

MARA

An tÚdarás Rialála Limistéir Mhuiri
Maritime Area Regulatory Authority

Candidate Information Booklet

Head of Licensing
(Assistant Principal Officer)

This competition will be undertaken by Osborne Recruitment on behalf of the Maritime Area Regulatory Authority (MARA) under licence from the Commission for Public Service Appointments (CPSA) in accordance with the Code of Practice for Appointments to the Civil and Public Service

Table of Contents

About MARA	4
MARA Mission, Vision and Values.....	4
The Organisational Context	4
Strategic Objectives 2024 - 2027	5
Key Duties and Responsibilities	6
Essential Role Requirements.....	7
Skills and Abilities	7
Capabilities	8
Employer of Choice:	9
How to Apply	9
Closing Date:	10
Selection Process:	10
Interview:	10
Equality:	11
Reasonable Accommodation:	11
Security Clearance:.....	11
Panel:	11
Relevant Checks:	11
Principal Conditions of Service	12
Salary.....	Error! Bookmark not defined.
Payment Arrangements.....	12
Location.....	13
Hours of Attendance	13
Annual Leave	14
The Organisation of Working Time Act 1997 (as amended)	14
Health:.....	14
Employee Benefits:	14
General Information	17
Appendix A – Capability Framework – Assistant Principal Grade	23

The Position:

Title of Position:	Head of Licensing
Grade:	Assistant Principal (AP)
Tenure:	Permanent (subject to successful completion of probationary period)
Employing Authority:	Maritime Area Regulatory Authority (MARA)
Location:	Menapia House, Drinagh Business Park, Co. Wexford, Y35 RF29
Annual Leave:	30 days per annum
Hybrid Working:	The successful candidate will be required to attend the office at least 2 days per week and can avail of remote working up to 3 days per week subject to business needs and the MARA blended working policy.
Closing Date:	1:00pm Monday 9 th March 2026
Starting Salary:	Assistant Principal Salary Scale
Working Hours:	35 hours (NET per week)
Panel:	Successful candidates will be placed on a panel from which appointments will be made. Vacancies will be offered to candidates based on the order of merit from the interview process. Any panel formed as part of this campaign, will expire 18 months from its establishment.

About MARA

The Maritime Area Regulatory Authority (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 Mission, Vision and Values



The Organisational Context

MARA is an independent agency, established by the Maritime Area Planning Act 2021, now under the aegis of the Department of Climate, Energy and the Environment (DCEE). 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.

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.

Strategic Objectives 2024 - 2027

MARA has completed its first Statement of Strategy with the following Strategic objectives for 2024 – 2027 which include:

STRATEGIC PRIORITY	<p>Establish solid foundations for delivery - this includes building an infrastructure to assess applications, issue timely robust decisions and deliver effective governance.</p>	<p>Build capacity and knowledge - this includes growing our team, building capacity within the organisation, enhancing our knowledge, insight and innovation, and embedding our structures.</p>	<p>Regulate effectively and impartially - this includes managing authorisations, monitoring compliance with legislation and driving regulation through risk-based compliance and enforcement.</p>	<p>Drive cooperation and empower action - this includes being a leading voice for the protection of Ireland’s maritime are proactively informing policy, legislation, and better choices for the environment to overcome sea blindness and foster ocean literacy.</p>
INDICATOR OF SUCCESS	<p>MARA is a well-governed regulator, operating a streamlined maritime authorisations process that builds trust and confidence, and can withstand scrutiny.</p>	<p>MARA is appropriately resourced with the necessary capabilities, knowledge and skills to fulfill out responsibilities with the capacity necessary to work innovatively and promote personal development.</p>	<p>MARA is trusted and respected for our transparent and fair decision-making and its risk based compliance and enforcement regime, which in turn supports a culture of compliance in the communities that we serve.</p>	<p>MARA is a recognised thought leader in the maritime area, whose evidence is relied upon in the development of maritime policy and legislation, and whose insights inform the identification of future developments in the maritime are requiring regulation.</p>

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.

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 Role

This person will be a key member of MARA's Maritime Usage Licensing and Planning Advisory Directorate. The successful candidate will lead and oversee MARA's current Maritime Usage Licensing (MUL) unit, ensuring all applications are processed in a timely manner in accordance with the existing statutory requirements of the Maritime Area Planning Act 2021 as amended ("The MAPA"), and any future primary and secondary legislative changes. The role will establish and maintain processes, manage stakeholder engagement/relationships, drive continuous improvement, and provide strategic insight on MUL applications and determinations.

The administration of Maritime Usage Licences forms a key part of Ireland's national system for the administration of the maritime area. Maritime Usage Licences are required for a range of activities as set out at Schedule 7 of the MAPA, and consequently the holder of this role will be the primary interface to a range of maritime industries and sectors. An understanding of the issues and terminologies connected to licencing, environmental law, and the maritime environment, or an ability to quickly acquire this knowledge, will be required to successfully operate in this role.

