

CANDIDATE INFORMATION BOOKLET

Open Competition for Appointment as:

Director of Legal Affairs - MARA

Closing Date: 5pm Wednesday, 18th September 2024

Proposed Interview Dates: 2 round interview process

1st round: Thursday 26th / Friday 27th September 2024

2nd round: Thursday 3rd/Friday 4th/Monday 7th/Tuesday 8th October 2024

Status of Contract:

Maritime Area Regulatory Authority (MARA) is seeking to fill a permanent senior management position at Principal Officer level. A panel may be formed from this competition.

Authority: Maritime Area Regulatory Authority (MARA)

Location: Menapia House, Drinagh Business Park, Co. Wexford / Hybrid

Maritime Area Regulatory Authority is committed to a policy of equal opportunity.

MARITIME AREA REGULATORY AUTHORITY HAS ENGAGED THE SERVICES OF LEX CONSULTANCY TO RUN THIS COMPETITION.

ALL APPLICATIONS MUST BE SUBMITTED DIRECTLY TO LEX CONSULTANCY VIA THE APPLICATION LINK:

<https://lexconsultancy.ie/clients/mara>



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About MARA

The National Marine Planning Framework (NMPF) published as part of Project Ireland 2040 seeks to establish a comprehensive governance of the Irish maritime area. The new marine planning system, underpinned by a statutory Marine Planning Policy Statement, guided by the NMPF consists of a new licensing and development management regime from the high water mark to the outer limit of the State’s continental shelf, administered by An Bord Pleanála , the coastal local authorities and a new independent regulator, MARA,

MARA is a new independent body responsible for the sustainable management of Ireland’s diverse and unique maritime area, brought about by the enactment of the Maritime Area Planning Act 2021 (MAP Act). Established in July 2023, as part of the biggest reform of marine governance in Ireland in almost a century, MARA will be key to the transformation of our maritime governance regime.

The system and structures set out in the MAP Act are key legal enablers of development and the protection of the environment and cultural heritage in the maritime area for the future generations, including the envisaged expansion of the offshore renewable energy sector required to meet Ireland’s 2030 climate goals in an integrated and sustainable manner.

MARA has completed its first Statement of Strategy, the Strategy will be published once the Statement is first laid before the Oireachtas.



Working collaboratively with all its partners, MARA will support the pillars of Ireland’s marine planning system by:

- bringing its expertise, knowledge and skills to enhance forward planning in the maritime area;

- developing a well-functioning transparent consenting system, consistent with the principles of proper marine spatial planning, for all maritime users and activities; and
- Implementing a rigorous, but proportionate, compliance and monitoring programme to ensure the sustainable use of our maritime area and challenge unauthorised development and non-compliance with maritime planning permission.

MARA will achieve this by building expertise in its people, its processes and its technology. As custodians of the maritime area, MARA will ensure that through good management and transparent decision making we will optimise our maritime resource on behalf of all citizens.

MARA will be a key enabler in respect of Ireland's ambitions for the Offshore Renewable Energy sector, by facilitating a streamlined consenting process, providing certainty to project promoters and delivering a pathway to realising the necessary investment. MARA, at the centre of the new regulatory regime, will also support delivery of other projects of strategic importance (*cablings / telecoms projects, ports development, drainage projects, sewerage schemes etc.*), facilitating the State to harness significant benefits from realising a low-carbon economy, ensuring energy security, and presenting new opportunities for economic growth.

To realise its ambition, MARA has recruited and continues to seek motivated, dynamic and passionate people to join its team. This is an unrivalled opportunity to join a new agency at the early stages of its journey and to be at the forefront of managing Ireland's extensive maritime resource.

The Organisational Context

MARA is an independent agency, established by the Maritime Area Planning Act 2021, now under the aegis of the Department of Environment, Climate and Communications. MARA has an 11 member Board who are appointed by the Minister.

