



An tOmbudsman Seirbhísí
Airgeadais agus Pinsean
Financial Services and
Pensions Ombudsman

Candidate Information Booklet

The Financial Services and Pensions Ombudsman intends to hold a competition for the purpose of recommending suitable persons for appointment to the position of:

Human Resources Manager

Closing date: 15:00 on 27 May 2019

The Financial Services and Pensions Ombudsman runs this campaign in compliance with the Codes of Practice for Appointment to Positions in the Civil Service and Public Service prepared by the Commission for Public Service Appointments (CPSA) which are available on www.cpsa.ie.

The Financial Services and Pensions Ombudsman is committed to a policy of equal opportunity and encourages applications under all 9 grounds of the Employment Equality Acts.

Financial Services and Pensions Ombudsman,
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www.fspo.ie

CONTEXT:

This is an exciting time to join a newly established independent statutory body with a very important consumer protection remit. The Office of the Financial Services and Pensions Ombudsman (FSPO) was established on 01 January 2018 to resolve complaints from consumers, including small businesses and other organisations, against financial service providers or pension providers.

We provide an independent, fair, impartial, confidential and free service to resolve complaints through either informal mediation or formal investigation and adjudication. When a consumer is unable to resolve a complaint or dispute with a financial service or pension provider they can refer their complaint to the FSPO.

We deal with complaints informally at first, by listening to both parties and engaging with them to facilitate a resolution that is acceptable to both parties. Much of this informal engagement takes place by phone. For complaints where these early interventions do not resolve the dispute, the FSPO formally investigates the complaint and issues a decision that is legally binding on both parties, subject only to an appeal to the High Court.

The Ombudsman has the power to direct a provider to pay compensation of up to €500,000 to a complainant. He can also direct that a provider rectify the conduct that is the subject of the complaint. There is no limit to the value of rectification he can direct. During the formal investigation of complaints, documentary and audio evidence, and other material, together with submissions from the parties, are gathered by this office and exchanged between the parties.

Following detailed consideration of all of the evidence and submissions made, a preliminary decision is issued to the parties and they are advised that certain limited further submissions can be made prior to the issuing of a legally binding decision. The financial service or pension provider must implement any direction given by the Ombudsman in his legally binding decision.

In July 2018, we launched our [Strategic Plan, 'Enhancing the Customer Experience'](#), which sets out the vision for the next three years. This Plan recognises the increasing volume of complaints and aims to ensure that the organisation can deal efficiently with this increase while enhancing the experience of customers by delivering services faster and better.

In January 2019, we launched an online database which details the legally binding decisions which issued in 2018. In addition to publishing the database of full decisions, we also published a '[Digest of 2018 Decisions](#)' which includes a short summary of a selection of 27 legally binding decisions issued in 2018. In March 2019, we published our '[Overview of Complaints 2018](#)' which provides a summary of the 5,588 complaints made to the FSPO in 2018, and how these were dealt with.

Our work is funded through two distinct sources; the management of financial services complaints is funded by a levy on the financial services industry and the management of pensions complaints is funded by the Exchequer, through the Department of Finance. Our current staff complement is over 60 and we have recently obtained sanction for 35 additional permanent positions in recognition of our important and expanding role. We operate under a four-team structure comprising: Corporate and Communication Services; Dispute Resolution Services; Investigation, Adjudication, and Legal Services; and Customer Operations and Information Management.

Statutory Powers

The Oireachtas, through the Financial Services and Pensions Ombudsman Act 2017 has given the FSPO significant statutory powers that are among the strongest in the world for any specialist ombudsman.

These include the power to:

- Collect evidence, enter a business premises, summon witnesses and examine them under oath in order to investigate complaints and make legally binding decisions;
- Direct compensation of up to €500,000 for financial service complaints, €52,000 per year for complaints about annuities, and unlimited rectification for both financial service and pension complaints;
- Publish decisions in relation to financial service complaints and case studies in relation to pension complaints;
- Publish the names of financial service providers who have more than three complaints upheld, substantially upheld or partially upheld in a year;
- Bring matters of concern to the attention of the Central Bank of Ireland or the Pensions Authority.

