

# CANDIDATES INFORMATION BOOKLET

PLEASE READ CAREFULLY

The Department of Foreign Affairs and Trade intends to hold a competition for the purpose of recommending one or more persons for appointment to the position of

## Web and Digital Manager in the Department of Foreign Affairs & Trade

The Department of Foreign Affairs and Trade is committed to a policy of equal opportunity. The Department will run this campaign in compliance with the Code of Practice for Appointment to Positions in the Civil Service and Public Service prepared by the Commission for Public Service Appointments (CPSA).

Codes of practice are published by the CPSA and are available on [www.cpsa.ie](http://www.cpsa.ie)

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**All enquires should be directed in writing to [competitions\[at\]dfa\[dot\]ie](mailto:competitions[at]dfa[dot]ie)**

**or to**

Nicola Lumsden  
Human Resources  
Department of Foreign Affairs & Trade  
76-78 Harcourt Street  
Dublin 2  
Ph: 01-4082424

<p style="text-align: center;"><b>Web and Digital Manager</b> in the Department of Foreign Affairs &amp; Trade</p>
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**The Position**

The position of Web and Digital Manager is of key importance to public diplomacy engagement by the Department of Foreign Affairs and Trade. The clear, effective and accessible delivery of information about the Department and its online services to the public and by extension, development of creative and design capacities by the Department's Communications Unit, are critical elements of this work.

The Web and Digital Manager position will be essential to ensure the Department's recently completed web infrastructure of 84 corporate websites is optimized, remaining responsive, accessible and agile in today's digital landscape. It is also central to enabling the delivery and communication of current online public services such as Passport Tracking and other potential future services. This role will be at the level of Assistant Principal, with a minimum time period of 5 years to be spent in the post given the specific skillset required. Please see in annex the Assistant Principal Level competency framework.

**The Principal Duties of the Role:**

The following is not meant to be an exhaustive list and is provided only as guidance on the type of activities which the successful candidate will be required to undertake:

- Management of the Web and Digital Section of the Department's Communications Unit
- Support and help develop wider Departmental communication strategies to ensure optimal use of digital assets in line with the Department's public diplomacy priorities. Guide the communication of the Department's services and work in a style that is creative, engaging, visual, contemporary and accessible to all
- Champion digital strategy within the Department, creating channels for sharing expertise and best practice
- Ensure web content is maintained and updated in line with best practice and regulatory standards
- Lead a multi-disciplinary team embracing business units, ICT and external service providers
- Budget management
- Other duties appropriate to the position, as directed by senior management.

**Requirements:**

**Essential Requirements:**

Candidates must, on or before 5<sup>th</sup> April, 2016

- Be qualified to graduate level in a relevant discipline such as communications, marketing, design or project management (level 8 or equivalent under the National Framework of Qualifications);
- 3-5 years web management experience in a high profile and complex web communications environment with a proven track record on creative projects

**Desirable Requirements:**

- Strategic Perspective - ability to recognise organisation and external issues and the implications in the context of the role.

- Research and analytical skills, including website analytics, with an ability to make sense of complex diverse information from varied sources.
- Expertise in digital marketing
- Understanding of modern communications, media, social media and marketing
- Understanding of programming languages
- Excellent communications (spoken and written) and interpersonal skills, managing relationships with an array of stakeholders
- Skill to identify solutions to transform static web material into an engaging online experience for users
- Management of budgets
- Have a good knowledge of the work of the Public Sector, including the Department of Foreign Affairs and Trade, and Irish Aid.

**Key Competencies:**

- Leadership
- Analysis and decision making
- Management and delivery of results
- Interpersonal and communication skills
- Drive and commitment
- Specialist knowledge, expertise and self-development

**Technical skills required:**

The Web and Digital Manager will be required to have knowledge of, and to keep up to date with technical developments, in the following:

- Web browsers
- Apps
- Responsive Design
- Search Engine Optimisation
- Social Media Tools
- Graphics Software
- Live Streaming
- Web servers
- HTTP and HTTPS
- HTML
- CSS

- XML
- Content Management Tools [in particular, Site Manager]
- Metadata
- Search Engines
- Analytical tools
- Open standards and open data
- Web accessibility

**Training (other than on-the-job training which is provided/encouraged):**

Officers are required to attend appropriate technical conferences where possible at least once a year and to maintain a knowledge of industry developments.