Under the direction of a Chief Executive Officer, the executive of MARA are responsible for carrying out the following day to day functions:

- Processing applications for maritime area consents (MACs) for the maritime area;
- Processing application for maritime usage licences for specified scheduled activities;
- Compliance and enforcement of MACs, licences, foreshore authorisations and offshore development consents;

- Administration of the extant MHLGH Foreshore consent portfolio; and
- Fostering and promoting co-operation between regulators of the maritime area.

The Position

Director of Legal Affairs (DOLA)

This is an exciting and demanding role which will require an experienced solicitor to play a key leadership role in the development of a new agency. This post is a senior management role within MARA and involves working closely with colleagues and reporting directly to the Chief Executive Officer and Board of MARA. The DOLA will be a member of MARA's senior management team and will contribute to the strategic leadership of MARA.

MARA is looking for a motivated, dynamic and solutions focused solicitor to manage MARA's legal team, to lead MARA's in-house legal function and to provide effective, strategic legal advice to MARA.

The DOLA shall lead and manage a team of solicitors and support staff dealing with a variety of legal issues. They will be responsible for the management of the relationship with external solicitors and counsel and shall oversee any tendering process for external legal support. The in-house legal team will have the role of legal knowledge management and ensuring the widespread sharing of legal knowledge within MARA to improve decision making.

They may also be required to introduce and implement technology to streamline and improve the delivery of legal services.

The Chief State's Solicitor's Office (CSSO) is currently providing legal support to MARA on a transitional basis. The DOLA will be expected to work with the CSSO for a period of time in the delivery of legal services to MARA.

Principal Duties

The successful candidates' primary duties will involve:

- Lead and manage the work of the in-house legal team within the organisation and provide strategic legal advice and support to the board and senior management team ensure compliance with MARA's statutory legal obligations.

- Lead and nurture the development of a team of solicitors and support staff dealing with regulatory, environmental, maritime, commercial and public law matters;
- Provide expert professional advice/legal support in relation to the exercise of MARA's functions under the Maritime Area Planning Act 2021 and the Foreshore Acts. These functions include the assessment of maritime area consents and licences, the management of foreshore licences and leases and the enforcement specific activities within the maritime area
- Provide expert professional advice/legal support in relation to specific cases and issues, general legal matters and policy/development affecting MARA's operations.
- Managing litigation – judicial review and enforcement proceedings initiated by MARA
- Provide up-to-date advice on case law at both national and European levels affecting the statutory functions of MARA
- Advise on proposed legislative changes on which MARA may be invited to comment by relevant Government Departments.
- Manage the relationships with external legal agents and counsel and oversee any tendering process for external legal support.
- Develop and deliver programme of briefings/training on legal matters for MARA
- Horizon-scanning to keep abreast of key trends and dynamics in relation to the legal areas in which MARA operates.
- Leading the development of MARA's legal knowledge management systems and overseeing the implementation of technology to streamline and improve the delivery of legal services;
- Work in partnership with the CSSO in the delivery of legal services to MARA for a transitional period;

Job Specification

Essential Qualifications and Experience

- Have been enrolled as a Solicitor or Barrister in the State
- 7+ years post qualification experience or equivalent experience and competencies, in a law firm, as a practising barrister, lawyer, in-house counsel and/or legal advisor
- Possess strong analytical skills and the ability to deal with complex legal issues
- Have a significant degree of specialist knowledge and have experience of providing legal opinions without recourse to external expertise.
- Have a proven ability to deliver results and work to deadlines and be able to plan and manage a diverse workload effectively and efficiently.
- Has demonstrated strong leadership and initiative in their roles to date

- Excellent communication skills with a capacity for public speaking
- Demonstrable experience of interpersonal and influencing skills across a range of stakeholders at a senior level.
- Demonstrate the competencies/capabilities as set out below.

Desirable knowledge and experience

- Experience of leading and managing a complex in house legal function.
- Specialist knowledge of environmental, planning and regulatory law.
- Being a member of a senior management team/senior leadership group in a complex organisation.

