



# The Housing Agency

## Recruitment of Director of Operations and Transformation

Candidate Information Booklet

May 2026

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## The Position

<b>Title of position:</b>	Director of Operations and Transformation
<b>Tenure:</b>	Permanent contract
<b>Employing Authority:</b>	The Housing Agency
<b>Location:</b>	53 Mount Street Upper, D02 KT73
<b>Organisation website:</b>	<a href="http://www.housingagency.ie">www.housingagency.ie</a>

The Housing Agency is a government body with a central role in Ireland’s housing system. Working closely with the Department of Housing, Local Government and Heritage, local authorities, Approved Housing Bodies (AHBs), industry partners and other stakeholders, the Agency supports policy development and helps enable the delivery of housing solutions that respond to Ireland’s housing needs.

With housing remaining one of Ireland’s most pressing shared challenges, the Agency works across the interconnected issues of supply, affordability and long-term sustainability. It does this by providing evidence-based insights and analysis, supporting the design and implementation of Government housing programmes, and working collaboratively across the system to help deliver practical housing outcomes. Through this work, the Agency helps deliver the homes people need, whether through home ownership, affordable and secure rental, social housing, remediation, or specialised and customised accommodation. Underpinning this is a strong commitment to public service, social inclusion, sustainability and the organisational capability required to respond effectively to challenges across the housing system.

The Agency’s work to deliver sustainable and affordable housing for all is framed under three broad themes which are supported by a continuous focus on organisational excellence:

- Being a centre for housing knowledge
- Addressing housing supply and affordability
- Supporting the creation of sustainable and inclusive communities

## Our Values

The values of the Agency set the standard for how we work with colleagues and stakeholders. We will continue to embed these values across the Organisation, ensuring they guide and inform everything we do. We will maintain a strong focus on both internal and external collaboration, placing people at the centre of our work. This reflects the importance we place on our staff, our stakeholders and those we support with housing needs.



### ***Culture and Best Places to Work***

The Housing Agency has been named among Ireland’s Top 10 Best Medium Workplaces for 2026 for the third consecutive year, underscoring its strong, people-centred culture and reputation as a great place to work. Built on a foundation of public service and social purpose, the Agency promotes

a supportive and inclusive environment where collaboration, learning and accountability are part of everyday practice.

This recognition reflects a workplace where employees feel valued, supported and empowered, take pride in their contributions and are motivated by the positive impact of their work. The Agency's ongoing focus on learning and development, leadership, mentoring and clear career pathways further strengthens a culture that enables people to grow, thrive and do their best work.



## Why this Role Matters

Housing is one of Ireland's defining public challenges and The Housing Agency's purpose is to accelerate housing supply, in partnership with key stakeholders, by providing expertise, support and resources to deliver high-quality homes in vibrant communities. To deliver on that purpose at pace and at scale, the Agency needs an operating model that is agile, resilient, well-governed and digitally enabled with disciplined delivery, strong internal business services, to enable delivery for impact.

This is a pivotal leadership role at a time of growth and increasing complexity. You will lead a programme of transformation and change in the Organisation and shape the "Housing Agency Way of Working" creating the environment in which our teams can deliver, innovate and collaborate, while maintaining the standards expected of a non-commercial state agency operating within a robust governance framework.

This is a rare chance to lead transformation where it matters.

## The Role

Reporting to the Chief Executive Officer, a member of the Senior Management Team and leading the Organisation's transformation programme, the Director of Operations & Transformation is an influential new role which has been created at a pivotal time in the Agency's evolution.

The Director of Operations & Transformation will lead a new Directorate incorporating a range of internal operational functions and also a multi annual programme of change and transformation across the Agency.

This is a role for a leader who can combine purpose, governance and delivery:

- **Purpose:** You are motivated by measurable public impact—enabling better housing outcomes through stronger organisational capability.
- **Governance:** You understand the disciplines and controls required in a public sector (or similarly regulated) environment.
- **Delivery:** You bring modern transformation leadership—connecting strategy to execution through portfolios, programmes, process and digital enablement.

Key functional scope includes transformation, operating model, digital enablement, business analysis, business process improvement, new project incubation, PMO, onboarding and internal enablement, and business services (people and culture, procurement, ICT, data, internal communication).

## **Key Responsibilities**

The successful candidate will be responsible for the following (non-exhaustive) list:

### *A. Strategy-to-execution: operations and transformation*

- Leading the development and delivery of a multi-year change and transformation programme aligned to Agency strategic priorities and organisational excellence objectives.
- Driving organisational operating model transformation, across the Organisation to ensure internal services are integrated, efficient, scalable and responsive.

