

LOCAL GOVERNMENT MANAGEMENT AGENCY

INFORMATION BOOKLET FOR CANDIDATES

Please Read Carefully Before Applying



Programme Management Office (PMO) Manager – Grade 8

Closing Date: Thursday, 5th September 2019

The Local Government Management Agency is committed to a policy of equal opportunity.

CONTACT: Human Resources (Internal)

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The Organisation

The Local Government Management Agency (LGMA) is a State agency established in 2012 and is an agency of local authorities and operates in the local government sector, reporting on performance as required to the Department of Housing, Planning and Local Government (DHPLG).

The Agency aims to meet the needs of local authorities and DHPLG in delivering on the public-sector reform agenda in the local government sector (particularly in terms of sectoral approaches to service delivery), researching emerging and identified issues, assisting local authorities in the implementation and measurement of change, and supporting, in general, enhanced performance by the local government sector.

The statutory remit of the Agency extends to include:

- The delivery of advisory services to local authorities to assist and co-ordinate the business of these local authorities.
- The delivery of such services as may be required by local authorities in the Industrial Relations (IR) and Human Resource Management (HR) domain.
- The delivery of such services as may be required by local authorities for coordinating and securing compatibility in, the use of Information and Communications Technologies (ICT).
- The provision of advice, assistance and services to library authorities in relation to the public library service.
- The provision of such other management services as may be required by local authorities.
- The provision of such services for meetings of local authority Chief Executives and such other support services required by the County and City Management Association (CCMA).
- The provision of such services as required as Registrar of Public Lending Remuneration.
- The provision of such advice, information and assistance required by the Minister of Housing, Planning and Local Government.

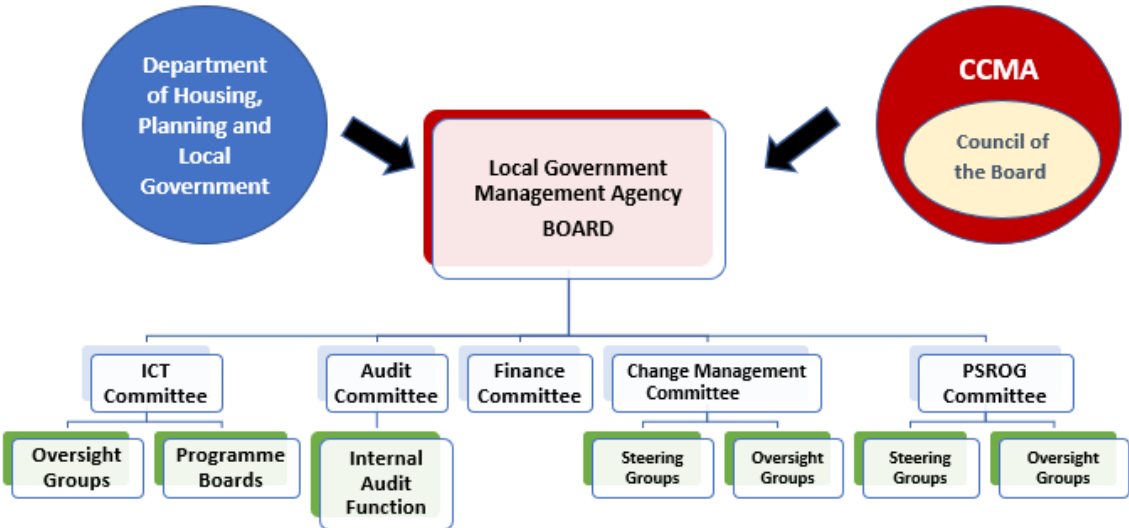
Governance

The Government's 'Action Programme for Effective Local Government – Putting People First', confirms local government as the primary means of public service at local level and identifies the sector as key to promoting local community, social and economic development. The current structure of local government in Ireland comprises 31 local authorities with separate responsibility for the delivery of a wide range of services in their local area with a focus on making their respective towns and cities attractive places to live, work and invest.