Candidates must also demonstrate the key capabilities for effective performance at this level which are:

- DIMENSION 1: BUILDING FUTURE READINESS.
- DIMENSION 2: EVIDENCE INFORMED DELIVERY
- DIMENSION 3: LEADING AND EMPOWERING.
- DIMENSION 4: COMMUNICATING AND COLLABORATING.

Details of these capabilities are set out in **Appendix 2**.

Employee Benefits:

We value our employees and will invest in their health, welfare and safety at work and will provide an Employee Assistance Programme. We support and encourage staff to reach their full potential through education and training opportunities on and off the job. We also offer flexible hours, challenging, rewarding work and benefits that include:

- Membership of a Superannuation Scheme
- Sick Leave Scheme
- Hybrid Working
- Shorter Working Year scheme
- Maternity Leave
- Parental Leave
- Parents Leave
- Career Breaks

- Exam and Study Leave

Employer of Choice

As an **Employer of Choice** the Civil Service has many flexible and family friendly policies e.g. Worksharing, Shorter Working Year, Remote Working (operated on a 'blended' basis), etc. All elective policies can be applied for in accordance with the relevant statutory provisions and are subject to the business needs of the organisation.

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

Pay:

The salary scale for this position is as follows: (PPC Scale**) €101,894, €106,218, €110,508, €114,830, €118,476, €122,258 (LSI 1) €126,035 (LSI 2)*

Long Service Increments may be payable after 3 years (LSI1) and 6 years (LSI2) satisfactory service at the maximum of the scale.

** *Pay scale wef 1 June 2024.*

The PPC pay rate applies when the individual is required to pay a Personal Pension Contribution (otherwise known as a main scheme contribution) in accordance with the rules of their main/personal superannuation scheme. This is different to a contribution in respect of membership of a Spouses' and Children's scheme, or the Additional Superannuation Contributions (ASC).

A different rate will apply where the appointee is not required to make a Personal Pension Contribution.

Payment will be made fortnightly in arrears by Electronic Fund Transfer (EFT) into a bank account of an officer's choice. Payment cannot be made until a BIC code and IBAN number and bank sort code has been supplied to the Personnel Section of the relevant Department or Office. Statutory deductions from salary will be made as appropriate by the Department / Office.

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

Annual Leave:

Annual Leave will be 30 working days. This leave is exclusive of public holidays

Principal Conditions of Service and Eligibility to Compete

For information on principal conditions of service and any information on eligibility to compete please review the 'Principal Conditions of Service and Eligibility to compete' document in detail available here <https://www.maritimeregulator.ie/careers>

Competition Process:

How to Apply:

Applicants should submit an up-to-date CV (not exceeding 3 A4 pages) and a short cover letter/personal statement (not exceeding 1A4 page) in **ONE DOCUMENT** outlining why you wish to be considered for the post and where you believe your personal qualities, qualifications, specialist knowledge, experience, and values meet the requirements of the position.

Please note: Only applications submitted in the correct format via <https://lexconsultancy.ie/clients/mara> are eligible to be considered

Closing Date:

The closing date for receipt of applications is **5pm Wednesday, 18th September 2024**

All applications will be acknowledged. If you do not receive an acknowledgement within 3 days of applying, please email mara@lexconsultancy.ie

Essential Requirements and Personal Attributes:

Candidates must meet all the essential requirements and personal attributes required for the position, as set-out in the Information Booklet. They will be requested to demonstrate this both in the application (Cover Letter & CV) and, if shortlisted, by completing a Key Achievement Form and at interview. **NOTE: MARA will examine all applications to ensure that applicants meet the eligibility and minimum requirement criteria. Only those who meet these requirements will be considered for advancement to the shortlisting and or interview stages.**

Health:

Candidates must be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

Selection Process:

The selection process will include the initial shortlisting of eligible candidates (as above) on the basis of the application (Cover Letter & CV).

Selected candidates will be required to complete a *Key Achievement Form* prior to interview.

