



**Tailte
Éireann**

Clárúchán, Luacháil,
Suirbhéireacht
Registration, Valuation,
Surveying

Tailte Éireann
Candidate Information Booklet

**Head of Business Systems & Digital Transformation
(Principal Officer- Standard)**

Reference Number: Ext 2024-11

Closing Date: 19th July 2024

General Queries: resourcing@tailte.ie

Tailte Éireann is an equal opportunities employer.

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Title of Post: Head of Business Systems and Digital Transformation.
Pay Scale: Principal Officer (Standard).
Location: Dublin.
Reporting To: Chief Information Officer.

1. Background

Tailte Éireann (TÉ) is an independent Government agency under the aegis of the Department of Housing, Local Government and Heritage, providing a property registration system, property valuation service, and national mapping and surveying infrastructure for the State.

2. Mission

To provide trusted land registration, valuation and surveying services that benefit Irish society and the economy.

3. Vision

To be the authoritative provider of world-class digital-first land and property services.

4. Values

Integrity: we work to uphold public trust in the integrity and security of our data and in the quality of the service we provide.

Professionalism: we deliver excellent customer service by developing the skills and knowledge of our workforce.

Innovation: we create a culture of innovation and change. Our decisions are evidence-based, driven by data and we put the people we serve at the centre of what we do.

Respect: We treat people with dignity and value them for their individuality. We embrace equality, diversity, and inclusiveness.

Accountability: we are accountable for the decisions we make and the actions we take.

Transparency: we are open and honest with our stakeholders, and we demonstrate impartiality at all levels to ensure that our decisions are fair and equitable.

5. The Role

The Corporate Affairs function is principally responsible for the provision of the following services: Human Resources; Finance; Governance, Compliance and Excellence; Programme Management; Innovation and Service Development; ICT and Corporate Administration.

The Head of Business Systems and Digital Transformation is a senior position within the Corporate Affairs function of TÉ and is a member of the ICT unit's leadership team.

The frameworks, technologies and platforms in use across TÉ include .NET, ASP.NET, AWS Amplify, Weblogic, Python, Oracle Databases, MS SQL server, PostgreSQL, ESRI Software, Hexagon, FME, Tableau Reporting, GeoServer, MapBox, AWS and Azure.

The Head of Business Systems and Digital Transformation will oversee, manage, and have responsibility for:

- Planning, analysing, designing, implementing and maintaining existing and new business systems and software solutions that support business processes and operations.
- Overseeing the delivery of digital transformation programmes for the organisation and ensuring that staff engagement is maintained throughout the transformation process.
- Working with stakeholders to develop and implement new strategies, processes and technologies that will positively impact the business.

5.1 Role Responsibilities

The role of Head of Business Systems and Digital Transformation includes, but is not limited to, the following duties:

- Leading continuous improvement of business systems by identifying opportunities for improvement while developing and implementing strategies that enhance the customer experience and increase customer satisfaction rates;
- Researching new and innovative digital solutions that will improve current and future business capability;
- Managing the development of TÉ's Digital Transformation Strategy, identifying emerging application solutions and focusing application development activities, both internal and external, on supporting the overall organisation strategy;
- Monitoring and controlling application development, ensuring appropriate use of development tools, methodologies and procedures;
- Monitoring the progress for each project through its life cycle to ensure that deadlines are met, budgets are maintained and objectives are achieved;
- Managing procurement and contracts with third-party suppliers to ensure they deliver services that meet user needs, provide value for money and transfer knowledge to TÉ;
- Maintaining a forward view of application demand and of available resources and capacity. Continuously monitoring current and projected project and support demands and factoring findings into capacity plans;
- Engaging with external stakeholders to learn from best practice and international developments;
- Developing and maintaining strong relationships to support the business partnerships with the Office of Government Chief Information Officer and other Government organisations;
- Collaborating and working with the ICT senior leadership team to design, implement and maintain the optimum technology platforms to deliver our business systems and digital transformation projects. This includes contributing to the vision, strategy and direction of TÉ's technology initiatives;
- Collaborating with the ICT senior leadership team to devise a 3–5-year strategy for the ICT function, including a detailed roadmap and development plan for our key line of business systems;
- Guiding, mentoring and supporting staff in recognising individual strengths and development needs. Providing visionary leadership, fostering innovation and a customer-centric approach. Developing and maintaining effective relationships;
- Supporting cross-collaboration/projects, partnering with all areas of the business and capitalising on their specialised areas of knowledge in order to achieve both function specific and organisation-wide objectives effectively;
- Such other functions appropriate to the grade of Principal Officer (Standard Scale) as may be assigned by the Chief Executive Officer from time to time or assigned under the provisions of the Public Services Management Act, 1997.