These services generally include housing, planning, roads, water supply, local economic development, environmental protection, provision of recreation and amenities and community infrastructure. The Local Government Management Agency is a vehicle of the local government sector, working for local authorities with local authorities.

The LGMA conducts its business in accordance with the rules, regulations and accountabilities which govern State Agencies in Ireland. In that regard a Council of the Board of the Agency has oversight through the Board and its committees. The Council of the Board, comprising the Chief Executives of the 31 local authorities appoint 8 members to the Board and the Minister for Housing, Planning and Local Government can appoint three members. The business of the Agency is facilitated by a series of sub-committees, detailed below, recognising the obligations of the

Performance Delivery Agreement with the Department of Housing, Planning and Local Government.



Strategic Review

In 2018 the Local Government Management Agency engaged in a strategic business review process to develop recommendations for a new target operating model that will better support the existing service delivery. A transitional plan has also been developed to assist the LGMA in achieving its strategic aims and goals. The Design Principles adopted for the strategic business review are:

- Delivering high quality services to the local government sector demonstrating value for money and continuously adapting to the changing needs of the sector.
- Actively supporting the development and implementation of government policy, utilising leading practice from inside and outside the sector and using data as a key enabler.
- Supporting the development of strategic leadership within local authorities to support the formulation and implementation of strategic plans.
- Being the recognised national representative and voice for the local government sector.
- Creating an open and engaging work environment, seen as a key location to develop the skills and experience to support career progression.
- Act as a centre of excellence in the areas within the advisory remit of the LGMA.

The LGMA is currently engaged in the design and subsequent implementation of a new organisational structure to create a new model for delivery of services to its customers. The proposed operating model is focused on embedding agile practices and using networked cross-functional teams. Due to the evolving nature of this process flexibility will be required from the post-holder and s/he may be assigned to different responsibilities as required.

Role of the PMO Manager (Grade 8)

The Programme Management Office (PMO) Manager (Grade 8) is a senior post within the LGMA management structure, reporting to the Assistant Chief Executive for Pillar 4 – Local Government Programme Management and Innovation. The post holder will be primarily responsible for managing the delivery of the functions of the Programme Management Office and will be responsible for the overall capacity management and planning of resources for Pillar 4. S/he will also be required to actively contribute to the development, support and implementation of LGMA Strategies and its Corporate Plan, promoting the LGMA Vision, Mission and Values.

Within this overall remit and under the general direction of the Assistant Chief Executive, specific duties of the post shall include:

- (a) Leading work into major areas of analysis, design and delivery to promote best practice policies and systems in a range of Business Areas at national level;
- (b) Providing advice, assistance and support to local authorities on sectoral approaches to local authority business activity.
- (c) Planning, organising and controlling the delivery of the LGMA's work programme in support of Local Government Reform, providing input annually to operational planning and budget management processes for the delivery of LGMA objectives.
- (d) Providing a portfolio perspective to the Executive team.
- (e) Reviewing status and outlook regularly throughout the project lifecycle and providing advice, support and guidance to Project Managers throughout.
- (f) Maintaining direct communication with business sponsors, escalating significant issues/risks to enable project commitments to be met and exploring and proposing alternatives where appropriate.
- (g) Providing education in project management methods, processes and tools.
- (h) Reviewing and advising on pre-project documentation, e.g. the project request document, rough order of magnitude, project initiation document and business cases.
- (i) Implementing governance procedures and ensuring that they are adhered to.
- (j) Contributing to project closure activity, particularly lessons learned and assisting in creating, sharing and using knowledge within and between teams.
- (k) Ensuring the PMO is delivering value to the local government sector.
- (l) Implementing and delivering projects to the highest standard using a full range of management disciplines.
- (m) Developing best practice governance, methods, processes, policies, standards, templates and tools that will be used for project and programme management.
- (n) Managing resource requirements across the LGMA, allocating resources from the pool to projects as required.
- (o) Develop and manage the competencies and training to ensure that employees are qualified and certified for necessary roles.

- (p) Providing management or other information regarding aspects of a project as may be requested, to the Executive, the Board or Department, within such times as may be required.
- (q) Represent the LGMA externally where required.
- (r) Undertake any other such duties as may be required by the Agency including deputising for other officers as required.

