

**INFORMATION BOOKLET PLEASE READ CAREFULLY**

Competition for the purpose of recommending persons for appointment to the position of

**Director of Organisation Support and Development in**

**Kildare and Wicklow Education and Training Board**

**Closing Date: 5pm on the 8th July, 2024**

**Kildare and Wicklow ETB is committed to a policy of equal opportunity.**

**Contact: ce@kwetb.ie**

**Director of Organisation Support and Development**

**in Education and Training Board**

**Introduction**

# Education and Training Boards

Education and Training Boards (ETBs) are statutory bodies which were established on 1st July 2013 under the Education and Training Boards Act 2013 (hereinafter called “the Act”) to replace the Vocational Education Committees (VECs) and to take on an enhanced role in the delivery of training.

The Act created a new structure that is better positioned to support the evolution of service delivery in schools under the direct governance of an ETB and in the further education and training sector. In delivering further education and training, ETBs have a strong relationship with SOLAS, the further education and training authority.

# Overview of the main functions carried out by ETBs

ETBs are the legal patrons under the Education Act, 1998 of post-primary schools that they maintain (commonly called Vocational Schools or Community Colleges) and these schools currently educate approximately 31% of all post primary pupils. ETBs are also involved in facilitating the provision of multi-denominational education at primary level.

ETBs also have an important role in the Community School sector, where they are co-patrons with religious authorities, and in relation to Comprehensive Schools where the Chief Executive is a member of and ex-officio secretary to the Board of Management. Comprehensive and Community schools together educate approximately 16% of second level students. ETBs also distribute funding to schools in the DEIS disadvantaged schools programme.

ETBs play a central role in the provision of further education and training (FET). FET is primarily delivered or contracted by the 16 ETBs under the funding and strategic direction of SOLAS, the Further Education and Training Authority. FET provision includes programmes that are labour market focused and programmes with a strong social inclusion dimension. FET programmes are delivered in a wide range of settings including Post-Leaving Certificate and Further Education Colleges, Training Centres, Youthreach and adult education centres. FET is also provided through community and voluntary groups, commercial training providers and in workplaces.

# SOLAS

SOLAS, the further education and training authority, was established in 2013. SOLAS is responsible for the co-ordination, funding and strategic direction for FET in Ireland. SOLAS works with ETBs to agree annual FET service plans and to undertake a comprehensive programme of reform through the implementation of the Further Education and Training Strategy. The second FET Strategy 2020 - 2024 is framed around a vision for future FET in Ireland. This outlines how FET will provide pathways for a diverse group of learners, will support societal participation and strong communities, will prepare people for successful careers and a lifetime of learning and development and will be a major driver of Ireland’s next critical phase of economic and social development. SOLAS manages a budget of over €1 billion (current and capital) for the delivery of FET programmes and services at local level. SOLAS agrees a Strategic Performance Agreement (SPAs) with each ETB. The current SPA for the period of 2022-2024 were published in late 2022.  These Agreements provide for the reform and realisation of the ambition in the FET Strategy at regional level. Each agreement is unique to the individual ETB and sets out commitments across the three strategic priorities in the FET Strategy; the progress required across enabling themes; and the individual ETB contribution to the national FET system targets.

**Role Description:**

The Director of Organisation Support and Development will report to the Chief Executive (CE) of the ETB and will be responsible for assisting the CE in four main areas of responsibility:

1. Leadership of the organisational administration function across the ETB.
2. Governance and management of ETB services.
3. Workforce planning and performance management.
4. Coordination of the ETB’s management team which is within the responsibility of this Director.

**Key Responsibilities**

For each of these areas, there are a number of functions that will be performed by the Director of Organisation Support and Development, to include (but not limited to) the following:

1. **Leadership of the organisational administration function across the ETB**
* To develop and implement organisational policies and strategic plans including the Statement of Strategy (Section 27 ETB Act).
* To lead the ETB’s administration function, setting high standards & facilitate high performance across the organisation.
* To develop capability and capacity across the ETB’s administration team.
* To play a key role in leading organisational reform and facilitate reform and innovation in the management and administration of the ETB’s education and training services.
* To keep up to date with developments in the education and training sector/broader environment.
* To actively collaborate with ETBI, the Department of Education and other Departments, Organisations and Agencies.
1. **Governance and management of ETB services**
* To oversee the management of ETB resources
	+ Ensure that the ETB administration functions including HR, Finance, Corporate Services and ICT are managed effectively and in line with Code of Governance requirements.
	+ Lead and support implementation of legislation and policy.
	+ Oversee the Board’s Capital programme.
* To ensure that the administration functions effectively support the quality assurance role of the ETB.
* To lead the risk management function of the ETB
	+ Manage risk through promoting responsibility at appropriate levels.
	+ Prepare and review the ETB Risk Register.
* To lead the development and implementation of robust corporate governance systems and procedures within the ETB.
* To contribute to the work of the Senior Management Team.
* To manage the Board’s legal requirements.
* To represent the ETB on external bodies as required.
1. **Workforce planning and performance management**
* To collaborate with the CE to undertake strategic review of organisational skills/expertise.
* To devise and/or identify professional development programmes and strategies to develop organisational skills and competences aligned with implementation of the ETB Strategy (i.e. workforce development and flexibility).
* To lead, motivate and manage staff to ensure the administrative function contributes effectively and efficiently to the ETB’s goals and strategy.
* To assume responsibility for performance management across ETB administration services, supporting and encouraging high performance and addressing underperformance in line with best practice and legislation.
1. **Coordination of the ETB’s management team which is within the responsibility of this Director**
* Assist the CE in the development and support of the ETB’s management team.
* Contribute to the effective performance of the ETB’s executive functions as a member of the senior management team, including coordinating the management team in the Director’s functional area.
* Perform such functions as are assigned to him or her by the CE or delegated to him or her pursuant to section 16 of the Education and Training Boards Act 2013.

**EXPERIENCE & QUALIFICATIONS**

**Essential Requirements**

The successful candidates will:

1. Have significant management experience at an appropriate senior level, including leading teams, managing performance and building team and organisational capacity;
2. Have experience in financial or human resource management and overseeing budgets and resources;
3. Have experience in implementing robust corporate governance practices including ability to demonstrate a strong understanding of accountability and governance requirements of public bodies;
4. Demonstrate the capacity to work as part of a senior management team, developing and implementing strategic plans and organisational policies and procedures and ensuring the appropriate management of risk within the organisation;
5. Demonstrate the ability to be innovative, to manage and lead change and to implement reform within an organisation in a rapidly changing environment;
6. Have excellent interpersonal and collaborative skills including the ability to work effectively with a broad range of internal and external stakeholders and to represent the ETB on external bodies as required;
7. Demonstrate that they possess the skills/competencies identified as being important for the role. These include:
	* Leadership and Strategic Direction
	* Judgement and Decision Making
	* Management and Delivery of Results
	* Building Relationships and Communications
	* Specialist Knowledge, Expertise and Self-Development

(Note: See Appendix 1 for more detail on these competencies)

Third Level educational qualifications in a relevant discipline(s) commensurate with this role would be a distinct advantage.

**NOTE:** Qualifications/eligibility may not be verified until the final stage of the process. Therefore those candidates who do not possess the eligibility requirements, and proceed with their application, are putting themselves to unnecessary effort/expense and will not be offered a position from this campaign. An invitation to tests, interview or any element of the selection process is not acceptance of eligibility.

## **Health**

A candidate for, and any person holding, the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

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## **Character**

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.

# ELIGIBILITY TO COMPETE

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## **Citizenship Requirement:**

Eligible candidates must be:

1. A citizen of the European Economic Area (EEA). The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or
2. A citizen of the United Kingdom (UK); or
3. A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
4. 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
5. 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
6. 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.**

## **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 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 below, 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).

**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 reemployment 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).

**Collective Agreement: Redundancy Payments to Public Servants**

The Department of Public Expenditure, National Development Plan Delivery 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, National Development Plan Delivery 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).

## **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**

**Nature of position**

The position is whole-time, permanent and pensionable, subject to contract.

**Remuneration**

The Salary Scale with effect from 1st June 2024 as per Department of Education circular Letter 0045/2024 is as follows:

€81,166, €85,447, €89,709, €93,988, €98,261, €102,524, €107,511, €112,495, €117,483, €122,466, €127,451

This rate is a gross before deduction, inter alia, of the employee’s contribution to the pension scheme to be operated by the Board.

Subject to the Director of Organisation Support and Development satisfactorily completing his/her probation, s/he may be granted the first increment of salary one year from the date of appointment (subject to the terms of any existing national pay agreements) and may be awarded subsequent increments on a yearly basis subject to satisfactory service.

The rate of total remuneration of the Director of Organisation Support and Development

* may be adjusted from time to time in accordance with Government pay policy as applying to public servants generally.
* may be revised from time to time by the Minister with the consent of the Minister for Public Expenditure National Development Plan Delivery and Reform.