Note: This job description is subject to re-definition as part of ongoing reforms within the Public Service and change management initiatives within T  .

5.2 Person Specification

The person appointed will have:

Essential Criteria

- A relevant academic qualification at minimum Level 8 on the National Framework of Qualifications in ICT or a related discipline; **and**
- At least 5 years recent, relevant experience; **and**
- A record of achievement in their career to date; **and**
- Possess or demonstrate the capacity to quickly develop to a high-level the key competencies that have been devised for posts at this level under the following headings:
 - 1) Leadership and Strategic Direction.
 - 2) Judgement and Decision Making.
 - 3) Management and Delivery of Results.
 - 4) Building Relationships and Communication.
 - 5) Specialist Knowledge, Expertise and Self Development.
 - 6) Drive and Commitment to Public Service Values.

Including:

- Experience managing an application development function using a variety of structured development functions;
- Experience in managing a team to delivery company goals and objectives;
- Strong understanding of business process optimisation, exposure to emerging technologies, and demonstrable use of applications to improve organization performance;
- Software engineering knowledge in the development and support of application software;
- Experience in systems integration using middleware platforms, APIs and related technologies;
- Knowledge of databases including experience of database design, optimization, database programming and querying;
- Experience in structured testing of software including the use of testing frameworks for quality assurance;
- Experience managing delivery of significant application development projects in a complex environment;
- In-depth knowledge of ICT Security and the threats of Cybersecurity;
- A clear understanding of T  s legal and technical operational environment and processes;
- Excellent analytical skills and proven problem-solving ability;
- Highly numerate and commercially aware with experience managing budgets;
- Knowledge and experience of public procurement with demonstrable experience managing 3rd party providers;
- A proven ability to think clearly, to meet tight deadlines and deliver results under pressure;

6. General Information

This competition will be used to fill the post of Head of Business Systems and Digital Transformation in T  .

Please note:

- Assignments are competitive and merit-based;
- The successful candidate can and will be assigned work in accordance with business demands;
- If shortlisting is required candidates will be assessed based on the evidence they provide, of having demonstrated the competencies required for the role. It is important that you give, specific and accurate examples of where and when you deployed the skills and experience required.

This competition will be held under the T  Recruitment Licence and in compliance with the Commission for Public Service Appointments (CPSA) Code of Practice – ***Code of Practice for Appointment to Positions in the Civil Service and Public Service***

7. How to Apply

Candidates should submit, on or before 5pm on the 19th July 2024:

- A comprehensive CV; **and**
- A completed Key Achievements form; **and**
- A cover letter / personal statement (no more than 2 pages) outlining why you wish to be considered for the post and where you believe your skills, experience and values meet the requirements of the position.

Applications should be sent to resourcing@tailte.ie with the job title and reference number in the subject line of the email.

8. Competition Process

If the numbers applying are such that it would not be practical to interview all applicants, it may be decided to shortlist only those that appear most suitable for the role based on the application submitted. In this case the selection board(s) will examine and assess the applications against pre-determined criteria. The assessment process may include one or more of the following:

- Shortlisting of candidates on the basis of the information contained in their application;
- A Competitive preliminary interview;
- A final competitive interview.