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 does meet the eligibility requirements of the competition, if the numbers applying are such that it is not practical to interview everyone, MARA may decide that a number only will be called to interview. In this respect, MARA will provide for employment of a short-listing process to select a group for interview who, based on examination of application (Cover Letter & CV), appear to be the most suitable for the position. An expert board will examine the application (Cover Letter & CV) against pre-determined criteria based on the requirements of the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates, who based on their application, appear to be better qualified and / or have more relevant experience. It is therefore in your own interest to provide a detailed and accurate account of your qualifications / experience in your application.

Interview

Candidates who are shortlisted will be called for a first interview by an expert panel. The interview will focus how the candidate meets the essential requirements and personal attributes of the post and their career and experience to date.

Note: It is expected that interviews will be held in Wexford. Candidates will be notified of interview dates and arrangements at the earliest opportunity. The onus will be on candidates to make themselves available for interview as advised.

A second or final interview may be required, candidates will be informed following completion of the first round of interviews.

Panel

A panel may be established from which appointments may be made which will expire 12 months from the date of interview or when it has been exhausted, whichever is sooner. Candidates will be advised of the outcome of the competition as soon as possible after the interview process.

Candidates not appointed at the expiry of the panel will have no claim to appointment thereafter because of having been on the panel.

Deeming of candidature to be withdrawn:

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

Candidate Feedback:

Feedback will be provided on written request.

Review Procedures in relation to the Selection Process:

Requests for a review are dealt with in accordance with the codes of practice published by the published by the Commission for Public Service Appointments. The Codes can be accessed at www.cpsa-online.ie.

Confidentiality:

Please note that all personal data shall be treated as confidential in accordance with the Data Protection Acts, 1988 and 2003 and the provisions of the EU General Data Protection Regulation.

Other important information:

MARA 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, should not to be taken as implying that MARA 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 applying or attending for interview. If you do not meet these requirements but nevertheless attend for interview you will be putting yourself to unnecessary expense.

Prior to recommending a candidate for appointment to this position MARA will make all such enquiries that are deemed necessary to definitively determine 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 MARA may, at its discretion, select and recommend another person for appointment on the results of this selection process.

Candidates' Obligations:

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

Candidate 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.

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, 1988-2018

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 will be held by MARA. Such information held is subject to the rights and obligations set out in the Data Protection Acts, 1988 & 2018. To make a request under the Data Protection Acts 1988 & 2018, please submit your request in writing to: Data Protection Officer, MARA, Menapia House, Drinagh Business Park, Co. Wexford, ensuring that you describe the records you seek in the greatest possible detail to enable us to identify the relevant record. A fee of €6.35 should accompany your request. Payment should be made by way of bank draft, money order, or personal cheque, made payable to MARA.

GDPR Privacy Statement. Recruitment Process

Purpose of Processing Personal Information

MARA conducts a competency-based recruitment process to fill vacancies within the organisation. When applying for these competitions, applicants are asked to submit a range of documents, e.g., application form, CV and / or cover letter.

Legal Basis for Processing Personal Information

Necessary for performance of a contract or to enter into such a contract

Terms of Employment (Information) Acts 1994 - 2014

The following shall receive your personal information for reasons outlined below:

<u>Recipient / Shared With:</u>	<u>Reason:</u>
Recruitment Agency Lex Consultancy / MARA HR	Receiving applications, acknowledging applications and corresponding with applicants. Certain information is also required for inclusion in the contract for successful applicants.
Selection Board	Information required for shortlisting and the interview process.

Current Employer	Sick leave checks and in the case of non-public servants reference checks.
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Applicants Entitlements

MARA recognises that applicants have entitlements and these are outlined below.

Access

Applicants can request and receive access to their data at any time and can request and receive a copy of this data, in electronic / transferable format.

Erasure

Applicants can request the data held be erased.

Rectification

Applicants can have any incorrect information corrected.

Objection

Applications can object to this information being processed.

Complaint

Applicants can make a complaint to our internal Data Protection Officer “DPO” (contact details below) and / or make a complaint to the relevant authority – Data Protection Commission in Ireland.