Key Duties and Responsibilities

Leadership/Management

- Contribute to the leadership team in MARA, with responsibility for the implementation of the MARA's business objectives by contributing to the overall planning, direction and high-level management of the organisation.
- Manage the administrative team assigned within the MUL unit ensuring that all goals are met, leave is managed, and training opportunities are identified to support a high performing team.
- Work closely with relevant Senior Marine Advisors, ensuring all licence applications are correctly allocated to the relevant scientific and technical team members for assessment and processing without delay through effective work planning to ensure optimum staff utilisation and work-load balancing.
- As necessary, devise and maintain licence prioritisation and work schedule strategies and systems to ensure that work is carried out effectively and efficiently.
- Provide mentoring and professional development opportunities for staff.
- Promote and drive effective and timely team, divisional and organisational communications.
- Manage the budget allocated to the unit in accordance with good financial practice.
- Manage subcontractors and ensure timely procurement of external resources.
- Create and maintain a good work environment in the Directorate and across the organisation, in keeping with the Values of the Maritime Area Regulatory Authority.
- Be conscious of health and safety matters in the workplace and in particular to comply with employees' obligations as set out in the Safety, Health and Welfare at Work Act, 2005, having regard to the maritime and coastal nature of MARA's remit, and to ensure that the procedure as set out the Safety Statement are implemented at all times.
- Where required, support the Planning Advisory team and other directorates in MARA.
- Assist with such other duties and responsibilities as are assigned from time-to-time by the Director of Maritime Usage Licensing and Planning Advisory and others.

Process Development and Improvement:

- Lead the development of internal processes in respect of new Licencing functions and contributing to the implementation of relevant policy and the necessary secondary legislation.

- Lead a process of identifying and establishing appropriate categories of MUL applications. This will include a mechanism of application triage and queue management.
- Review all existing licensing related processes and guidance collaborating with Senior Marine Advisors to secure streamlining of documentation produced in the licence assessment process.
- Lead on the automation of the licensing process as part of an organisation wide digitisation project focusing on online application and case management processes.
- Devise a tailored MUL form that will transition to system based which will in turn increase efficiency.
- Devise and roll out simplified template forms for the MUL process.
- Update and maintain all process and procedural documents

Reporting

- Devise strong reporting metrics for all MULs.
- Coordinate and compile data for internal and external audits, ensuring accuracy, consistency and compliance with audit requirements.
- Contribute to MARA's corporate reporting programme including delivery of a suite of corporate publications – programme of work, annual reports, quarterly reports, CEO reports, monthly governance reports and other reports as required.

Stakeholder Engagement

- Act as a primary contact for colleagues in MARA's Licensing and Planning Advisory Division with respect to MUL functions.
- Be an advocate for MULs with stakeholder engagement in the maritime sector.
- Engage with cross-agency teams, interest groups, applicants and other stakeholders, senior public sector officials and political representatives - locally, nationally and internationally.
- Identify legislative gaps and opportunities for improvement and contribute to the development of relevant policy and necessary primary or secondary legislation. Co-ordinate all MUL related liaison activity between MARA as a State Agency and its parent Department, building and maintaining strong working relationships with Department representatives to support a positive working relationship.
- Ensure the timely management and processing of Departmental queries from public representatives, the Oireachtas and MARA's parent Department, ensuring quality control and recording of official responses.
- Communicate effectively in respect to the licensing process, both in writing and verbally to MARA's Board, senior management and colleagues.
- Work closely with MARA's other functions including Maritime Area Consenting, data, research, monitoring, compliance and enforcement functions.

Essential Role Requirements

- Hold a minimum of an NFQ Level 8 qualification.
- Minimum of 2 years of relevant work experience in a consenting, licensing or regulatory role at an appropriately senior level.
- Specialised Maritime domain knowledge.
- Specialised Environmental experience.

Skills and Abilities

- Have demonstrated experience in the implementation of regulatory oversight and policy development.
- Ability to work in a regulatory environment.

- Well-developed written and verbal communication skills.
- Exceptional interpersonal skills.
- Proven ability to manage and contribute to multiple projects simultaneously, deliver under tight deadlines, and ensure high-quality outputs.
- Strong analytical skills, ability to manage information for multi-disciplinary sources, sound judgment and evidence-based decision making.
- A willingness and capacity to assume responsibility for the delivery of a diverse programme of work.
- Proficient in MS packages e.g. Word, Excel, Outlook, PowerPoint etc
- An ability to work on one's own initiative.
- An ability to critically assess processes and procedures, identify improvements and manage change effectively.
- Management experience to include experience of leading and supporting teams.
- High integrity, sound judgement, and commitment to public service and MARA values.

Capabilities

Applicants should have all the attributes required of an Assistant Principal and in particular they must demonstrate, by reference to specific examples from their career to-date, that they possess or have the capacity to acquire the qualities, skills and knowledge required for the role of Assistant Principal as identified in the capability framework (appendix A).