The rate of PRSI applying to the post will be in accordance with the relevant legislation or regulations of the Department of Social Protection.

**Starting salary**

Candidates should note that the starting salary will be at the minimum of the appropriate pay scale and will not be subject to negotiation.

Different remuneration and conditions may apply, if, immediately prior to appointment the appointee is already a serving Civil Servant or Public Servant.

**Probationary period**

For nine months the Director of Organisation Support and Development will be on probation. The appointment will be confirmed subject to satisfactory performance of the duties of the post.

**Annual leave**

The Director of Organisation Support and Development will (in addition to the usual Public and Bank Holidays) be entitled to 30 working days holidays in each year to be taken at a time or times convenient to the Board.

**Rest periods**

The terms of the Organisation of Working Time Act, 1997 will apply to this appointment.

## **Superannuation and Retirement**

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the Education and Training Board 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 Consumer Price Index - 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 Department/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 (VER) arrangement (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. The implications with respect to entitlements under the VER pension, in particular where the VER provided for added years, will be determined by the terms and policies governing the specific VER in question. The Department of Education and the Department of Public Expenditure, National Development Plan Delivery and Reform should be consulted in advance of formal appointment in all cases where the prospective appointee availed of a previous VER arrangement in the Civil or Public Service.
* **Department of Education Early Retirement Scheme for Teachers Circular 102/2007.** The Department of Education 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 (IHR)**

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 to 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, that 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.

**Pension Accrual**

Section 52(6) of the Public Service Pensions (Single Scheme and other Provisions) Act 2012 limits the amount of pensionable service an individual may accrue across all pre-existing public service schemes (non-Single Scheme terms) to a maximum of forty years or equivalent; where pensionable service exceeds forty years on 28 July 2012, section 52(7) provides that they may retain the benefit of that service. 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: Such contributions are in addition to any superannuation contributions/PPC contributions required in respect of the membership of the relevant pension scheme.

**Location**

The place of work for the Director of Organisation Support and Development will be will be ETB’s Head Office or such other office location within the ETB as determined by the Chief Executive.

The Director of Organisation Support and Development may be required to travel, within and/or outside, of Ireland in performance of his/her duties.

**Adoptive / Carers / Parental / Force Majeure leave**

Adoptive / Carers / Parental Leave will be granted to the Director of Organisation Support and Development in accordance with the arrangements authorised by the Minister for Education. The provisions of the Parental Leave Act, 1998 and any subsequent Acts replacing or amending that Act will apply to Force Majeure Leave.

**Sick leave**

Sick Leave will be in accordance with established procedures and conditions for ETB staff generally.

**General**

Either party may terminate the contract of employment giving three months’ notice in writing.

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 successful candidate’s employment contract

**SELECTION PROCESS**

**How to Apply**

Applications should be made by completing the **application form** and submitting by email to **ce@kwetb.ie**

All sections of the application form must be fully completed.

Applications will not be accepted after the closing date and time.

The admission of a person to this competition, or invitation to take tests or attend for interview is not to be taken as implying that the ETB is satisfied that such person fulfils the requirements.

**Notes:**

Please note that it is the responsibility of the applicant to ensure that all applications are received on time. Any technical difficulties encountered by the sender when submitting applications are not the responsibility of the ETB. Therefore, candidates are strongly advised to submit applications well before the 5pm on the 8th July 2024 on the specified closing date.

**Closing Date and Time:**

Your application must be submitted by email to **ce@kwetb.ie** not later than **5pm on the** **8th July 2024** Applications will not be accepted after this date and time.

We acknowledge receipt of all applications. We endeavour to give as much notice as possible for interview dates etc., candidates should make themselves available on the date(s) specified by the ETB.

The Selection Process may include:

• Shortlisting of candidates on the basis of the information contained in their application

• Qualifying preliminary interview

• A competitive interview which may include a presentation

• Reference checking

**Shortlisting:**

Normally the number of applications received for a position exceeds that required to fill existing vacancies to the position. While you 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

ETB may decide to employ a short listing process to select a group for interview who, based on an examination of the documents provided by you, appear to be the most suitable for the position.

This is not to suggest that other candidates are necessarily unsuitable, or incapable of the job, rather that there are some candidates who are, prima facie, better qualified and/or have more relevant experience.

During any short listing exercise that may be employed, the ETB examines the application forms and assesses them against pre- determined criteria based on the requirements of the position. It is therefore in your own interests to provide a detailed and accurate account of your qualifications/ experience on the application form.