At interview you will be required to provide specific and detailed examples of where you have demonstrated the skills and competencies required for this role. These skills and competencies will be thoroughly and systematically explored in order to determine suitability for the role. The interview board may ask you for additional examples.

Your application and performance at interview may also be considered in the context of assessing communication skills.

At all stages of the process, applicants will be notified of the outcome. Post interview feedback will be provided, on request, by member(s) of the Interview Selection Board.

9. Conditions of Appointment

Appointment will be at the grade of Principal Officer Standard and subject to the usual conditions governing such appointments. On appointment, officers serve the first 12 months in an unestablished capacity i.e. probationary period.

10. Codes of Practice

This competition will be held in compliance with the Commission for Public Service Appointments (CPSA) Code of Practice, *“Appointments to Positions in the Civil Service and Public Service”*.

Candidates should familiarise themselves with the contents of the Code of Practice including the provisions in relation to the responsibilities placed on candidates who participate in the recruitment and selection process. The Code of Practice may be accessed by visiting www.cpsa.ie

11. Complaints and Requests for Review

Complaints and requests for review will be considered in accordance with the procedures set out in Sections 7 and 8 in the Code of Practice. Such complaints or requests for review should be emailed to hr-enquiries@tailte.ie, with the job title and reference number in the subject line of the email.

Where possible, T   will attempt to initially deal with such matters informally as provided for in Sections 7 and 8.

12. Expenses

T   will not be responsible for any expenses incurred as a result of applying for and/or being successful at this competition.

13. Data Protection

Information submitted as part of this competition is used in processing your application. Where the services of a third party are used in processing your application, it may be required to provide them with information, however all necessary precautions will be taken to ensure the security of your data. All personal information and views submitted by you in competing in this competition will be held and used solely for the purposes of this competition.

Appendix A – Eligibility to compete and certain restrictions on eligibility.

Health & Character

Candidates must be in good health, capable and competent of carrying out the work assigned to them, and they must be of good character. Those under consideration for a position will be required to complete a health and character declaration. References will be sought. Some posts will require special security clearance and will require completion of a form for Garda vetting purposes. In the event of conflicts of interest, candidates may not be considered for certain posts.

Citizenship Requirements

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**
- (c) A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; **or**
- (d) A non-EEA citizen who has a stamp 4¹ or a Stamp 5 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 scheme are not eligible to compete in this competition. People who availed of the VRS scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

¹ Please note that a 50 TEU visa, which is a replacement for Stamp 4EUFAM after Brexit, is acceptable as a Stamp 4 equivalent.

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.

Employer of Choice

Please Note: As an **Employer of Choice**, the Civil Service has many flexible and family friendly policies e.g. work-sharing, shorter working year, remote working (operated on a 'blended' basis) etc. All elective policies can be applied for in accordance with the relevant statutory provisions and are subject to the business needs of the organisation.

The Civil Service also operates a Mobility scheme for all general service grades. This scheme provides staff with career opportunities to learn and partake in diverse roles across a range of Civil Service organisations and geographical locations.

Appendix B – Principal Officer Standard Conditions of Service

General

The appointment is to a permanent post in the Civil Service and is subject to the Civil Service Regulations Acts 1956 to 2005, the Public Service Management (Recruitment and Appointments) Act 2004 and any other Act for the time being in force relating to the Civil Service.

Salary

The Salary Scale for the position is as follows: (rates effective from 1st June 2024):

Principal Officer Standard - Modified PRSI and Personal Pension Contribution (PPC) Scale:

1	2	3	4	5	6	7
€101,894	€106,218	€110,508	€114,830	€118,476	€122,258 (LSI 1)	€126,035 (LS2)

Personal Pension Contribution (PPC):

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 different rate will apply where the appointee is not required to make a Personal Pension Contribution. Long service increments may be payable after 3 (LSI1) and 6 (LSI2) years satisfactory service at the maximum of the scale.