Eligibility to Compete and Certain Restrictions on Eligibility

Citizenship Requirements

Candidates must, by the date of job offer, be:

- (a) A citizen of the European Economic Area (EEA). The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or
- (b) A citizen of the United Kingdom (UK); or
- (c) A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
- (d) A non-EEA citizen who has a stamp 4 permission¹ or a Stamp 5 permission.

To qualify candidates must be eligible by the date of any job offer.

Collective Agreement: Redundancy Payments to Public Servants

The Department of Public Expenditure and Reform letter dated 28 June 2012 to Personnel Officers introduced, with effect from 01 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. 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).

¹ Please note that a 50 TEU permission, which is a replacement for Stamp 4EUFAM after Brexit, is acceptable as a Stamp 4 equivalent.

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 01 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 the VER scheme are not eligible to compete in this competition. People who availed of the VRS scheme and who may be successful in this competition will have to prove their eligibility (expiry of period of non-eligibility).

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. 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.

Employer of Choice:

As an Employer of Choice the Civil Service has many flexible and family friendly policies e.g. Work-sharing, 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.

How to Apply

Applications should be submitted via email and must include:

- A completed application form outlining why you wish to be considered for the post and how your skills and experience meet the requirements for the position
- Only applications fully submitted will be accepted into the campaign.

To apply for this role candidates must submit the relevant, signed and completed application form to MARA@osborne.ie

Closing Date:

Deadline for application: Please note latest receipt for applications is **1:00pm on Monday 9th March 2026**. Incomplete applications, postal applications or CV's will not be accepted. Any applications received after the closing date and time will not be considered.

Applications will not be accepted after the closing date and time. Late applications will be ineligible for consideration. Therefore, it is your responsibility to ensure that you have allowed sufficient transmission time of your application. Applicants must ensure they retain a copy of the email submitted to MARA@osborne.ie including the date and time in case of any queries.

An acknowledgement email will be issued in respect of all applications received (this email will acknowledge receipt, and it will not confirm eligibility or otherwise). If an applicant does not receive an acknowledgement email within 2 working days of the date of submission, the applicant should contact MARA@osborne.ie to ensure the application has been received.

Selection Process:

The selection process may include:

- Shortlisting of applications
- A competitive interview based on the capability framework
- Presentation to the selection panel
- Any other test or assessment as deemed appropriate including psychometric assessment.
- Completion of all relevant checks as set out below.

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

A selection board shall be established and shall use the essential and desirable requirements as referred to earlier in this candidate information booklet to shortlist candidates. Scoring at the shortlisting stage shall be based on the information contained in the application form. Therefore, it is in your interest to provide a detailed and accurate account of how your skills, personal qualities, qualifications, and experience meet the requirements of the post. While candidates may meet the eligibility criteria of the competition, if the numbers applying for the post are such that it would not be practical to progress all candidates to the next stage of the selection, which is the interview process, MARA may decide that a certain number of candidates shall only be progressed to the next stage. Candidates will be progressed through the various stages of the selection process based on their order of merit at each stage.

All relevant information will be issued to candidates at each stage of the selection process.

If MARA is not notified of any issues you experience in advance of or on the day of your interview/assessment, we are not in a position to address these after the fact.

Interview:

It is expected that interviews will be held in person in March 2026 within 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.

Equality:

The Maritime Area Regulatory Authority (MARA) is an equal opportunities employer. MARA welcomes applications from all suitably qualified candidates regardless of their gender, marital status, family status, religious belief, race, age, sexual orientation, disability or membership of the Traveller community.

Reasonable Accommodation:

Any candidate requiring any accommodation for interview or other elements of the selection process should notify us at MARA@osborne.ie so that appropriate arrangements can be made. All information disclosed will be kept confidential.

Security Clearance:

You may be required to complete and return a Garda eVetting form should you 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 you resided.

If you have resided / studied in countries outside of the Republic of Ireland for a consecutive period of 12 months or more after the age of 18, it is mandatory for you to furnish a Police Clearance Certificate from those countries. You will need to provide a separate Police Clearance Certificate for each country you have resided in. The clearance must be dated after the date you left the country. It is your responsibility to seek security clearances in a timely fashion as they can take some time. You cannot be appointed without this information being provided and deemed satisfactory by MARA.

Candidates should be aware that any information obtained in the Garda Vetting process can be made available to the employing authority.

Candidates will be responsible for any expense incurred in connection with obtaining any Police Clearance Certificates

Panel:

Following the interview stage, MARA will hold a panel of candidates listed in order of merit. This panel may also be used to fill future temporary posts. Not all those interviewed may be placed on the panel. A panel will be established from which appointments may be made which will expire 18 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.

Relevant Checks:

Prior to recommending any candidate for appointment to a position, the HR team complete all relevant checks. 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, MARA may at its discretion, select and recommend another person for appointment and this will be based on the results of this selection process.

MARA is not obliged to appoint any candidate arising from this competition.