In addition to these extensive powers of investigation, the Act also provides that the Ombudsman shall, as part of an investigation, try, as far as possible, to resolve a complaint by mediation. This makes the FSPO a vital and integral part of the consumer protection framework. Therefore, these powers will be used to the fullest extent to ensure that any complainant with an unresolved complaint against a financial service provider or a pension provider has a robust and clear path to seek redress.

Vacancies

Applicants who are successful in this competition will be placed on a panel, in an order of merit. There is one current vacancy. The current vacancy, and any subsequent vacancies which may arise prior to 30 June 2021 may be filled from this panel.

ROLE OF HUMAN RESOURCES MANAGER

The FSPO recognises that excellence in the management of human resources is a key requirement in the development of a high performing workforce. Reporting to the Director of Corporate and Communication Services, the Human Resources Manager will play a key role in the delivery of the organisation's strategic priority of 'Developing our People and our Organisation' by transforming and modernising the HR function.

The successful candidate will be expected to demonstrate leadership qualities and well developed management and organisational skills, with the ability to develop teams and manage staff. They will also be expected to have an ability to build effective relationships with internal and external stakeholders, and to apply judgement and flexibility in a challenging and fast moving environment.

The role of Human Resources Manager is wide-ranging and the successful candidate will be required to:

- Lead the development and implementation of an effective HR Strategy to support the FSPO's strategic objectives;
- Drive and shape an organisational culture that supports best performance and which contributes to improved organisational effectiveness;
- Take responsibility for improving employee engagement as required;
- Demonstrate and embed the values of the FSPO throughout the workplace;
- Lead the development of workforce planning;
- Lead on the development of strategies in recruitment, retention and talent management;
- Develop and manage a learning and development programme;
- Represent the HR function to the management team and colleagues;
- Provide day-to-day advice to line managers on all human resource issues;
- Initiate continuous improvement and quality assurance across a range of areas;
- Manage the employee/industrial relations environment and represent the organisation at third party fora as appropriate;
- Ensure compliance with legislation and statutory requirements;
- Manage and advise on the implementation of disciplinary and workplace procedures;
- Ensure that accurate HR data and analysis is made available to management to support key business decisions;
- Establish and manage the relationship and service level agreement with outsourced service providers
- Contribute to policy development.

The responsibilities outlined in this job description should not be regarded as comprehensive in scope and may be added to or altered as required, in line with the business requirements of the FSPO.

EXPERIENCE, QUALIFICATIONS & PERSONAL QUALITIES REQUIRED

Essential Requirements:

Candidates must have, on or before 27 May 2019:

1. A minimum of 3 years experience in a HR role at an appropriate level in the voluntary, private or public sector;
2. A proven track record of designing and successfully implementing HR strategies;
3. Demonstrable experience of having worked on two or more of the following areas:
 - Employee engagement
 - Performance management
 - Recruitment and selection
 - Learning and Development
 - Leadership development
 - Talent management
 - Succession planning
 - Industrial relations and engagement with trade unions
 - Job evaluation
 - Workforce Planning
4. A proven ability to lead, manage and develop a team;
5. Up-to-date knowledge of employment law and practices;
6. Experience of leading/managing change within an organisation;
7. High levels of energy, drive, resilience and motivation and the proven ability to deliver objectives;
8. Excellent communications, interpersonal and influencing skills, to include, stakeholder management skills;
9. A high level understanding of corporate governance, corporate strategy and risk management;
10. A demonstrated understanding of how data can drive more effective decision-making and processes and strong IT Skills.

In addition to the above, candidates must also be able to demonstrate that they possess the skills/competencies identified as being important for the role as set out in Appendix One.