**Special Personal Attributes:**

Candidates must have excellent interpersonal and communications skills, the ability to work co-operatively, flexibly and constructively with colleagues from the range of business units, technical and non-technical, across the Department and be able to provide accurate and constructive advice and assistance within tight deadlines. Ability to strategise and draft clearly and concisely and with sensitivity to policy considerations is important.

**Special Equipment and facilities available in connection with the work:**

Officers have access to relevant software and hardware which is maintained within the Department's ICT infrastructure.

**Key Relationships or Interpersonal Contacts:**

**Within the organisation:**

Level: Same/higher/lower

Type of contact: In person/at meetings/by telephone/in writing

Frequency: Several times daily

Purpose: To exchange information so as to enable the giving of informed and constructive advice and assistance.

**Outside the organisation (including other bodies/the general public):**

Type of organisation/persons contacted: Officers from other Government Departments and Offices and from other Foreign Ministries at same/higher/lower level

Type of Contact: In person/at meetings/by telephone/in writing

Frequency: Several times weekly

Purpose: To exchange information, participate and lead on projects so as to ensure an appropriate web and digital input into the formulation and development of communications strategies to promote the work of the Department and its services.

**Working Environment:**

The Web and Digital section is located within the Department's Communications Unit. The Web and Digital Manager will report to the Head of the Communications Unit. The other sections within the Communications Unit are the Press Relations and Public Outreach sections. The role will encompass daily interactions with the other sections of the Communications Unit as well as business units, including Embassies and Consulates abroad, in pursuit of the Department's wider communications goals profiling the work of the Department and its services, including online services.

**Eligibility to Compete****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.

**Character**

A candidate for, and any person holding the office, must be of good character.

**Collective Agreement - Redundancy Payments to Public Servants (DoF letter to Personnel Officers dated 28 June 2012):**

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. Thereafter the consent of the Minister for Public Expenditure and Reform will be required prior to re-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) and the Minister's consent will have to be secured prior to employment by any public service body.

**Incentivised Scheme for Early Retirement (ISER):**

It is a condition of the Incentivised Scheme for Early Retirement (ISER) as set out in Department of Finance Circular 12/09 that retirees, under that Scheme, are debarred from applying for another position in the same employment or the same sector. Therefore, such retirees may not apply for this position.

**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 monies. The same prohibition on re-employment applies under the VRS, except that the prohibition is for a period of 7 years, after which time any re-employment will require the approval of the Minister for Public Expenditure and Reform. People who availed of either of these schemes are not eligible to compete in this competition.

**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. Thereafter, the consent of the Minister for Public Expenditure and Reform will be required prior to re-employment. 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 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, 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 persons 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).

**Career Breaks:**

Subject to satisfying the eligibility requirements, the competition is open to staff who are on a Career Break, provided their Career Break conforms to the provisions of Department of Finance Circular 18/98, or on secondment arrangements. Staff who are on career break under the Incentivised Career Break Scheme 2009 are not eligible to apply.

**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 to an established 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 Assistant Principal salary scale will apply for this position and is as follows\*:

Personal Pension Contribution Scale (PPC), with effect from 1 July, 2013

€65,000- €65,000- €66,040- €68,262- €70,479- €71,758  
€73,995 (LSI1) - €76,224 (LSI2)

The Personal Pension Contribution (PPC) rate applies to new entrants and will also apply where the appointee is an existing civil or public servant appointed on or after 6th April 1995 and is required to make a personal pension contribution. A different rate will apply where the appointee is a civil or public servant recruited before 6th April 1995 who 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.

*\*Different pay and conditions may apply where an appointee is already a serving civil or public servant.*

**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.

Subject to satisfactory performance increments may be payable in line with current Government Policy. (See Haddington Road Agreement paragraph 2.19 for recent changes.)

**Tenure:**

The appointment is to an established position of Web and Digital Manager on a probationary contract in the Civil Service.

The probationary contract will be for a period of one year from the date of appointment. Notwithstanding this paragraph and the paragraph immediately following below, this will not preclude an extension of the probationary contract in appropriate circumstances.

During the period of the probationary contract, an officer's performance will be subject to review by the appropriate supervisor(s) to determine whether the officer:

- (i) has performed in a satisfactory manner
- (ii) has been satisfactory in general conduct, and
- (iii) is suitable from the viewpoint of health with particular regard to sick leave.

Prior to completion of the probationary contract a decision will be made as to whether or not the officer will be retained pursuant to *Section 5A(2) Civil Service Regulation Acts 1956-2005*. This decision will be based on the officer's performance assessed against the criteria set out in (i) to (iii) above. The detail of the probationary process will be explained to the officer by the Department/Office. A copy of Department of Finance guidelines on probation will also be made available to the officer.