Please note that any offer of employment made to a successful candidate may be subject to satisfactory:

- Reference verification,
- Qualification verification,
- Vetting – where applicable

At the reference verification stage, referees sought will include your current employer and your next most recent employer.

Principal Conditions of Service

General

The appointment is to a permanent post in the Civil Service and is subject to the Civil Service Regulations Acts 1956 to 2005, the Public Service Management (Recruitment and Appointments) Act 2004 and any other Act for the time being in force relating to the Civil Service.

Salary

The Assistant Principal salary scale (rates effective from 1 February 2026) is as follows:

(PPC Scale) €82,290 – €85,320 – €88,393 – €91,475 – €94,553 – €96,329 – €99,433 (LSI1) – €102,550 (LSI2)***

*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 February 2026.*

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.

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 a currently serving civil or public servant.

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

Payment Arrangements

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.

Tenure and Probation

The appointment is to a permanent position on a probationary contract in the Civil Service.

The probationary contract will be for a period of twelve months from the date specified on the contract. During the period of your probationary contract, your performance will be subject to review by your supervisor(s) to determine whether you –

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

Prior to the completion of the probationary contract a decision will be made as to whether or not you will be retained pursuant to *Section 5A(2) Civil Service Regulation Acts 1956–2005*. This decision will be based on your performance assessed against the criteria set out in (i) to (iii) above. The detail of the probationary process will be explained to you by the Maritime Area Regulatory Authority (MARA) and you will be given a copy of the Department of Public Expenditure NDP Delivery and Reform's guidelines on probation.

Notwithstanding the preceding paragraphs in this section, the probationary contract may be terminated at any time prior to the expiry of the term of the contract by either side in accordance with the Minimum Notice and Terms of Employment Acts, 1973 to 2005.

In the following circumstances your contract may be extended and your probation period suspended.

- The probationary period stands suspended when an employee is absent due to Maternity or Adoptive Leave.
- In relation to an employee absent on Parental Leave or Carers Leave, the employer may require probation to be suspended if the absence is not considered to be consistent with the continuation of the probation and
- Any other statutory provision providing that probation shall -
 - (i) stand suspended during an employee's absence from work, and
 - (ii) be completed by the employee on the employees return from work after such absence.

Where probation is suspended the employer should notify the employee of the circumstances relating to the suspension.

All appointees will serve a one-year probationary period. If an appointee who fails to satisfy the conditions of probation has been a serving civil servant immediately prior to their appointment from this competition, the issue of reversion will normally arise. In the event of reversion, an officer will return to a vacancy in their former grade in their former Department.

Location

The usual place of work for this role and any role arising from any panel established under this competition will be MARA, Menapia House, Drinagh Business Park, Co. Wexford, Y35 RF29. Subject to business needs, MARA may offer members of any panel established under this competition roles based at other locations in Ireland. MARA reserves the right, at its discretion, to change this location to any other place within Ireland.

Hours of Attendance

Hours of attendance will amount to not less than 41 hours and 15 minutes gross or 35 hours net per week. The successful candidate will be required to work 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.

Outside Employment: The position will be full-time, and the appointee shall not engage in private practice or be connected with any outside business which conflicts in any way with his/her official duties, impairs performance or compromises his/her integrity.

Annual Leave

The annual leave allowance for the position of the Head of Licensing will be 30 days per annum. This allowance is subject to the usual conditions regarding the granting of annual leave in the public sector, is based on a five-day week and is exclusive of the usual public holidays

The Organisation of Working Time Act 1997 (as amended)

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

Health:

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

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

Superannuation and Retirement

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the Civil Service at the time of being offered an appointment. In general, an appointee who has never worked in the Public Service will be offered appointment based on membership of the Single Public Service Pension Scheme ("Single Scheme"). Full details of the Scheme are at www.singlepensionscheme.gov.ie.

Where the appointee has worked in a pensionable (non-Single Scheme terms) public service job in the 26 weeks prior to appointment or is currently on a career break or special leave with/without pay different terms may apply. The pension entitlement of such appointees will be established in the context of their public service employment history.

Key provisions attaching to membership of the Single Scheme are as follows:

- Pensionable Age: The minimum age at which pension is payable is the same as the age of eligibility for the State Pension, currently 66.
- Retirement Age: Scheme members must retire on reaching the age of 70.
- Career average earnings are used to calculate benefits (a pension and lump sum amount accrue each year and are up-rated each year by reference to CPI).

- Post retirement pension increases are linked to CPI.

Pension Abatement

- If the appointee has previously been employed in the Civil or Public Service and is in receipt of a pension from the Civil or Public Service or where a Civil/Public Service pension comes into payment during his/her re-employment that pension **will be subject to abatement** in accordance with Section 52 of the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.

Please Note: In applying for this position you are acknowledging that you understand that the abatement provisions, where relevant, will apply. It is not envisaged that the employing Department/Office will support an application for an abatement waiver in respect of appointments to this position.