Key relationships or interpersonal contacts:

- (a) Within the organisation:

Level	All Staff
Type of contact	All types – in person, meeting, telephone, video conferencing, e-mail, written
Frequency	Daily, weekly, monthly and as and when required
Purpose	Multi-purpose connected with the functioning of the Agency

- (b) External (including other bodies, 3rd party suppliers of products and services):

Type of Organisation/ Person Contacted	Senior personnel in local authorities, central government departments, state agencies, national public and private sector bodies and suppliers of products and services to the local government sector and the LGMA. 3 rd party suppliers of products and services
Type of contact	In person, meetings, conferences, video conferences, telephone, e-mail, written
Frequency	Daily, weekly, monthly as and when required
Purpose	Support, advice, knowledge/information sharing, influencing, contract management, vendor management and negotiation.

Essential Requirements for PMO Manager (Grade 8):

1. Candidates must –

- I. Have attained a high standard of general education to degree level or hold a professional qualification in Project Management.
- II. Have 3 years' experience in the use of project management and programme management methodologies.
- III. Have strong project and organisational skills.
- IV. Have satisfactory experience and proficiency in project management applications, i.e. MS Project, Excel.
- V. Have satisfactory experience in the management and mentoring of staff.
- VI. Have experience of successful delivery of complex projects in a multiple stakeholder environment.
- VII. Have an awareness and understanding of public sector procurement procedures.
- VIII. Possess excellent presentation, verbal and written skills.

and

2. Demonstrate the following competencies as set out in the LGMA Competency Framework

Pillar One – Strategic Management and Change

1.6 *Bringing About Change*

1.7 *Influencing and Negotiating*

Pillar Two – Delivering Results

2.1 *Problem Solving and Decision Making*

Pillar Three – Performance Through People

3.2 *Managing Performance*

3.3 *Managing Conflict*

Pillar Four – Personal Effectiveness

4.4 *Personal Motivation, Initiative and Achievement*

3. 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. Other

candidates may be eligible to compete subject to their having or obtaining an appropriate work permit for the nature and duration of the position.

Former Public Service Employees

Eligibility to compete may be affected where applicants were formerly employed by the Irish Public Service and previously availed of an Irish Public Service Scheme including:

- *Incentivised Scheme for Early Retirement (ISER)*
- *Department of Health and Children Circular (7/2010)*
- *Collective Agreement: Redundancy Payments to Public Servants*

Applicants should ensure that they are not precluded from re-engagement in the Irish Public Service under the terms of such Schemes. This is a non-exhaustive list and any queries should be directed to the applicant's former Irish Public Service Employer in the first instance.

Declaration

Applicants will be required to declare whether they have previously availed of a public service scheme of incentivised early retirement and/or the collective agreement outlined above. 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.

The Application and Selection Process

How to Apply

Applications must be made on the official application form and all sections must be completed in full. When completing the application form accuracy is essential. The information you supply in the application form will play a central part of the selection process.

CLOSING DATE

The completed application form(s) must be forwarded to reach the office of the **Local Government Management Agency, Local Government House, 35-39 Ushers Quay, Dublin 8 D08 XKP7**

not later than 5pm on Thursday, 5th September 2019

Applications can be emailed directly to jobapplications@lgma.ie

If you do not receive an acknowledgement of receipt of your application within two working days of applying, please check your Junk/Spam folders as email notifications may be filtered into your Junk/Spam email folders. Any other queries regarding your application form should be emailed to jobapplications@lgma.ie

Selection Process

SHORTLISTING EXERCISE

The Agency reserves the right to shortlist applications based on the information supplied in the application form. In the event of a shortlisting exercise being employed, the Interview Board will examine the information provided in your application, assess it against the criteria based on the requirements for the position and decide if you will be shortlisted, relative to the other candidates applying for the position.

COMPETITIVE MAIN INTERVIEW

Admission to the Selection Interview is conditional on receipt of a completed application form by the required cut-off date.