Important Note

Entry will be at the minimum of the scale and the rate of remuneration will not be subject to negotiation and may be adjusted from time to time in line with Government pay policy. Different terms and conditions may apply if you are a currently serving civil or public servant.

Subject to satisfactory performance increments may be payable in line with current Government Policy. Payment will be made weekly/fortnightly in arrears by Electronic Fund Transfer (EFT) into a bank account of your choice. Payment cannot be made until a bank account number and bank sort code has been supplied on appointment and statutory deductions from salary will be made as appropriate.

You will agree that any overpayment of salary, allowances, or expenses will be repaid by you in accordance with Circular 07/2018: Recovery of Salary, Allowances, and Expenses Overpayments made to Staff Members/Former Staff Members/Pensioners.

Tenure and Probation

The appointment is to a permanent position on a probationary contract in the Civil Service. The probationary contract will be for a period of one year from the date specified on the contract. During the period of your probationary contract, your performance will be subject to review by your supervisor(s) to determine whether you:

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

Prior to the completion of the probationary contract a decision will be made as to whether or not you will be retained pursuant to *Section 5A (2) Civil Service Regulation Acts 1956–2005*. This decision will be based on your performance assessed against the criteria set out in (i) to (iii) above. The detail of the probationary process will be explained to, and you will be given a copy of the Department of Public Expenditure and Reform’s guidelines on probation.

Notwithstanding the preceding paragraphs in this section, the probationary contract may be terminated at any time prior to the expiry of the term of the contract by either side in accordance with the Minimum Notice and Terms of Employment Acts, 1973 to 2005.

In the following circumstances your contract may be extended, and your probation period suspended:

- The probationary period stands suspended when an employee is absent due to Maternity or Adoptive Leave
- In relation to an employee absent on Parental Leave or Carers Leave, the employer may require probation to be suspended if the absence is not considered to be consistent with the continuation of the probation, and
- Any other statutory provision providing that probation shall -
 - (i) stand suspended during an employee’s absence from work, and
 - (ii) be completed by the employee on the employees return from work after such absence.

Where probation is suspended the employer should notify the employee of the circumstances relating to the suspension.

All appointees will serve a one-year probationary period. If an appointee who fails to satisfy the conditions of probation has been a serving civil servant immediately prior to their appointment from this competition, the issue of reversion will normally arise. In the event of reversion, an officer will return to a vacancy in their former grade in their former Department.

Unfair Dismissals Acts 1977-2015

The Unfair Dismissals Acts 1977–2015 will not apply to the termination of this employment by reason only of the expiry of this probationary contract without it being renewed.

The Organisation of Working Time Act

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

Headquarters

Headquarters will be such as may be designated from time to time by the CEO. When required to travel on official duty the appointee will be paid appropriate travelling expenses and subsistence allowances, subject to normal civil service regulations.

Duties

The employee will be required to perform any duties appropriate to the position which may be assigned from time to time. The officer may not engage in private practice or be connected with any outside business which would interfere with the performance of official duties or conflict with his/her role.

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 or 35 hours net per week. No additional payment will be made for extra attendance (over and above 41 hours and 15 minutes gross or 35 hours net per week) as the rate of remuneration payable covers any exceptional extra attendance liability that may arise from time to time.

TÉ offers flexible working, with a commitment to work-life balance and a family-friendly workplace.

Annual Leave

The annual leave allowance for this position is 30 days. 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.

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 sick leave circulars.

Officers who will be paying 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 directly to the employing Organisation. Payment during illness will be subject to the officer making the necessary claims for social insurance benefit to the Department of Social Protection within the required time limits.

Superannuation and Retirement

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the Civil Service at the time of being offered an appointment. In general, an appointee who has never worked in the Public Service will be offered appointment based on membership of the Single Public Service Pension Scheme ("Single Scheme"). Full details of the Scheme are at www.singlepensionscheme.gov.ie.