MARA DPO Contact Details

Email: dataprotection@MARA.gov.ie

Or

Data Protection Officer
MARA
Menapia House
Drinagh Business Park
Co. Wexford

For Further information on Data Protection:

The website of the Data Protection Commissioner – www.dataprotection.ie or

Make contact with the Office of the Data Protection Commissioner by phone on Telephone 1890 252231 or by email on info@dataprotection.ie.

APPENDIX 2

CAPABILITY DIMENSION 1: BUILDING FUTURE READINESS.

Overview: Delivering excellent public policy and services requires us to embrace change and innovation. We strive to create an inclusive customer centric strategy and vision that keeps pace with environmental, social, and technological changes. Adopting an agile and digital-first approach, we will continually upskill, change, and improve how we do things to meet current and future demands.

Building future readiness breaks down into two capability sub-dimensions. The first sub-dimension is digital focus, innovation, and upskilling for the future. The second sub-dimension is strategy, change, and reform. Each sub-dimension breaks down further into key elements and performance indicators. These are detailed below.

Building Future Readiness, Sub-Dimension 1: Digital Focus, Innovation and Upskilling for the Future.

This Sub-Dimension breaks down into three key elements, as listed below.

Key Element 1: Digital Focus.

- Drives the digital-first agenda by ensuring that digital tools and IT solutions are prioritised and implemented.

Key element 2: Innovation and Continuous Improvement.

- Delivers and encourages innovative, creative, and practical solutions, striving for continuous improvement.
- Creates an open and trusting work environment, where challenging the norm, taking measured risks, and learning from mistakes is encouraged.

Key element 3: Upskilling for the Future.

- Committed to building own expertise, knowledge, and skills for the future.
- Ensures their people and Organisation are building future readiness and nurturing talent, to deal with current and future demands.
- Proactively seeks development opportunities and regularly reflects on learning experiences, with awareness of own strengths and weaknesses.

Examples of key skills relating to digital focus, innovation, and upskilling for the future are innovation, IT and digital skills, continuous learning, design thinking, systems thinking, and process improvement.

Building Future Readiness, Sub-Dimension 2: Strategy, Change, and Reform.

This Sub-Dimension breaks down into three key elements, as listed below.

Key element 1: Strategic Capability and Vision.

- Develops a clear vision and strategic plan for their area, setting goals which map to Organisational or Government objectives.

- Actively contributes to the development of broader Organisational or Departmental and Government strategy, policy, and objectives.
- Evaluates the success and impact of current strategy and makes necessary amendments.

Key element 2: Contextual Awareness and Adaptability.

- Strong understanding of wider Civil Service Policies and relevant developments in the Public and Private Sector.
- Anticipates, adapts, and responds to developments in the sector and external environment, reviewing and revising strategic and or operational plans as necessary.

Key element 3: Implementing Change and Reform.

- Leads others through times of change and transformation – communicating a clear vision, listening to feedback, and addressing concerns.
- Leads on the implementation of significant change and reform, critically appraising suggested change and delivering best possible improvements.
- Listens and responds appropriately when met with criticism or resistance to change.

Examples of key skills relating to strategy, change, and reform are managing and supporting change, policy and strategy development, goal setting, strategy implementation, and strategic thinking.

CAPABILITY DIMENSION 2: EVIDENCE INFORMED DELIVERY

Overview: Delivering excellent public policy and services requires us to make evidence based and well-informed judgements and decisions, prioritise objectives and effectively manage resources, using relevant information to evaluate the delivered outcome to ensure maximum benefit for the people we serve.

Evidence informed delivery breaks down into two capability sub-dimensions. The first sub-dimension is delivering excellence. The second sub-dimension is analysis, judgement and decision making. Each sub-dimension breaks down further, into key elements and performance indicators. These are detailed below.

Evidence Informed Delivery, Sub-Dimension 1: Delivering Excellence.

This Sub-Dimension breaks down into three key elements, as listed below.

Key element 1: Prioritising Work, Resources and Quality-Focus.

- Effectively manages multiple agendas and significant work programmes, allocating or securing resources to meet priorities.
- Oversees work and monitors progress to ensure delivery against key Organisational objectives and business plan priorities.
- Ensures high standards are set and maintained, leading by example to encourage others commitment to quality.