- However, if the appointee was previously employed in the Civil or Public Service and awarded a pension under voluntary early retirement arrangements (other than the Incentivised Scheme of Early Retirement (ISER), the Department of Health Circular 7/2010 VER/VRS or the Department of Environment, Community & Local Government Circular letter LG(P) 06/2013, any of which renders a person ineligible for the competition) the entitlement to that pension will cease with effect from the date of reappointment. Special arrangements may, 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.
- **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).
- **Ill-Health-Retirement**
Please note any person who previously retired on ill health grounds under the terms of a superannuation scheme are required to declare, at the initial application phase, that they are in receipt of such a pension to the organisation administering the recruitment competition.

Applicants will be required to attend the CMO's office to assess their ability to provide regular and effective service taking account of the condition which qualified them for IHR.

Appointment post ill-health retirement from Civil Service

If successful in their application through the competition, the applicant should to be aware of the following:

1. If deemed fit to provide regular and effective service and assigned to a post, their civil service ill-health pension ceases.

2. If the applicant subsequently fails to complete probation or decides to leave their assigned post, there can be no reversion to the civil service IHR status, nor reinstatement of the civil service IHR pension, that existed prior to the application nor is there an entitlement to same.
3. The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

Appointment post ill-health retirement from Public Service

1. Where an individual has retired from a public service body his/her ill-health pension from that employment may be subject to review in accordance with the rules of ill-health retirement under that scheme.
2. If an applicant is successful, on appointment the applicant will be required to declare whether they are in receipt of a public service pension (ill-health or otherwise) and their public service pension may be subject to abatement.
3. The applicant will become a member of the Single Public Service Pension Scheme (SPSPS) upon appointment if they have had a break in pensionable public/civil service of more than 26 weeks.

Please note more detailed information in relation to pension implications for those in receipt of a civil or public service ill-health pension is available [via this link](#) or upon request to PAS.

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 pre-existing public service pension scheme (i.e. non-Single Scheme) as per the 2012 Act shall apply. This 40-year limit is provided for in the Public Service Pensions (Single Scheme and Other Provisions) Act 2012. This may have implications for any appointee who has acquired pension rights in a previous public service employment.

Additional Superannuation Contribution

This appointment is subject to the Additional Superannuation Contribution (ASC) in accordance with the Public Service Pay and Pensions Act 2017.

Note

ASC deductions are in addition to any pension contributions (main scheme and spouses' and children's contributions) required under the rules of your pension scheme.

For further information in relation to the Single Public Service Pension Scheme please see the following website - www.singlepensionscheme.gov.ie.

Secrecy, Confidentiality and Standards of Behaviour: Official Secrecy and Integrity

During the term of the probationary contract, an officer will be subject to the Provisions of the Official Secrets Act, 1963, as amended by the Freedom of Information Act 2014. The officer will agree not to disclose to unauthorised third parties any confidential information either during or subsequent to the period of employment.

Civil Service Code of Standards and Behaviour

The appointee will be subject to the Civil Service Code of Standards and Behaviour.

Ethics in Public Office Acts

The Ethics in Public Office Acts will apply, where appropriate, to this appointment.

Prior approval of publications

An officer will agree not to publish material related to his or her official duties without prior approval by the Chairperson of the Authority or by another appropriate authorised officer.

Political Activity

During the term of employment the officer will be subject to the rules governing public servants and politics.

All Circulars are available on the website www.circulars.gov.ie or from the Personnel Section.

Important Notice

The foregoing 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 probationary contract to be agreed with the successful candidate.

General Information

Expenses:

MARA will not be responsible for any expense, including travelling expenses, candidates may incur in connection with this competition.

Canvassing:

Canvassing is prohibited and will result in disqualification from the competition.

Use of Recording Equipment:

MARA does not allow the unsanctioned use of any type of recording on its premises or any location where assessments/tests/interviews, etc. take place, e.g. in person interviews, video interviews, teleconference. This applies to any form of sound recording and any type of still picture or video recording, whether including sound recording or not, and covers any type of device used for these purposes.

Any person wishing to use such equipment for any of these purposes must seek written permission in advance. This policy is in place to protect the privacy of staff and customers and the integrity of our assessment material and assessment processes. Unsanctioned use of recording equipment by any person is a breach of this policy. Any candidate involved in such a breach could be disqualified from the competition.

Cancelling Competition:

MARA may at its discretion cancel this competition due to a change in business needs. Should this occur after the competition closing date applicants will be notified in writing.

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.ie. Further details in the following sections:

Review and Complaint Procedures under the Code of Practice for Appointments to Positions in the Civil and Public Service

If a candidate is unhappy following the outcome of any stage of a selection process, they can either:

1. Request a **Review of a decision** made during the process.

or

2. **Make a Complaint** that the selection process followed was unfair.

A candidate can follow either one of the two procedures in relation to the same aspect of a selection process, but not both. Where a review of a selection process has taken place under Section 7 (as detailed below), a complainant may not seek a further review of the same process under Section 8, other than in the most exceptional circumstances that will be determined by the Commission for Public Service Appointments (CPSA) **at its sole discretion**.

