both nationally and internationally, government and the public sector.

#### DESIRABLE EXPERIENCE KNOWLEDGE AND SKILLS:

- a degree or other professional qualification directly relevant to the role;
- experience of working in the public service in a similar role;
- experience of working in a regulated sector and an excellent understanding of regulatory theory and practice;
- knowledge of legislation, in particular charity law and laws relating to freedom of information, protected disclosures and data protection;
- media experience.

This description of the role is intended as a basic guide to the scope and responsibilities of the position; it is subject to ongoing review and will evolve in line with the work, and organisational development of, the Charities Regulator.

#### REQUIRED COMPETENCIES

Candidates should have all the abilities required of a Chief Executive Officer with the Charities Regulator. In particular, **candidates must demonstrate in their applications and during the selection process** that they have the following competencies, which are required for the role of Chief Executive Officer, by reference to specific achievements and relevant examples in their career to date:

- Strategic Thinking
- Managing Relationships – Leads People
- Managing Relationships – Collaborates and Communications with Conviction
- Delivery Focus – High Performance and Delivering results
- Delivery Focus – Drive and resilience
- Specialised Expertise and Self Development
- Exemplifies Public Service Values

Further information regarding each of the required competencies is available in Appendix A of this booklet.

## HOW TO APPLY

- Candidates must submit **ONE document in pdf format** containing; a short letter of application (2 Pages max), CV and Key Achievements Form (please see Required Competencies Section, below).
- The document must be submitted as a TYPED File. Handwritten or Scanned forms / text will not be accepted.
- All sections of the Key Achievements Form must be completed.
- Boxes in the Key Achievements Form may be expanded as required – please comply with maximum word count limit of 250 Words. Please note that exceeding the limit of 250 words per competency may adversely affect your application.
- Please note that omission of any or part of the requested application documentation or incorrect formatting, as set out below, will render the application incomplete.
- Late or incomplete applications will not be considered
- Please read fully the principal duties section which provides relevant information about the requirements of this post.

Please submit your completed application to:

Luke Freeley, Partner, Lansdowne Executive Search Limited

Email: [Luke.Freeley@lansdownesearch.ie](mailto:Luke.Freeley@lansdownesearch.ie)

**Applications will be accepted by email only.**

If you have any enquiries regarding this position, please email Luke Freeley at [Luke.Freeley@lansdownesearch.ie](mailto:Luke.Freeley@lansdownesearch.ie) or for a confidential discussion please call Luke Freeley on +353 87 240 4889.

**Closing Date: 12:00 noon Friday, 31 May 2024.**



Applications will not be accepted after this deadline and late applications will be ineligible for consideration. Therefore, it is your responsibility to ensure that you have allowed sufficient time for the transmission of your application.

An acknowledgment email will be issued in respect of all applications received (this email will acknowledge receipt and it will not confirm eligibility, or otherwise). If an applicant does not receive an acknowledgment email within two working days of the date of submission, the applicant should email Luke Freeley, Lansdowne Executive Search at [Luke.Freeley@lansdownesearch.ie](mailto:Luke.Freeley@lansdownesearch.ie) to ensure the application has been received.

Applicants must ensure they retain a copy of the email submitted, including the date and time, in case of any queries.

Any candidate requiring any particular accommodation for interview or other elements of the selection process should notify Luke Freeley at [Luke.Freeley@lansdownesearch.ie](mailto:Luke.Freeley@lansdownesearch.ie) so that appropriate arrangements can be made.

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

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

## SELECTION PROCESS

The essential and desirable criteria will be used to shortlist candidates, and scoring will be based on the information contained in the application forms for the role of Chief Executive Officer.

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

The selection process may include:

- shortlisting of candidates, on the basis of the information contained in their applications;
- a competitive first round interview;
- practical exercises and other selection methodologies;
- a competitive second round interview, which may include a presentation.

The successful candidate who proceeds to the final stage of the selection process will be required to provide the names of two references to include their current/ most recent employer and successfully complete a pre-employment medical.

Notification to attend an in person interview will normally issue at least one week in advance. Candidates will be required to attend interviews at their own expense. While attempts can be made to accommodate a candidate's availability, where it is not possible to

alter the allocated interview date or time, and where the candidate does not attend, the 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 will 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, or leave the position within a period of up to twelve months, or should a similar vacancy (or vacancies) arise within a period of up to twelve months, the Charities Regulator, may at its discretion, appoint another person (or persons) based on this selection process.

#### SHORTLISTING:

While a candidate may meet the eligibility requirements and other criteria 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, a shortlisting process will be conducted to select candidates for interview based on an examination of the application forms. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/ experience relevant to the position applied for, in the application form.