Where the appointee has worked in a pensionable (non-Single Scheme terms) public service job in the 26 weeks prior to appointment or is currently on a career break or special leave with/without pay different terms may apply. The pension entitlement of such appointees will be established in the context of their public service employment history.

Key provisions attaching to membership of the Single Scheme are as follows:

Pensionable Age: The minimum age at which pension is payable is the same as the age of eligibility for the State Pension, currently 66.

- Retirement Age: Scheme members must retire on reaching the age of 70.
- Career average earnings are used to calculate benefits (a pension and lump sum amount accrue each year and are up-rated each year by reference to CPI).
- Post retirement pension increases are linked to CPI.

Pension Abatement

- If the appointee has previously been employed in the Civil or Public Service and is in receipt of a pension from the Civil or Public Service or where a Civil/Public Service pension comes into payment during his/her re-employment that pension **will be subject to abatement** in accordance with Section 52 of the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.

Please Note: In applying for this position, you are acknowledging that you understand that the abatement provisions, where relevant, will apply. It is not envisaged that the employing Office will support an application for an abatement waiver in respect of appointments to this position.

- However, if the appointee was previously employed in the Civil or Public Service and awarded a pension under voluntary early retirement arrangements (other than the Incentivised Scheme of Early Retirement (ISER), the Department of Health Circular 7/2010 VER/VRS or the Department of Environment, Community & Local Government Circular letter LG(P) 06/2013, any of which renders a person ineligible for the competition) the entitlement to that pension will cease with effect from the date of reappointment. Special arrangements may, however, be made for the reckoning of previous service given by the appointee for the purpose of any future superannuation award for which the appointee may be eligible.

- Department of Education and Skills Early Retirement Scheme for Teachers Circular 102/2007. The Department of Education and Skills introduced an Early Retirement Scheme for Teachers. It is a condition of the Early Retirement Scheme that with the exception of the situations set out in paragraphs 10.2 and 10.3 of the relevant circular documentation, and with those exceptions only, if a teacher accepts early retirement under Strands 1, 2 or 3 of this scheme and is subsequently employed in any capacity in any area of the public sector, payment of pension to that person under the scheme will immediately cease. Pension payments will, however, be resumed on the ceasing of such employment or on the person's 60th birthday, whichever is the later, but on resumption, the pension will be based on the person's actual reckonable service as a teacher (i.e. the added years previously granted will not be taken into account in the calculation of the pension payment).
- Ill-Health-Retirement - Please note any person who previously retired on ill health grounds under the terms of a superannuation scheme are required to declare, at the initial application phase, that they are in receipt of such a pension to the organisation administering the recruitment competition. Applicants will be required to attend the CMO's office to assess their ability to provide regular and effective service taking account of the condition which qualified them for IHR.

Appointment post ill-health retirement from Civil Service

If successful in their application through the competition, the applicant should be aware of the following:

1. If deemed fit to provide regular and effective service and assigned to a post, their civil service ill-health pension ceases.
2. If the applicant subsequently fails to complete probation or decides to leave their assigned post, there can be no reversion to the civil service IHR status, nor reinstatement of the civil service IHR pension, which existed prior to the application nor is there an entitlement to same.
3. The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

Appointment post ill-health retirement from Public Service

1. Where an individual has retired from a public service body his/her ill-health pension from that employment may be subject to review in accordance with the rules of ill-health retirement under that scheme.
2. If an applicant is successful, on appointment the applicant will be required to declare whether they are in receipt of a public service pension (ill-health or otherwise) and their public service pension may be subject to abatement.
3. The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

Please note more detailed information in relation to pension implications for those in receipt of a civil or public service ill-health pension is available at [Ill Health Retirement - hr.per.gov.ie](http://hr.per.gov.ie) or upon request to PAS.