The onus is on all applicants to make themselves available for the obligatory interview on the date specified by the LGMA and to make whatever arrangements are necessary to ensure that they receive communications sent to them at the address specified on their application form.

Interviews will be conducted by an Interview Board set up by the LGMA. The Interview Board will assess the merits of candidates. Only candidates who reach such a standard as the Interview Board consider satisfactory in the competitive interview will be considered for selection.

Before being recommended for appointment candidates will satisfy the Interview Board that they possess the requisite knowledge and ability for the proper discharge of the duties of the position.

Candidates will be assessed under the following headings:

- Relevant Experience and Job-Related Achievements
- Strategic Management & Change
- Delivering Results
- Performance Through People
- Personal Effectiveness
- Interpersonal and Communications Skills

Feedback & Review

Candidates have the right to seek feedback from their interview. Should a candidate be unhappy with an action or decision in relation to their application for appointment, they have the right to seek a review of the process. This request must be made within 5 working days of receiving notification of the decision on their application.

Candidates should note that canvassing will disqualify.

General

The appointment is to a permanent post in the Local Government Management Agency and is subject to general terms and conditions in operation relating to appointments in the Agency.

Remuneration

The salary scale applicable to this position is as follows;

Point No.	1	2	3	4	5	6
Salary	€66,741pa	€67,338pa	€69,873pa	€72,410pa	€74,951pa	€77,464pa
Point No.	7	LSI 1	LSI 2			
Salary	€79,994pa	€82,864pa	€85,725pa			

The salary shall be fully inclusive and shall be as determined from time to time. The holder of the office shall pay to the LGMA any fees or other monies (other than his/her inclusive salary) payable to or received by him/her by virtue of his/her office or in respect of services which he/she is required by or under any enactment to perform.

Important Note

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

Subject to satisfactory performance increments may be payable in line with current Government Policy.

Tenure

The position of PMO Manager, Grade 8 is full-time and permanent.

Hours of Attendance

The hours of work will be such as may be specified by LGMA from time to time, the total hours being 37 per week. A normal working day is defined as 09.00 – 17.24. You may be required to render extra attendance when the work of the Agency requires it without additional remuneration.

Location

An officer's headquarters shall be such as may be designated from time to time. At present the LGMA has offices at two locations in Dublin. When absent from home or headquarters on official duty appointees will be paid appropriate travelling expenses and subsistence allowances, subject to normal regulations.

Annual leave

The Annual Leave allowance for New Entrants is 30 days. This allowance is subject to the usual conditions regarding the granting of annual leave in the LGMA, is based on a five-day week and is exclusive of the usual public holidays.

Sick Leave

Pay during properly certified sick leave absence will apply, in accordance with the provisions of the Public Service Sick Leave Scheme, 2014.

Superannuation and Retirement

Persons who become pensionable officers of the LGMA, who are liable to pay the Class A rate of PRSI contribution will be required in respect of their superannuation to contribute to the LGMA at the rate of 1.5% of their pensionable remuneration plus 3.5% of net pensionable remuneration (i.e. pensionable remuneration less twice the annual rate of social insurance old age contributory pension payable at the maximum rate to a person with no adult dependant or qualified children).

Persons who become pensionable officers of the LGMA who are liable to pay the Class D rate of PRSI contribution will be required, in respect of their superannuation, to contribute to LGMA at the rate of 5% of their pensionable remuneration. All persons who become pensionable officers of the LGMA are required, in respect of the Local Government (Spouses and Children's Contributory Pension) Scheme, 1986, to contribute to the LGMA at the rate of 1.5% of their pensionable remuneration in accordance with the terms of the Scheme.

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the Public Sector, 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 Irish Public Service and is in receipt of a pension from the Irish Public Service, normal abatement rules will apply. However, if the appointee was previously employed in the Irish 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 render 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).

d. Ill-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.

e. 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.**

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:

Medical Examination

For the purpose of satisfying the requirement as to health it will be necessary for successful candidates, before being appointed, to undergo at their own expense a medical examination by a qualified medical practitioner to be nominated by the Agency. On taking up appointment, the expense of the medical examination shall be refunded to candidates.