**GENERAL INFORMATION**

**Security Clearance:**

The ETB is registered with the National Vetting Unit (NVU). As part of the Board’s recruitment and selection process, offers of employment to all posts may be subject to NVU disclosure.

**Other important information**

The ETB will not be responsible for refunding any expenses incurred by candidates.

The admission of a person to a competition, or invitation to attend interview, or a successful result letter, is not to be taken as implying that the ETB is satisfied that such a person fulfils the requirements or is not disqualified by law from holding the position.

Prior to recommending any candidate for appointment to this position the ETB will make all such enquiries that are deemed necessary 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 should another vacancy arise, the ETB may at its discretion, select and recommend another person for appointment on the results of this selection process.

**Candidates should note that any attempt to canvass support for an application will lead to disqualification.**

**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, are extracted from computer records for general statistical purposes.

**Deeming of candidature to be withdrawn**

Candidates who do not attend for interview or other test when and where required by the ETB or who do not, when requested, furnish such evidence as the ETB require in regard to any matter relevant to their candidature, will have no further claim to consideration.

**Data Protection**

The ETB process data in compliance with current Data Protection legislation.

**Feedback**

Feedback will be provided on written request.

**Latest date for receipt of completed applications for the above post is:**

**5pm on the 8th July 2024 to** **ce@kwetb.ie**

**LATE APPLICATIONS WILL NOT BE ACCEPTED**

**CV’s ALONE WILL NOT SUFFICE**

**SHORTLISTING OF CANDIDATES MAY TAKE PLACE**

Kildare and Wicklow ETB IS AN EQUAL OPPORTUNITIES EMPLOYER

**Appendix 1: Key Competences Required for the Role**

The competencies for this role reflect the changing and more complex environment in which those at Director of Organisation Support and Development level operate, with limited resources, pressure for delivery of results, increased media and public scrutiny and an ambitious public service reform programme.

The person appointed to the post of Director of Organisation Support and Development will be required to demonstrate competence in the following areas, as related to the job description.

**Competencies as set out in the Civil Service booklet for PO**

**Leadership and Strategic Direction**

* Leads the team, setting high standards, tackling any performance problems & facilitating high performance.
* Facilitates an open exchange of ideas and fosters and atmosphere of open communication.
* Contributes to the shaping of the ETB 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 ETB sector.
* Actively collaborates with ETB staff, Board, the Department of Education, Department of FHERIS, SOLAS and other external agencies.

**Judgement and 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.
* Makes sound and well informed decisions, understanding their impact and implications.
* Strives to effectively balance the sectoral issues, political elements and the citizen impact in all decisions.

**Management and Delivery of Results**

* Initiates and takes personal responsibility for delivering results/services in own area.
* Balances strategy and operational detail to meet business needs.
* Manages multiple agendas and tasks and reallocates resources to manage changes in focus.
* Makes optimum use of resources and implements performance measures to deliver on objectives.
* Ensures the optimal use of ICT and new delivery models.
* Critically reviews projects and activities to ensure their effectiveness and that they meet ETB requirements.
* Instils the importance of efficiencies, value for money and meeting corporate governance requirements.
* Ensures team are focused and act on ETB plans priorities, even when faced with pressure.

**Building Relationships and Communications**

* 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 and 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 schools and education and training centres 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 Organisation.
* Keeps up to date with key sectoral and national policies and trends that affect the role.
* Maintains a strong focus on self-development, seeking feedback and opportunities for growth.

**Appendix 2: COMPLETING A COMPETENCY BASED APPLICATION FORM**

A Competency Based Application Form requires you, the candidate, to describe some of your personal achievements to-date that demonstrate certain competencies (necessary skills and qualities) required for the position you are applying. All question areas must be completed.

A definition of a skill or quality is given for each competency. You are then asked to describe a situation, from your own experience, which you think is the best example of what **you** have done which demonstrates this skill or quality. It is essential that you describe how **you** demonstrated the skill or quality in question.

You are advised to structure what you write so that you give specific information about what you have done - for example, do not simply say that “X was successful”, describe exactly what you did and how you demonstrated the skill or quality in question.

For each example please include the following:

1. the nature of the task, problem or objective.
2. what you actually did and how you demonstrated the skill or quality (and, where appropriate, the date you demonstrated it).
3. the outcome or result of the situation and your estimate of the proportion of credit you can claim for the outcome.

Please do not use the same example to illustrate your answer to more than two skill areas.

Please note that, should you be called to interview, the board may look for **additional examples** of where you demonstrated the skills required for this post so you should think of a number of examples of where you demonstrated each of the skills.