There is no obligation on MARA to suspend an appointment process while a Review or Complaint is being considered. However, the CPSA expects that, where possible, MARA will intervene in cases where it finds an error is likely to have occurred.

Requesting a Review under Section 7

A request for review may be taken by a candidate should they be dissatisfied with an action or decision taken by MARA. MARA will consider requests for review in accordance with the provisions of **Section 7** of the Code of Practice for Appointments to Positions in the Civil and Public Service published by the CPSA.

When making a request for a review, the candidate must support their request by outlining the facts they believe show that the action taken, or decision reached was wrong. A request for review may be refused if the candidate cannot support their request.

The Informal Review will consist of a desk-based examination of any available information in relation to the recruitment process and the decision taken regarding the candidate's application. The outcome of the Informal Review Process will be communicated to the requester in writing.

- A request for Informal Review must be made within 5 working days of notification of the decision and will normally take place between the candidate and a representative of MARA who had played a key role in the administration of the selection process.
- Where a candidate remains dissatisfied following any such informal communication, they may adopt the formal procedures set out below.

A request for Formal Review must be made within 5 working days of either the notification of the selection decision, or the notification of the outcome of the Informal Review process. Any extension of these time limits will only be granted in the most exceptional of circumstances and will be at the sole discretion of the Chief Executive.

- The candidate must address their concerns in relation to the process in writing to the Chief Executive (via email to laura.brien@mara.gov.ie, or in writing to Chief Executive Officer, Maritime Area Regulatory Authority, 2nd Floor, Menapia House, Drinagh, Wexford, Y35RF29), outlining the facts that they believe show an action taken or decision reached was wrong.
- The Formal Review will be conducted by a person who is completely independent of the selection process.
- The outcome of the Formal Review must generally be notified to the candidate within 25 working days of receipt of the request for review. If the investigation does not produce a decision within this time, MARA must keep the candidate informed of the status of the review and the reasons for the delay.

Making a Complaint under Section 8

A candidate may believe there was a breach of the Commission's Code of Practice by MARA that may have compromised the integrity of the decision reached in the appointment process. The complaints process enables candidates to make a complaint under **Section 8** to MARA in the first instance, and to the Commission for Public Service Appointments subsequently on appeal if they remain dissatisfied.

On foot of a Section 8 Complaint process, either MARA or the CPSA may find that the recruitment and selection process in question has not adhered to the standard set out in the Code of Practice. In such cases, MARA and the CPSA may make recommendations in order to prevent such issues from reoccurring again in the future. **The CPSA cannot instruct MARA to reverse a decision taken in the course of an appointment process.** Any candidate wishing for an investigation into the decision taken regarding their application as part of a selection process should request a Review under Section 7, as outlined above.

The complainant must outline the facts that they believe show that the process followed was wrong. The complainant must also identify the aspect of the Code they believe has been infringed and enclose any relevant documentation that may support the allegation. A complaint may be dismissed if they the complainant cannot support their allegations by setting out how MARA has fallen short of the principles of this Code.

The Informal Complaint will consist of a desk-based examination of any available information in relation to the recruitment process. The outcome of the Informal Complaint will be communicated to the requester in writing.

- An Informal Complaint must be made within 5 working days of notification of the decision and will normally take place between the candidate and a representative of MARA who had played a key role in the administration of the selection process.
- Where a candidate remains dissatisfied following any such informal communication, they may adopt the formal procedures set out below.

A Formal Complaint must be made within 5 working days of either the notification of the selection decision, or the notification of the outcome of the Informal Complaint. Any extension of these time limits will only be granted in the most exceptional of circumstances and will be at the sole discretion of the Chief Executive.

- The candidate must address their concerns in relation to the process in writing to the Chief Executive (via email to laura.brien@mara.gov.ie, or in writing to Chief Executive Officer, Maritime Area Regulatory Authority, 2nd Floor, Menapia House, Drinagh, Wexford, Y35RF29), outlining the facts that they believe show an action taken or decision reached was wrong.
- The Formal Complaint will be investigated by a person who is completely independent of the selection process.
- The outcome of the Formal Complaint must generally be notified to the candidate within 25 working days of receipt of the request for review. If the investigation does not produce a decision within this time, MARA must keep the candidate informed of the status of the review and the reasons for the delay.

For further information on the above Review and Complaint procedures please see the *Code of Practice for Appointments to Positions in the Civil and Public Service* which is available on the website of the Commission for Public Service Appointments, www.cpsa.ie

There is no obligation on MARA to suspend an appointment process while it considers a request for a review. Please note that where a formal review of a recruitment and selection process has taken place under Section 7 of this Code of Practice, a complainant may not seek a further review of the same process under Section 8, other than in the most exceptional circumstances that will be determined by the Commission at its sole discretion.