Key element 2: Accountability, Responsibility and Governance.

- Provides regular and accurate updates to relevant stakeholders and governing bodies or executives.
- Within their team(s), instils the importance of efficiencies, value for money, adherence to policies or protocol and corporate governance requirements.
- Demonstrates accountability for self and team.

Key element 3: Learning, Responding, Evaluating, and Improving.

- Gets up to speed with new tasks or roles at a fast pace, asks questions to understand requirements, relevant information, and sensitivities.
- Is flexible, agile, and resilient in the face of difficulty or emerging demands.
- Seeks feedback and evaluates delivery against required outcomes, taking action to learn, respond and improve.

Examples of key skills relating to delivering excellence are project management, risk management, resource allocation, project evaluation, and cost-benefit analysis.

Evidence Informed Delivery, Sub-Dimension 2: Analysis, Judgement and Decision Making.

This Sub-Dimension breaks down into three key elements, as listed below.

Key element 1: Analysis, Evaluation and Critical Reasoning Ability.

- Can quickly gather, analyse, and critically evaluate relevant data from a range of sources, identifying key information.
- Ensures the team or Organisation gather and utilise data to inform future decisions.
- Analyses and evaluates complex verbal and numerical information, such as policies, strategies, budgets, or statistics.

Key element 2: Managing Issues and Complexity.

- Effectively manages complex situations and ambiguous or 'on-the-spot' issues, deciding on the best course of action quickly and confidently.
- Solves complex problems in an informed, logical, and composed manner, seeking additional inputs where necessary.

Key element 3: Informed Judgement and Decision Making.

- Makes balanced judgements and decisions, drawing from evidence, experience, and relevant policies or procedures, while also considering contextual issues or sensitivities.
- Makes important, urgent, or difficult decisions in an appropriate, timely and ethical manner, considering the broader implications, governance issues and political sensitivities.
- Openly and honestly shares the rationale for decisions made, to ensure transparency, build confidence and trust.

Examples of key skills relating to analysis, judgement, and decision making are research skills, data management and visualisation, data analytics, critical thinking, and budgeting.

CAPABILITY DIMENSION 3: LEADING AND EMPOWERING.

Overview: Delivering excellent public policy and services requires us to lead in our areas of expertise, inspire others and create a clear vision. We are committed to developing, supporting, and empowering our colleagues to meet their potential and to creating a positive and inclusive work environment where everyone's contribution is valued.

Leading and empowering breaks down into two capability sub-dimensions. The first sub-dimension is leading, motivating, and inspiring. The second sub-dimension is leading with specialist insight. Each sub-dimension breaks down further, into key elements and performance indicators. These are detailed below.

Leading and Empowering, Sub-Dimension 1: Leading, Motivating, and Inspiring.

This Sub-Dimension breaks down into four key elements, as listed below.

Key Element 1: Developing, Motivating and Supporting Performance.

- Ensures their team have exposure to development opportunities, strategically delegating projects, considering individual suitability and project demands or urgency.
- Supports and motivates high performance by providing recognition, guidance, coaching and regular feedback.
- Utilises and promotes both formal and informal performance management techniques.

Key element 2: Vision, Purpose, and Authenticity.

- Inspires their team and brings people along, by showing authenticity, trust, passion and living the Organisational values, by example.
- Creates a clear vision for the team, reminding them of the wider purpose and impact.
- Leads with integrity, honesty, transparency, and accountability.

Key element 3: Empowerment, Psychological Safety, and Inclusion.

- Creates an inclusive and psychologically safe team environment, which empowers, trusts, and respects all members.
- As a leader, champions equality, diversity, and inclusion, taking meaningful action through the work of their Organisation or Department and in supporting a diverse workforce.

Key element 4: Social and Emotional Intelligence.

- Openly prioritises the wellbeing of self and others, instilling a culture of support, empathy, and consideration.
- Demonstrates high self-awareness and ability to manage own emotions and behaviour, particularly in challenging situations.