Where an officer is an existing civil servant and is not considered as suitable to the position having been assessed against stated criteria, the officer will be notified in writing of the action to be taken prior to the expiry of the probationary contract and any extensions thereof.

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 certain circumstances the contract may be extended and the probation period suspended. The extension must be agreed by both parties.

- The probationary period stands suspended where 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 a continuation of the probation

Probation may be suspended in cases such as absence due to a non-recurring illness.

The employee may in these circumstances make application to the employer for an extension to the contract period.

**Headquarters:**

The officer's headquarters will be such as may be designated from time to time by the Head of the Department or Office or by another appropriate authorised officer. When absent from home and headquarters on duty appropriate travelling expenses and subsistence allowances will be paid, subject to the normal civil service regulations.

**Organisation of Working Time Act 1997:**

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

**Hours of attendance:**

Hours of attendance will be fixed from time to time but will amount to not less than 43 hours 15 minutes gross per week. 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.

**Annual Leave:**

The annual leave allowance for the 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 Department of Foreign Affairs. 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, and except for candidates who have worked in a pensionable (non-single scheme terms) public service job in the 26 weeks prior to appointment (see paragraph d below), this means being offered appointment based on membership of the Single Public Service Pension Scheme ("Single Scheme").

**Key provisions attaching to membership of the Single Scheme are as follows:****a) Pensionable Age**

The minimum age at which pension is payable is 66 (rising to 67 and 68) in line with State Pension age changes.

**b) Retirement Age:**

Scheme members must retire at the age of 70.

**c) Pension Abatement**

If the appointee was previously employed in the Civil Service and is in receipt of a pension from the Civil Service normal abatement rules will apply. However, if the appointee was previously employed in the Civil Service and awarded a pension under voluntary early retirement arrangements (other than the Incentivised Scheme of Early Retirement (ISER) or the Department of Health Circular 7/2010 VER/VRS which, as indicated above, renders a person ineligible for the competition) the entitlement to that pension will cease with effect from the date of reappointment. Special arrangements will, 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.

If the appointee was previously employed in the Civil Service or in the Public Service please note that the Public Service Pensions (Single Scheme and Other Provisions) Act 2012 includes a provision which extends abatement of pension for all Civil and Public Servants who are re-employed where a Public Service pension is in payment. This provision to apply abatement across the wider public service came into effect on 1 November 2012. This may have pension implications for any person appointed to this



position who is currently in receipt of a Civil or Public Service pension or has a preserved Civil or Public Service pension which will come into payment during his/her employment in this position.

### **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).

### **III Health Retirement**

Please note that where an individual has retired from a Civil/Public Service body on the grounds of ill-health his/her pension from that employment may be subject to review in accordance with the rules of ill-health retirement within the pension scheme of that employment.

#### **d) Prior Public Servants**

While the default pension terms, as set out in the preceding paragraphs, consist of Single Scheme membership, this may not apply to certain appointees. Full details of the conditions governing whether or not a public servant is a Single Scheme member are given in the Public Service Pensions (Single Scheme and other Provisions) Act 2012. However the key exception case (in the context of this competition and generally) is that a successful candidate who has worked in a pensionable (non-single scheme terms) capacity in the public service within 26 weeks of taking up appointment, would in general not become a member of the Single Scheme. In this case such a candidate would instead be offered membership of the pension scheme for non-established civil servants ("Non-Established State Employee Scheme"). This would mean that the abatement provisions at (c) above would apply, and in addition there are implications in respect of pension accrual as outlined below:

#### **e) Pension Accrual**

A 40-year limit on total service that can be counted towards pension where a person has been a member of more than one existing public service pension scheme would apply. This 40-year limit, which is provided for in the Public Service Pensions (Single Scheme and other Provisions) Act 2012 came into effect on 28 July 2012. This may have implications for any appointee who has acquired pension rights in a previous public service employment.

#### **f) Pension-Related Deduction**

This appointment is subject to the pension-related deduction in accordance with the Financial Emergency Measure in the Public Interest Act 2009.

For further information in relation to the Single Public Service Pension Scheme for Public Servants please see the following website: <http://www.per.gov.ie/pensions>

### **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.

### **Format of the Competition**

#### **Selection Method**

The methods used to select the successful candidate for this post may include:

Shortlisting of candidates on the basis of the information provided in their applications.