Offer of Appointment

The LGMA shall require persons to whom an appointment is offered to take up such appointment within a period of not more than one month. If they fail to take up the appointment within such

period, or such longer period as the Agency in its absolute discretion may determine, the Agency shall not appoint them.

All appointments are subject to receipt of satisfactory references and candidates may be required to produce documentary evidence of qualifications or experience claimed in their applications.

Secondment

If the person appointed is already an existing pensionable officer of a local authority, Health Board in the State or a serving Civil Servant of the State, arrangements may be made to have that person seconded to the Agency in the first instance.

Probation

Where persons who are not already permanent employees of the LGMA are appointed, the following provisions shall apply:

- (a) there shall be a period after such appointments take effect during which such persons shall hold the position on probation;
- (b) Such period shall be six months, but the Chief Executive may at his or her discretion extend such period;
- (c) such persons shall cease to hold the position at the end of the period of probation unless during such period the Chief Executive has certified that the service of such persons is satisfactory.

Removal from Office

The procedure for the removal of a permanent officer shall be the same as for an officer of a local authority, with the necessary modifications.

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(s).

Confidentiality

All enquiries, applications and all aspects of the proceedings are treated as strictly confidential and are not disclosed to anyone outside those directly involved in the recruitment process.

Freedom of Information

Candidates can expect that all enquiries, applications and all aspects of the proceedings are treated as strictly confidential subject to the provisions of the Freedom of Information Act, 2014.

General Data Protection Regulation (GDPR)

The General Data Protection Regulation (GDPR) came into force on the 25th May 2018, replacing the existing data protection framework under the EU Data Protection Directive. When you submit an application for a competition, we create a computer record in your name. Information submitted with a job application is used in processing your application. Where the services of a third party are used in processing your application, it may be required to provide them with information, however all necessary precautions will be taken to ensure the security of your data. If you are successful in the recruitment and selection competition, your application will be retained by the HR section of the LGMA.

To make a request to access your personal data please submit your request by email to dpo@lgma.ie ensuring that you describe the records you seek in the greatest possible detail to enable us to identify the relevant record(s).

Deeming of candidature to be withdrawn

Candidates who do not attend for interview as requested or do not furnish such evidence as requested in regard to any matter relevant to their candidature, will have no further claim to consideration.

Appointments from panels

It is envisaged that a panel of qualified individuals will be established from which future vacancies, should they arise, may be filled. Qualification and placement on a panel is not a guarantee of appointment to a position. Please note that once a candidate has been assigned, they will no longer remain on the panel.

Non-Refund of Expenses

The Agency shall not be responsible for any expenses incurred by candidates in attending for interview.

Structured Training and Development Programme

LGMA operate a Personal Development Programme linked to the Performance Management and Development System which will assist the individual in creating a Personal Development Portfolio.

All officers are actively encouraged to apply for a place on organisational educational and training programmes, in addition to gaining specific skills training – which is determined on a one-to-one basis. The person(s) appointed will, on their own initiative or at the request of LGMA, avail from time to time, of such training as is deemed necessary to meet the requirements of the position.

Senior Manager – Grade 8 Level Competencies

Strategic Management & Change	
Bringing About Change	Develops and implements a comprehensive change management strategy in consultation with key stakeholders to include objectives, timeframes, required approvals and contingency plans and identifying those who will be affected by the change.
	Develops and initiates change management programmes to meet defined end objectives
	Demonstrates flexibility and an openness to change.
	Fosters a culture of change by encouraging improvement suggestions from employees, identifying champions and establishing teams to get things done.
	Fosters commitment to change through leadership and articulates the appropriate and positive reactions to change.
	Alters policies, practices and procedures to support change.
	Anticipates and responds proactively to the implications of change.
	Challenges the status quo to see how systems, processes and practices may be improved.
	Recognises that people react differently to change and manages this accordingly.
	Objectively evaluates the effectiveness of change initiatives in order to identify potential improvements
	Informs all relevant stakeholders of the outcomes of a change process.
Influencing & Negotiating	Establishes appropriate and productive working relationships at local, regional and national level, both within the public and the private sector.
	Meets goals by working effectively with the City or County Manager, political representatives and colleagues
	Effectively influences other leaders and groups to achieve strategy and objectives.
	Adopts a partnership approach in reaching agreement.
	Collaborates with and supports other leaders within the Council and across the Public Service to achieve positive outcomes.