#### REFERENCES:

It would be useful if you would begin to consider names of people who would be suitable employment referees and that we might consult (2-3 names and contact details). Please be assured that we will only contact referees should you come under consideration after the final stage interview stage. Please note, should you be successful at final interview, we will require at least two references, one to be from your current employer. The successful candidate will 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.

## CONFIDENTIALITY AND FREEDOM OF INFORMATION:

Subject to the provisions of the Freedom of Information Act 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, may be extracted from computer records for general statistical purposes.

## DATA PROTECTION:

The Charities Regulator will treat all the information including personal data which you give as confidential, subject Data Protection Acts.

All personal information provided on the application will be stored securely by the Charities Regulator and will be used for the purposes of the recruitment process. Application forms will be retained for a period of 15 months. Specific retention arrangements apply in respect of successful applicants. By submitting an application form, you consent to your personal information being processed by third parties, including Lansdowne Executive Search.

Following completion of the selection process, all personal information will be retained only by the Charities Regulator and this information will not be disclosed to any other third party without your consent, except where necessary to comply with statutory requirements or seeking references. You may, at any time, make a request for access to the information held about you as outlined. Should you wish to make any changes, or erasures to any of the information stored about you within the retention period, please contact the Charities Regulator.

## FEEDBACK:

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

## ELIGIBILITY TO COMPETE AND CERTAIN RESTRICTIONS ON ELIGIBILITY

Eligible candidates must be:

- (a) A citizen of the European Economic Area (EEA). The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or
- (b) A citizen of the United Kingdom (UK); or
  
- (a) A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
- (b) A non-EEA citizen who is a spouse or child of an EEA or UK or Swiss citizen and has a stamp 4 visa; or
- (c) A person awarded international protection under the International Protection Act 2015 or any family member entitled to remain in the State as a result of family reunification and has a stamp 4 visa or
- (d) A non-EEA citizen who is a parent of a dependent child who is a citizen of, and resident in, an EEA member state or the UK or Switzerland and has a stamp 4 visa.

To qualify candidates must be eligible by the date of any job offer.

## 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.

## 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. **The employer will be the Charities Regulator and the position is a public service servant position. The position is full-time entailing a 5-day week for a 5 year fixed term.**

### REMUNERATION:

**Salary:** The salary for this position is €145,226 (PPC) / €137,964 (Non-PPC). This is a single point salary.

**Contract:** The appointment will be on the basis of a fixed term contract of employment for a period of five years (subject to satisfactory completion of probation).

---

### PROBATION

There is a 12-month probationary period. If at any time during this period the appointee is deemed not to be suitable for final appointment, the probation will be terminated.

---

### LOCATION

The headquarters of the Charities Regulator are currently based in 3 George's Dock, IFSC, Dublin 1, D01 X5X0. The organisation has introduced a blended working policy which enables staff, following an initial period, to make an application to work remotely on certain days (up to a maximum of two days per week for persons working fulltime). Applications will be assessed based on business needs and the arrangements may be subject to change. While the post-holder will be able to work remotely on certain days as part of a blended-working arrangement implemented by the organisation, it should be noted that the role is primarily office-based in Dublin.

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

---

### HOURS OF ATTENDANCE

Hours of attendance will be fixed from time to time but will amount to not less than 41 hours and 15 minutes gross per week or 35 hours net of lunch. The successful candidate will be required to work such additional hours from time to time as may be reasonable and necessary for the proper performance of his/her duties subject to the limits set down in the working time regulations. The rate of remuneration payable covers any extra attendance liability that may arise from time to time.

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

---

#### 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.

---

#### 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.

---

#### 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.

---

#### EXPENSES

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

## 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, and
- 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.

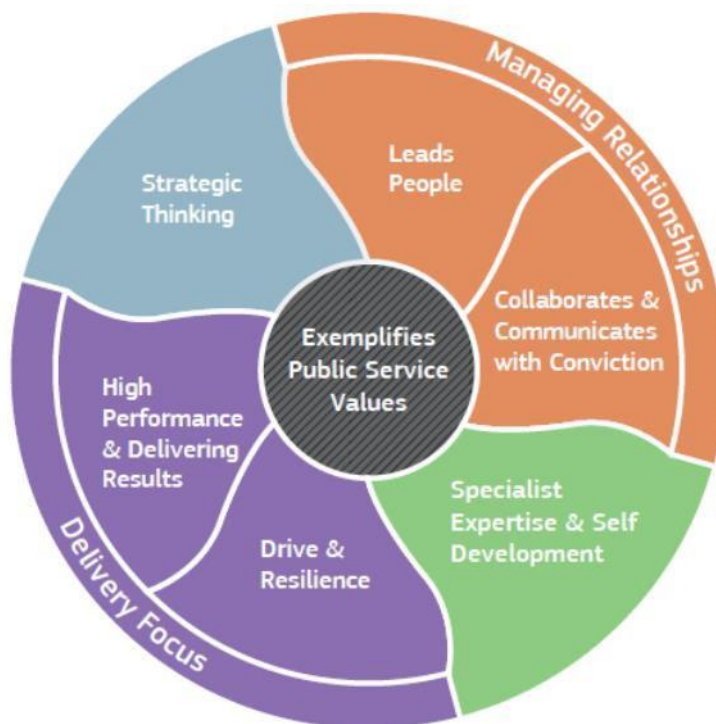
It is important to remember that this is a competitive process for a role where integrity is paramount. Sharing information on the selection process e.g. through social media or any other means, may result in you being disqualified from the competition.