Candidates' Obligations:

Candidates must not:

- knowingly or recklessly provide false information,
- canvass any person with or without inducements,
- personate a candidate at any stage of the process,
- interfere with or compromise the process in any way.

Contravention of the Code of Practice

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, if a person found guilty of an offence was, or is a candidate at a recruitment process,

- they will be disqualified as a candidate and excluded from the process;
- has been appointed to a post following the recruitment process, they will be removed from that post.

Confidentiality of Information and Materials

It is important to remember that this is a competitive process for a role where integrity is paramount. Sharing information on the selection process, e.g. through social media or any other means, may result in you being disqualified from the competition.

Please note that all assessment and test materials are subject to copyright and all rights are reserved. No part of the test material (including passages of information, questions or answer options), associated materials and/or interview related information may be reproduced or transmitted in any form or by any means including electronic, mechanical, photocopying, photographing, recording, written or otherwise, at any stage. To do so is an offence and may result in you being excluded from the selection process. Any person who contravenes this provision, or who assists another person(s) in contravening this provision, is liable to prosecution and/or civil suit for loss of copyright and intellectual property.

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 may be made available to Unit to which you have been assigned.

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

Information in relation to a candidate's personal data held by MARA are set out on the Data Protection and Access Requests page of www.maritimeregulator.ie

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.

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.

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.

Data Protection – Recruitment Process:

Personal data is collected and processed as part of the recruitment process. This section sets out the information under the following headings:

- Personal data collected.
- Lawful basis for processing personal data.
- How your information may be shared.
- How long your information may be stored.
- Your data protection rights.

Personal Data Collection:

MARA collects personal data from prospective candidates as part of the recruitment process. In meeting its data protection obligations, MARA is committed to being accountable and transparent about how it gathers and processes this information.

The General Data Protection Regulation (GDPR) defines ‘personal data’ as meaning any information relating to an identified or identifiable living individual. It defines categories of ‘personal data’ as being name, address, date of birth, etc. The GDPR also sets out ‘special categories of personal data’ for more sensitive information that include, for example, health data.

MARA conducts a capability based recruitment process. Each candidate is asked to submit an application form. This recruitment process will include checking of references. Depending on the role applied for, it may also include Garda vetting.

Lawful Basis for Processing Personal Data Consent:

MARA processes personal data provided by you in your application form during the recruitment process on the lawful basis of ‘consent’. Your consent is required in order to process any personal data provided in the application for the specific purpose of progressing an application through the recruitment process.

Contractual:

In the case of a successful candidate, personal data provided during the recruitment process may form the basis of the contract of employment.

Legal Obligation:

Personal data of prospective candidates and current employees (full-time, part-time, contract and agency) is processed on the basis that it is required for MARA’s compliance with legislation (e.g., employment legislation). MARA provides its employees with a Privacy Statement in relation to its use of employee information.

How Your Information May Be Shared:

Your information may be shared with other parties as part of the recruitment process. Where this occurs, information is shared by necessity and in confidence.

How Long Your Information May Be Stored:

MARA has a Data Retention Policy that it applies to all information it stores. This policy is updated on an ongoing basis to keep pace with all relevant legislative changes.

Unsuccessful Candidates:

For those individuals who have been unsuccessful in the recruitment process, all information provided to the MARA will be retained by the MARA for a period of no more than 12 months. At the end of this period, or if you withdraw your consent, your information will be securely destroyed.

Successful Candidates:

For those individuals who have been successful in the recruitment process, all information provided to MARA will be placed on your employee file. It will be retained during the course of your employment with the organisation and for an appropriate period thereafter. At the end of this period, or if you withdraw your consent, your information will be securely destroyed.

Your Data Protection Right:

You have rights in relation to personal data collected, processed and stored by MARA. Further information is available on our website under the heading 'Data Protection and Access Requests'.

This section outlines what your data protection rights are and how to make a Data Subject Access Request to MARA. If you have any questions or would like to make a Data Subject Access Request, you may contact the Data Protection Officer at MARA. The contact details are as follows:

MARA DPO Contact Details:

Email: dataprotection@mara.gov.ie

Post: 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 A – Capability Framework – Assistant Principal Grade

AP Assistant Principal Officer





Building Future Readiness

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.



Digital Focus, Innovation & Upskilling for the Future

Digital Focus

- Drives the digital-first agenda by ensuring that digital tools and IT solutions are explored and utilised

Innovation & Continuous Improvement

- Delivers and promotes innovative, creative and practical solutions, with a commitment to continuous improvement
- Tries new or different approaches and is willing to take appropriate risks, learn from mistakes and adapt

Upskilling for the Future

- Committed to building own expertise, knowledge & skills for the future
- Proactively seeks development opportunities and regularly reflects on learning experiences, with awareness of own strengths and weaknesses
- Understands what the team needs to do, to build future readiness and skills



Key Skills Examples

- Innovation
- IT and digital skills
- Continuous learning
- Systems thinking
- Process improvement
- Future forecasting