Desirable Requirements:

- Membership of the CIPD or equivalent and a relevant third level qualification in HR or a HR related area.

OTHER ELIGIBILITY CRITERIA

Eligibility to compete and certain restrictions on eligibility

Candidates should note that eligibility to compete is open to citizens of the European Economic Area (EEA). The EEA consists of the Member States of the European Union along with Iceland, Liechtenstein and Norway. Swiss citizens under EU agreements may also apply.

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. 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 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 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).

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.

Maximum Recruitment Age:

Candidates should be aware that a maximum recruitment age will apply to this competition. Candidates must not yet be 67 years of age on the closing date and time for the competition.

PRINCIPAL CONDITIONS OF SERVICE

General

While it is envisaged that appointments arising from this competition will be to a full-time permanent position in the public service (following an appropriate initial probationary period), the FSPO reserves the right to use the panel formed from this competition to fill other vacancies which may arise which may not be permanent in tenure.

Pay

The salary and terms and conditions for Higher Executive Officers are those, as set out below, that apply to Higher Executive Officers (Standard Scale PPC) in the public service.

The salary for this position, with effect from 01 October 2018 is as follows:

HIGHER EXECUTIVE OFFICER (PPC)

€48,028 €49,432 €50,832 €52,233 €53,638 €55,040 €56,441 €58,466¹ €60,486²

Long service increments may be payable after 3(LSI-1) and 6(LSI-2) years satisfactory service at the maximum of the scale.

Candidates should note that entry will be at the minimum of the salary scale and will not be subject to negotiation and the rate of remuneration may be adjusted from time to time in line with Government pay policy. Increments may be awarded subject to satisfactory performance, in line with Government pay policy.

Important Note

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

Tenure

The appointment will be to a permanent post in the public service. The appointee will be required to serve a 10 month probationary period.

Assignment / Location

The successful candidate will be based in Dublin. When required to travel on official duty the appointee will be paid appropriate travelling expenses and subsistence allowances, subject to normal public service regulations.

Hours of Attendance

Hours of attendance will be fixed from time to time but will amount to not less than 43 hours and 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.

Annual Leave

The annual leave for this position is 29 days, rising to 30 days after 5 years' service. This allowance is subject to the usual conditions regarding the granting of annual leave in the Public Service, is based on a five day week and is exclusive of the usual public holidays.

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.

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.

Appointees, who will be paying the 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 direct to the employing Department/Organisation. Payment of salary during illness will be subject to the appointee 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 public 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/Public Service and is in receipt of a pension from the Civil/Public Service normal abatement rules will apply. However, if the appointee was previously employed in the Civil/Public 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 Circular102/2007

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.

APPLICATION AND SELECTION PROCESS

How to Apply:

All candidates should visit www.fspo.ie where there is a full list of available positions at the FSPO with the corresponding downloadable information booklet and application form for each position. Completed application forms should be submitted to careers@fspo.ie with 'Application for the position of Human Resources Manager' in the subject line.

Only applications submitted by email will be accepted into the campaign.

Closing Date:

Your application must be submitted by 15:00 on Monday, 27 May 2019. **Applications will not be accepted after the closing date/time.**

Selection Process:

The selection process may include the following:

- Shortlisting of candidates based on the information contained in their application
- Initial/preliminary interview
- A written exercise whereby candidates are asked to evaluate a sample complaint to identify the relevant issues
- A final competitive interview

In addition, the Selection Process may also include the following:

- Presentation or other exercises
- Work sample or any other tests or exercises that may be deemed appropriate.

Shortlisting:

Normally the number of applications received for a position exceeds that required to fill existing and future vacancies to the position. While a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the FSPO may decide that a number only will be called to interview.

Shortlisting will be undertaken on the basis of the information you provide as part of your application. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/experience on the application form.

Candidates should make themselves available on the date(s) specified by the FSPO and should make sure that the contact details specified on their application form are correct.