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.



## APPENDIX A

### COMPETENCIES FOR THE ROLE



COMPETENCY:	EXEMPLIFIES PUBLIC SERVICE VALUES
Effective Performance is:	<ul style="list-style-type: none"> <li>● Consistently strives to perform at a high level</li> <li>● Demonstrates personal commitment to the role, maintaining determination and persistence while maintain maintains a sense of balance and perspective in relation to work issues</li> <li>● Contributes positively to the corporate agenda</li> <li>● Is personally trustworthy, honest and respectful, delivering on promises and commitments</li> <li>● Ensures the citizen is at the heart of all services provided</li> <li>● Is resilient, maintaining composure even in adverse or challenging situations</li> <li>● Promotes a culture that fosters the highest standards of ethics and integrity</li> </ul>

COMPETENCY:	STRATEGIC THINKING
Effective Performance is	<ul style="list-style-type: none"> <li>• Contributes to the shaping of Departmental / Government strategy and policy Anticipates and responds quickly to developments in the sector/ broader environment</li> <li>• Develops capability and capacity across the team through effective delegation</li> <li>• Facilitates an open exchange of ideas and fosters an atmosphere of open communication</li> <li>• Actively collaborates with other Departments, Organisations and Agencies</li> </ul>

COMPETENCY:	MANAGING RELATIONSHIPS: LEADS PEOPLE
Effective Performance is	<ul style="list-style-type: none"> <li>• Leads the team, setting high standards, tackling any performance problems &amp; facilitating high performance</li> <li>• Develops a culture of learning &amp; development, offering coaching and constructive / supportive feedback</li> <li>• Leads on preparing for and implementing significant change and reform</li> </ul>

COMPETENCY:	MANAGING RELATIONSHIPS: COLLABORATES AND COMMUNICATES WITH CONVICTION
Effective Performance is	<ul style="list-style-type: none"> <li>• Works effectively within the political process, recognising &amp; managing tensions arising from different stakeholders perspectives.</li> <li>• Proactively engages with colleagues at all levels of the organisation and across other Departments// Organisations and builds strong professional networks</li> <li>• Speaks and writes in a clear, articulate and impactful manner</li> <li>• Actively listens, seeking to understand the perspective and position of others</li> <li>• Makes opinions known when they feels it is right to do so</li> <li>• Manages and resolves conflicts / disagreements in a positive &amp; constructive manner</li> <li>• Persuades others; builds consensus, gains co-operation from others to obtain information and accomplish goals</li> </ul>

<b>COMPETENCY:</b>	<b>DELIVERY FOCUS: HIGH PERFORMANCE AND DELIVERING RESULTS</b>
Effective Performance is	<ul style="list-style-type: none"> <li>● Initiates and takes personal responsibility for delivering results/ services in own area</li> <li>● Balances strategy and operational detail to meet business needs</li> <li>● Manages multiple agendas and tasks and reallocates resources to manage changes in focus</li> <li>● Instils the importance of efficiencies, value for money and meeting corporate governance requirements</li> <li>● Ensures team are focused and act on Business plans priorities, even when faced with pressure</li> <li>● Makes optimum use of resources and implements performance measures to deliver on objectives</li> <li>● Ensures the optimal use of ICT and new delivery models</li> <li>● Critically reviews projects and activities to ensure their effectiveness and that they meet Organisational requirements</li> </ul>

<b>COMPETENCY:</b>	<b>DELIVERY FOCUS: DRIVE AND RESILIENCE</b>
Effective Performance is	<ul style="list-style-type: none"> <li>▪ Leading and managing multiple complex priorities effectively</li> <li>▪ Speaking own mind with confidence and conviction</li> <li>▪ Staying positive and professional in the face of difficult situations</li> </ul>

<b>COMPETENCY:</b>	<b>SPECIALIST EXPERTISE AND SELF-DEVELOPMENT</b>
Effective Performance is	<ul style="list-style-type: none"> <li>● Develops and maintains skills and expertise across a number of areas that are relevant to their field and recognised by people internal and external to the Organisation</li> <li>● Keeps up to date with key departmental, sectoral, national and international policies and economic, political and social trends that affect the role</li> <li>● Maintains a strong focus on self-development, seeking feedback and opportunities for growth</li> </ul>