Preliminary Interview to reduce the numbers of candidates to a more manageable number for the main interview board if necessary.

A competitive interview.

In the event that a large number of candidates meet the minimum eligibility requirements for the post the Department may decide to invite a smaller number to interview. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, but rather that there are some candidates who are, *prima facie*, better qualified and/or have more relevant experience.

During any shortlisting exercise that may be employed, the Department will be guided by an expert board who will examine the application forms and assess them against pre-determined criteria based on the requirements of the position.

The onus is on all applicants to make themselves available on the date(s) specified by the Department of Foreign Affairs & Trade and to make whatever arrangements are necessary to ensure that they receive communications sent to them at the contact details specified on their application form. The Department will not be responsible for expenses incurred by candidates.

#### **CLOSING DATE FOR APPLICATIONS:**

**Applications must be completed and submitted by 5.30pm on Wednesday, 6<sup>th</sup> April, 2016 at the latest to [competitions@dfa.ie](mailto:competitions@dfa.ie)**

**Please contact [competitions@dfa.ie](mailto:competitions@dfa.ie) for an Application Form, indicating in the subject line the relevant role(s) for which you are applying.**

All (a) requests for Application Forms, and (b) all completed Application Forms that are received will be acknowledged. Please contact [competitions@dfa.ie](mailto:competitions@dfa.ie) if you do not receive an acknowledgement.

Enquires should be submitted to [competitions@dfa.ie](mailto:competitions@dfa.ie)

*By submitting information electronically, parties accept that data may not be fully secure.*

Parties may alternatively send their completed applications or requests by post to:

**Nicola Lumsden  
Department of Foreign Affairs and Trade  
76-78 Harcourt Street  
Dublin 2  
D02 Dx45**

#### **Confidentiality**

Subject to the provisions of the Freedom of Information Act, 2014 applications will be treated in strict confidence.

#### **Security Clearance**

Police vetting may be sought in respect of individuals who come under consideration for appointment. The applicant will be required to complete and return a Garda Vetting form should they come under consideration for appointment. This form will be forwarded to An Garda Síochána for security checks on all Irish and Northern Irish addresses at which they resided. Enquiries may also be made with the police force of any country in which the applicant under consideration for appointment resided. If unsuccessful

this information will be destroyed. If the applicant subsequently comes under consideration for another position, they will be required to supply this information again.

### **Other important information**

The Department of Foreign Affairs and Trade will not be responsible for refunding any expenses incurred by candidates. The admission of a person to a campaign, or invitation to attend an interview, is not to be taken to imply that the Department is satisfied that such person fulfils the requirements of the competition or is not disqualified by law from holding the position.

Prior to recommending any candidate for appointment to this position the Department of Foreign Affairs and Trade will make all such enquiries as 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 if an additional vacancy arises the Board may, at its discretion, select and recommend another person for appointment on the results of this selection process.

Vacancies of a closely similar nature arising elsewhere in the Civil Service may be filled from the panel established by this competition.

### **Candidates' Rights - Review Procedures in relation to the Selection Process**

Applications must be made on the official application form and will be treated in strict confidence. All sections of the form must be fully completed. When completing the application form accuracy is essential as you may be shortlisted on the basis of information supplied.

Any inaccuracy in completing the form may result in rejection. Therefore, it is in your own interest to ensure that the information supplied in all sections is correct.

The admission of a person to a competition, or invitation to attend an interview, is not to be taken as implying that the Department of Foreign Affairs & Trade are satisfied that such person fulfils the requirements of the competition or is not disqualified by law from holding the position and does not carry a guarantee that your application will receive further consideration. It is important, therefore, for you to note that the onus is on you to ensure that you meet the eligibility requirements for the competition before attending for interview. If you do not meet these essential entry requirements but nevertheless attend for interview you will be putting yourself to unnecessary expense as the Department of Foreign Affairs & Trade will not be responsible for refunding any expenses incurred.

### **Candidates' Obligations**

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

Candidates 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 personate a candidate at any stage of the process.

Any person who contravenes the above provisions or who assists another person in contravening the above provisions is guilty of an offence. A person who is found guilty of an offence is liable to a fine/or imprisonment.

In addition, where a person found guilty of an offence was or is a candidate at a recruitment process, then: where he/she has not been appointed to a post, he/she will be disqualified as a candidate; and where

he/she has been appointed subsequently to the recruitment process in question, he/she shall forfeit that appointment.