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 pre-existing public service pension scheme (i.e. non-Single Scheme) as per the 2012 Act shall apply. This 40-year limit is provided for in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012. This may have implications for any appointee who has acquired pension rights in a previous public service employment.

Additional Superannuation Contribution

This appointment is subject to the Additional Superannuation Contribution (ASC) in accordance with the Public Service Pay and Pensions Act 2017. **Note:** ASC deductions are in addition to any pension contributions (main scheme and spouses' and children's contributions) required under the rules of your pension scheme. For further information in relation to the Single Public Service Pension Scheme please see the following website-www.singlepensionscheme.gov.ie.

Secrecy, Confidentiality and Standards of Behaviour

Official Secrecy and Integrity

During the term of the probationary contract, an officer will be subject to the Provisions of the Official Secrets Act, 1963 as amended by the Freedom of Information Act 2014. The officer will agree not to disclose to unauthorised third parties any confidential information either during or subsequent to the period of employment.

Civil Service Code of Standards and Behaviour

The appointee will be subject to the Civil Service Code of Standards and Behaviour.

Ethics in Public Office Acts

The Ethics in Public Office Acts will apply, where appropriate, to this appointment.

Prior approval of publications

An officer will agree not to publish material related to his or her official duties without the required prior approval by the authorised officer of T  .

Political Activity

During the term of employment, the officer will be subject to the rules governing public servants and politics.

All circulars are available on the website www.circulars.gov.ie or from the T   Human Resources Unit.

Important Notice

The foregoing 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.

Appendix C – Key Competency Framework – Principal Officer Grade

Leadership & Strategic Direction	Leads the team, setting high standards, tackling any performance problems & facilitating high performance
	Facilitates an open exchange of ideas and fosters an atmosphere of open communication
	Contributes to the shaping of Departmental / Government strategy and policy
	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 change and reform
	Anticipates and responds quickly to developments in the sector/ broader environment
Actively collaborates with other Departments, Organisations and Agencies	
Judgment & Decision Making	Identifies and focuses on core issues when dealing with complex information/ situations
	Assembles facts, manipulates verbal and numerical information and thinks through issues logically
	Sees the relationships between issues and quickly grasp the high level and socio-political implications
	Identifies coherent solutions to complex issues
	Takes action, making decisions in a timely manner and having the courage to see them through
Building Relationships & Communication	Speaks and writes in a clear, articulate and impactful manner
	Actively listens, seeking to understand the perspective and position of others
	Manages and resolves conflicts / disagreements in a positive & constructive manner
	Works effectively within the political process, recognising & managing tensions arising from different stakeholders perspectives
	Persuades others; builds consensus, gains co-operation from others to obtain information and accomplish goals
	Proactively engages with colleagues at all levels of the organisation and across other Departments// Organisations and builds strong professional networks
	Makes opinions known when s/he feels it is right to do so
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 recognised by people internal and external to the Department/ Organisation
	Keeps up to date with key departmental, 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
Drive & Commitment to Public Service Values	Consistently strives to perform at a high level
	Demonstrates personal commitment to the role, maintaining determination and persistence while maintain a sense of balance and perspective in relation to work issues
	Contributes positively to the corporate agenda
	Is personally trustworthy, honest and respectful, delivering on promises and commitments
	Ensures the citizen is at the heart of all services provided
	Is resilient, maintaining composure even in adverse or challenging situations
	Promotes a culture that fosters the highest standards of ethics and integrity

Appendix D – Key Achievements Form

Key Achievements

Name: _____ Title of Post: _____

Having read the competencies and thought about the demands of the role, for each of the areas below, please briefly (*max 250 words for each*) highlight specific achievements, contributions, or expertise you have developed during your career to date which clearly demonstrate your suitability to meet the challenges of this role.

Leadership & Strategic Direction
Judgement, Analysis & Decision Making
Management & Delivery of Results
Building Relationships & Communication

Specialist Knowledge, Expertise & Self Development
Drive & Commitment to Public Service Values