Delivering Results

Problem Solving & Decision Making

Takes in complex information quickly and accurately, identifying the key elements within a situation and the best possible outcomes.
Gathers and assimilates the information required to make evidence-based decisions, seeking external advice and the views of others where appropriate.
Appropriately evaluates and challenges the available information rather than accepting evidence on face value.
Considers all the elements and options within a scenario, including statutory frameworks, past precedent, strategic, operational and financial requirements.
Addresses issues logically and on a step by step basis.
Makes timely and reasoned decisions in a consistent, fair and transparent manner.
Has the courage to be decisive and stand over the decisions made, on limited information when required.
Is realistic and knows the limits of his or her decision-making authority and the relative importance of each decision.
Demonstrates the validity and efficacy of decisions made.
Demonstrates awareness and sensitivity to the context of all decisions, particularly those that may be contentious.
Considers the implications for those affected by the decisions
Facilitates others to act decisively and to consider risk and contingencies in an environment of ambiguity
Identifies the need for inter and cross-organisational decision making and ensures the relevant organisations and departments are involved in the process.
Conducts thorough risk analysis and appropriate contingency planning when making decisions
Demonstrates innovation and creativity to secure successful outcomes.

Performance Through People

Managing Performance

- Fully implements the sectoral and corporate PMDS process at all levels.
- Continuously reviews and improves management structures and processes to achieve highest quality standards.
- Develops the employee competencies that are critical to the organisation's objectives.
- Establishes training and development strategies and relationships to ensure regular constructive performance feedback is given through both formal (PMDS) and informal methods, enabling all employees to perform effectively.
- Supports employees through development opportunities which contribute to their professional and career objectives
- Encourages employees to learn and strive to continually improve their work performance through reflecting, analysing and acting on workplace experiences.
- Identifies talent in employees and facilitates further accelerated development of their strengths.
- Takes opportunities to encourage, mentor or coach employees as appropriate
- Provides appropriate recognition when standards are achieved or exceeded.
- Manages under-performance or inappropriate behaviour effectively, openly and directly.
- Carefully analyses own workload in order to determine which tasks could be delegated and to whom.
- Delegates tasks and responsibilities to the appropriate levels and provides information, support and encouragement to enable work to be completed successfully and autonomously.
- Monitors the progress of delegated tasks.
- Delegates responsibilities and accepts accountability for their success or failure.
- Documents and provides own knowledge to others to ensure knowledge management processes are effectively maintained.

Managing Conflict

- Relates well to others and maintains positive working relationships.
- Demonstrates sensitivity in balancing requirements with personal commitments, preferences and issues.
- Identifies causes of conflict at an early stage and manages these to reach beneficial solutions and positive outcomes.
- Demonstrates awareness of cultural, social and individual differences which may impact on relationships in the workplace.
- Demonstrates empathy, understanding, patience and appropriate behaviour when in conflict situations.
- Is proactive in providing help or support to others.
- Uses diplomacy and tact to facilitate working relationships with dissatisfied staff or customers.

Personal Effectiveness	
Personal Motivation, Initiative & Achievement	Sets challenging goals to achieve high quality outcomes.
	Is self-motivated and persistent in the face of difficulty
	Responds positively to the challenges of the role
	Learns from experiences and is not afraid to constantly improve
	Is dedicated and enthusiastic about their role
	Looks to meet the needs of the broader organisation rather than focussing on own specific responsibilities
	Appreciates the wider societal impact of own proposals and looks to improve the quality of life/service for all
	Demonstrates and encourages innovation and new thinking.
	Achieves or exceeds personal work objectives.
	Manages own time effectively to objectives.
	Seeks opportunities to exceed the personal, work and career goals set.