#### Specific candidate criteria

Candidates must:

- Have the knowledge and ability to discharge the duties of the post concerned
- Be suitable on the grounds of character
- Be suitable in all other relevant respects for appointment to the post concerned;  
and if successful, they will not be appointed to the post unless they:

Agree to undertake the duties attached to the post and accept the conditions under which the duties are, or may be required to be, performed

Are fully competent and available to undertake, and fully capable of undertaking, the duties attached to the position.

#### **Deeming of candidature to be withdrawn**

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

#### **Quality Customer Service**

We aim to provide an excellent quality service to all our customers. If, for whatever reason, you are unhappy with any aspect of the service you receive from us, we urge you to bring this to the attention of the unit or staff member concerned. This is important as it ensures that we are aware of the problem and can take the appropriate steps to resolve it.

Feedback will be provided on written request.

#### **Data Protection Acts, 1988 and 2003**

When your application form is received, we create a record in your name, which contains much of the personal information you have supplied. This personal record is used solely in processing your candidature. Such information held is subject to the rights and obligations set out in the Data Protection Acts, 1988 & 2003. To make a request under the Data Protection Acts 1988 & 2003, please submit your request in writing to FOI Unit, Department of Foreign Affairs and Trade.

## Annex: Assistant Principal Level Competency Framework

<b>ASSISTANT PRINCIPAL LEVEL</b>
<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Actively contributes to the development of the strategies and policies of the Department</li> <li>• Brings a focus and drive to building and sustaining high levels of performance, addressing any performance issues as they arise</li> <li>• Leads and maximises the contribution of the team as a whole</li> <li>• Clearly defines objectives and goals and delegates effectively, encouraging ownership and responsibility for tasks</li> <li>• Develops the capability of others through feedback, coaching and creating opportunities for skills development</li> <li>• Identifies and takes opportunities to exploit new and innovative service delivery channels</li> </ul>
<p><b>Analysis &amp; Decision Making</b></p> <ul style="list-style-type: none"> <li>• Researches issues thoroughly, consulting appropriately to gather all information needed on an issue</li> <li>• Understands complex issues quickly, accurately absorbing and evaluating data</li> <li>• Integrates diverse strands of information, identifying inter-relationships and linkages</li> <li>• Makes clear, timely and well grounded decisions on important issues</li> <li>• Considers the wider implications of decisions on a range of stakeholders</li> <li>• Takes a firm position on issues s/he considers important</li> </ul>
<p><b>Management &amp; Delivery of Results</b></p> <ul style="list-style-type: none"> <li>• Takes responsibility for challenging tasks and delivers on time and to a high standard</li> <li>• Plans and prioritises work in terms of importance, timescales and other resource constraints, re-prioritising in light of changing circumstances</li> <li>• Ensures quality and efficient customer service is central to the work of the division</li> <li>• Looks critically at issues to see how things can be done better</li> <li>• Ensures controls and performance measures are in place to deliver efficient and high value services</li> <li>• Effectively manages multiple projects</li> </ul>
<p><b>Interpersonal &amp; Communication Skills</b></p> <ul style="list-style-type: none"> <li>• Presents information in a confident, logical and convincing manner</li> <li>• Encourages open and constructive discussions around work issues</li> <li>• Promotes teamwork within the section, but also works effectively on projects across Departments and Sectors</li> <li>• Maintains poise and control when working to influence others</li> <li>• Instills a strong focus on Customer Service in his/her area</li> <li>• Develops and maintains a network of contacts to facilitate problem solving or information sharing</li> <li>• Engages effectively with a range of stakeholders, including members of the public, Public Service Colleagues and the political system</li> </ul>
<p><b>Drive and Commitment</b></p> <ul style="list-style-type: none"> <li>• Is self-motivated and shows a desire to continuously perform at a high level</li> <li>• Is personally honest and trustworthy and can be relied upon</li> <li>• Ensures the citizen is at the heart of all services provided</li> <li>• Through leading by example, fosters the highest standards of ethics and integrity</li> </ul>
<p><b>Specialist Knowledge, Expertise and Self Development</b></p> <ul style="list-style-type: none"> <li>• Has a clear understanding of the roles objectives and targets of self and the team and how they fit into the work of the unit and Department</li> <li>• Has a breadth and depth of knowledge of Department and Governmental issues and is sensitive to wider political and organisational priorities</li> <li>• Is considered an expert by stakeholders in own field/ area</li> </ul>

- Is focused on self development, seeking feedback and opportunities for growth to help carry out the specific requirements of the role