Examples of key skills for leading, motivating, and inspiring are performance management, coaching and providing feedback, conflict management, managing remote or blended teams, and emotional intelligence.

Leading and Empowering, Sub-Dimension 2: Leading with Specialist Insight.

This Sub-Dimension breaks down into three key elements, as listed below.

Key Element 1: Adding Value with Specialist Expertise.

- Demonstrates a high degree of specialist expertise and knowledge in their area.
- Adds value to the Organisation or Department by utilising their specialist expertise to meet the business needs and shape broader policy or strategy.

Key element 2: Leading and Advocating.

- Leads and provides direction, through openly sharing insights, knowledge, evidence, and rationale in a non-technical manner.
- Advocates and explains the value of their area or expertise and why it is necessary to prioritise.
- Recognised as a Thought Leader or Subject Matter Expert in their area of expertise, providing guidance, knowledge, and leadership.

Key element 3: Building Networks, Knowledge, and Insights.

- Networks with experts at conferences and events, sharing relevant information, learnings and drawing inspiration from others at a national and international level.
- Committed to Continuous Professional Development, actively engaging in relevant courses, conferences, and activities to keep knowledge and insights up to date.

Examples of key skills relating to leading with specialist insight are specialist skills in own area of expertise, research, and networking.

CAPABILITY DIMENSION 4: COMMUNICATING AND COLLABORATING.

Overview: Delivering excellent public policy and services requires us to work together, build relationships and collaborate enabling a joined up, whole-of-Government approach. Effective engagement and communication with our customers, clients and colleagues will enhance and build trust in our services.

Communicating and collaborating breaks down into two sub-dimensions. The first sub-dimension is communicating and influencing. The second sub-dimension is engaging and collaborating. Each sub-dimension breaks down further into key elements and performance indicators. These are detailed below.

Communicating and Collaborating, Sub-Dimension 1: Communicating and Influencing.

This Sub-Dimension breaks down into two key elements, as listed below.

Key element 1: Communicating Effectively and Listening to Understand.

- Communicates and presents in a clear, persuasive, and impactful manner, across verbal, digital, and written communications.

- Demonstrates self-awareness of own communication approach, adjusting style as appropriate for the audience.
- Appreciates diversity and makes an active effort to involve different people, to bring challenge and alternative viewpoints.
- Communicates with transparency to external audiences in areas of public interest.

Key element 2: Influencing and Negotiation Skills.

- Tactfully influences and persuades others and considers compromise when necessary.
- Develops an understanding of context, sensitivities and differing perspectives when engaging in discussions or negotiations with key stakeholder groups or the political system.
- Approaches difficult discussions, conflict or negotiations with respect, thoughtfulness, composure, and self-assurance.

Examples of key skills relating to communicating and influencing are other languages, for example, Gaeilge, written skills, effective presentation, active listening, influencing and negotiation skills, storytelling to influence, teach, and inspire.

Communicating and Collaborating, Sub-Dimension 2: Engaging and Collaborating.

This Sub-Dimension breaks down into two key elements, as listed below.

Key element 1: Networking, Representing and Stakeholder Engagement.

- Builds useful networks and engages with relevant stakeholders, both within and outside of their own Organisation or Department.
- Consults regularly with key stakeholders, managing their expectations and providing insightful, open, and transparent updates.
- Represents the Organisation or Department with professionalism and awareness, taking opportunities to promote the work of the Organisation or Department, where appropriate.

Key element 2: Collaboration, Cross-Functional Working and Relationship Management

- Utilises interpersonal skills to build and maintain effective working relationships at all levels, including in a remote or hybrid working environment.
- Maximises opportunities to collaborate and engage in cross-functional working, ensuring their team do not operate in a silo.
- Stays abreast of organisational developments and the work of other teams, showing interest, providing input, and offering support to other senior managers.

Examples of key skills relating to engaging and collaborating are collaboration, cross-functional working, networking, relationship building and interpersonal skills, and social intelligence.