Candidates with Disabilities:

Candidates who have indicated on their application form that they would like to avail of reasonable accommodations are asked to submit a psychologist/medical report. The purpose of the report is to provide information to act as a basis for determining reasonable accommodations where appropriate. These reports must be forwarded to Marta Piekarz, Financial Services and Pensions Ombudsman, Lincoln House, Lincoln Place, Dublin 2 or marta.piekarz@fspo.ie by close of business on **Monday, 27 May 2019**.

Confidentiality:

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

Security Clearance:

Garda vetting will 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 have resided.

Other Important Information:

The FSPO 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 notification, is not to be taken as implying that the FSPO is satisfied that such a person fulfils the requirements 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.

Prior to recommending any candidate for appointment to this position, the FSPO 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 if an additional vacancy arises the FSPO may, at its discretion, select and recommend another person for appointment on the results of this selection process.

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

The FSPO will consider requests for review in accordance with the provisions of the codes of practice published by the CPSA. The Codes of Practice are available on the website of the Commission for Public Service Appointments <http://www.cpsa.ie/>.

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 by the FSPO, or who do not, when requested, furnish such evidence as the FSPO requires in regard to any matter relevant to their candidature, will have no further claim to consideration.

Data Protection:

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 and should you be successful certain information you provide may be retained as part of your HR record. Such information held is subject to the rights and obligations set out in the Data Protection Act 2018.

APPENDIX ONE:

Key competencies for effective performance at Higher Executive Officer level:



Higher Executive Officer Level Competencies

Effective Performance Indicators

Team Leadership	Works with the team to facilitate high performance, developing clear and realistic objectives and addressing and performance issues if they arise
	Provides clear information and advice as to what is required of the team
	Strives to develop and implement new ways of working effectively to meet objectives
	Leads the team by example, coaching and supporting individuals as required
	Places high importance on staff development, training and maximising skills & capacity of team.
	Is flexible and willing to adapt, positively contributing to the implementation of change
Analysis & Decision Making	Gathers and analyses information from relevant sources, whether financial, numerical or otherwise weighing up a range of critical factors
	Takes account of any broader issues and related implications when making decisions
	Uses previous knowledge and experience in order to guide decisions
	Makes sound decisions with a well reasoned rationale and stands by these
	Puts forward solutions to address problems
Management & Delivery of Results	Takes responsibility and is accountable for the delivery of agreed objectives
	Successfully manages a range of different projects and work activities at the same time
	Structures and organises their own and others work effectively
	Is logical and pragmatic in approach, delivering the best possible results with the resources available
	Delegates work effectively, providing clear information and evidence as to what is required
	Proactively identifies areas for improvement and develops practical suggestions for their implementation
	Demonstrates enthusiasm for new developments/changing work practices and strives to implement these changes effectively.
	Applies appropriate systems/ processes to enable quality checking of all activities and outputs
Practices and promotes a strong focus on delivering high quality customer service, for internal and external customers	
Interpersonal & Communication Skills	Builds and maintains contact with colleagues and other stakeholders to assist in performing role
	Acts as an effective link between staff and senior management
	Encourages open and constructive discussions around work issues
	Projects conviction, gaining buy-in by outlining relevant information and selling the benefits
	Treats others with diplomacy, tact, courtesy and respect , even in challenging circumstances
	Presents information clearly, concisely and confidently when speaking and in writing
Specialist Knowledge, Expertise and Self Development	Has a clear understanding of the roles, objectives and targets of self and team and how they fit into the work of the unit and Department/ Organisation and effectively communicates this to others
	Has high levels of expertise and broad Public Sector knowledge relevant to his/her area of work
	Focuses on self development, striving to improve performance
Drive & Commitment to Public Service Values	Strives to perform at a high level, investing significant energy to achieve agreed objectives
	Demonstrates resilience in the face of challenging circumstances and high demands
	Is personally trustworthy and can be relied upon
	Ensures that customers are at the heart of all services provided
	Upholds high standards of honesty, ethics and integrity