Strategy, Change & Reform

Strategic Capability & Future Focus

- Actively contributes to the development and evaluation of strategic plans, focusing on the short, medium and long term goals
- Supports the development of broader organisational and departmental policy, strategy, and objectives

Contextual Awareness & Adaptability

- Strong understanding of wider Civil Service policies and relevant developments in the Public and Private Sector
- Demonstrates awareness of changing circumstances, environment and context, with the ability to respond and adapt as necessary

Supporting Change & Reform

- Leads and supports others through change, highlighting the benefits and addressing resistance, concerns or feedback
- Supports the change and reform agenda by putting forward recommendations, implementing agreed change and focusing on improvement



Key Skills Examples

- Managing & supporting change
- Policy and strategy development
- Goal setting
- Strategy implementation
- Strategic thinking



Evidence Informed Delivery

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.



Delivering Excellence

Managing Work & Resources

- Manages a programme of work, taking ownership over own independent projects and also overseeing team-based work
- Effectively plans and prioritises in the face of competing demands and resource constraints, ensuring results are delivered
- Estimates, manages and allocates resources effectively

Commitment to Quality Outcomes

- Sets high standards and goals for self and others with commitment to meeting these
- Advocates for delivering excellence in customer service and customer experience and instils this on others
- Monitors efficiencies, value for money and adheres to corporate governance requirements

Learning, Responding, Evaluating & Improving

- Quickly gets up to speed with new tasks or roles, gaining an understanding of 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



Key Skills Examples

- Project management
- Risk management
- Resource allocation
- Project evaluation
- Cost-benefit analysis



Analysis, Judgement & Decision Making

Analysing & Evaluating Information

- Can quickly gather, analyse and critically evaluate data from a range of sources, to identify key information
- Ensures data is collected, analysed and utilised on a regular basis to support work and to facilitate effective decision making
- Analyses and evaluates complex verbal and numerical information in an accurate and timely manner

Problem Solving

- Manages issues and solves problems in an informed, logical and composed manner, seeking additional information and inputs where necessary
- Effectively deals with difficult, ambiguous situations and 'on-the-spot' issues, quickly determining the best course of action

Informed Judgement & Decision Making

- Makes balanced judgements and decisions, drawing from evidence, experience and relevant policies and 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 or impact and sharing the rationale for decisions made



Key Skills Examples

- Critical research skills
- Data management and visualisation
- Data analytics
- Critical thinking



Leading and Empowering

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, Motivating & Developing

Developing, Motivating & Supporting Performance

- Ensures their team have exposure to development opportunities, strategically delegating tasks or projects and considering existing strengths and development needs
- Supports and motivates high performance by providing recognition, guidance, coaching and regular feedback
- Utilises and promotes both formal and informal performance management techniques

Vision, Purpose & Authenticity

- Creates and communicates a clear vision and goals
- Shows authenticity, passion and commitment to their work and reminds the team of the wider purpose and impact
- Leads with integrity, honesty, transparency and accountability

Empowerment, Psychological Safety & Inclusion

- Creates an inclusive, psychologically safe and open team environment
- Empowers their team by fostering autonomy, trust and honest communication
- As a leader, champions equality, diversity and inclusion, taking meaningful action through the work of their organisation and department and in supporting a diverse workforce

Social & 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



Key Skills Examples

- Performance management
- Coaching and providing feedback
- Managing remote or blended teams



Leading with Specialist Insight

Adding Value with Specialist Expertise

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

Leading & 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

Building Networks, Knowledge & Insights

- Gains insight and expertise through engaging with internal, external and international experts and colleagues
- Represents the organisation and department at formal and informal events, with professionalism and awareness
- Committed to continuous professional development, actively engaging in relevant courses, conferences and activities to keep knowledge up to date



Key Skills Examples

- Specialist skills in own area of expertise
- Research
- Networking



Communicating and Collaborating

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 & Influencing

Communicating Effectively & Listening to Understand

- Communicates and presents in a clear, professional, engaging and efficient manner, across verbal, digital and written communications
- Demonstrates understanding 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

Influencing & 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
- Approaches difficult discussions, conflict or negotiations with respect, thoughtfulness, composure and self-assurance



Key Skills Examples

- Languages e.g. Gaeilge
- Written skills
- Presenting
- Active listening
- Facilitating and chairing skills
- Influencing and storytelling



Engaging & Collaborating

Relationship Building & Stakeholder Engagement

- Utilises interpersonal skills to build and maintain working relationships within and outside of own area, team and department and organisation
- Engages and consults regularly with relevant stakeholders, managing expectations and providing insightful, open and transparent updates

Collaboration, Consultation & Cross-Functional Working

- Maximises opportunities to collaborate by asking the right questions, offering support, being proactive and showing understanding of others' objectives
- Proactively involves and consults with others, across all workplace arrangements such as remote, hybrid or blended or office-based



Key Skills Examples

- Collaboration
- Cross-functional working
- Networking
- Relationship building & interpersonal skills
- Social intelligence