### *B. ICT and digital enablement*

- Providing strategic oversight of ICT and digital enablement including automation of delivery components, supporting infrastructure, systems, cyber security, governance, reporting and business continuity.

### *C. Business analysis and process improvement*

- Establishing and leading a strong business analysis and business process improvement capability to support service redesign, simplification, standardisation and operational efficiency.

### *D. Project incubation and portfolio delivery discipline (PMO)*

- Leading a structured approach to new project incubation, helping the Agency assess, shape and mobilise emerging initiatives, programmes and service requirements.
- Overseeing a robust PMO, embedding project governance, portfolio oversight, reporting disciplines and delivery assurance.

### *E. Business services excellence*

- Leading the delivery and continuous improvement of business services, ensuring they are professional, well governed, customer-focused and value for money.

### *F. Corporate governance, planning and performance*

- Coordinating the annual and multi-annual planning programme including work programmes, budgets, risk management, procurement and performance reporting to the CEO and Board.
- Working closely with other Directors, the Department, Board, staff and service providers to ensure joined-up planning and effective delivery.

### *H. People leadership and culture*

- Working with the Head of People and Culture to design leadership and development programmes and support the development of staff, building a culture of accountability, collaboration, innovation and continuous improvement aligned to Agency
- Modelling the Agency's values in how decisions are made, how delivery is governed, and how people are supported to do their best work

## **Key Relationships (internal/external)**

- CEO and Senior Management Team
- Board/Audit & Risk governance interfaces (as required)
- Department of Housing, Local Government and Heritage

- Service providers/partners
- Sectoral stakeholders

## **The Person**

The ideal candidate is a strategic and delivery-focused leader with significant senior experience across operations, transformation, change or internal enabling functions in a complex environment. They will bring strong judgement, credibility and execution capability, with a proven ability to redesign operating models, digitise services, improve processes, strengthen business service delivery and lead multidisciplinary teams.

In addition, they will bring experience of large scale transformation programme leadership, operating model, technology, data, business analysis, business process design, PMO, service improvement, organisational development and business services.

The role also requires someone who is comfortable operating in a public sector or similarly regulated environment and understands how strong internal operations and transformation enable better organisational performance and stakeholder outcomes.

## **Essential Criteria**

The successful candidate will demonstrate evidence of:

- A relevant third-level qualification, minimum NFQ Level 8, or equivalent relevant experience
- Significant senior leadership experience in a role of comparable scale and complexity
- Proven experience in leading large transformation and/or change programmes
- Evidence of leading enterprise-wide operating model improvement (e.g., service redesign, shared services, organisational programme design)
- Track record delivering digital and data-enabled transformation
- Experience in designing and implementing business services or corporate services operational models
- Experience across relevant areas such as change, transformation, business analysis, business process improvement, service redesign and digitisation, organisational change
- Experience in leading a business service or corporate service team or function

## **Desirable Criteria**

The successful candidate may demonstrate evidence of:

- Excellent verbal and written communication skills, report writing, and presentation experience
- A strong track record in financial, budget and risk management, governance and performance reporting
- Experience of leading multidisciplinary teams and building organisational capability
- Strong stakeholder management, communication and influencing skills

**You will thrive in this role if you:**

- Turn strategy into delivery through clarity, prioritisation and disciplined execution
- Lead with curiosity and courage challenging “how we’ve always done it” while bringing people with you
- Operate with integrity and strong governance instincts, fitting for a state agency context
- Build trust through transparency, clear accountability and a focus on outcomes that matter
- Put people at the centre—developing capability, strengthening onboarding, and enabling high performance

**If you want your work to matter** - if you’re motivated by societal impact and you know how to build the operating conditions that make an impact, this is your opportunity to help an Organisation at the heart of Ireland’s housing system deliver at pace, with integrity and ambition.

**Key Competencies**

The essential and desirable criteria along with key competencies relating to effective performance at Principal Officer level will be used in the selection process:



Each of the key competencies is supported by a list of key performance indicators which are available on [www.publicjobs.ie](http://www.publicjobs.ie).

Further information on the specific performance indicators for these competency areas is provided at **Appendix I**.

## Conditions of Service

### Tenure

The appointment will be based on a permanent contract basis. The appointment is to an established post in the Civil Service.

### Probation

The successful candidate must serve a probationary period which will be of 12 months duration.

### Salary

The salary scale for the position is as follows:

€107,081 – €111,625 – €116,133 – €120,676 – €124,508 – €128,483 LSI1 – €132,450 LSI2

New entrants will be appointed on the first point of the scale in line with government policy. Different terms and conditions may apply if immediately before appointment you are a currently serving civil/public servant.

This rate will apply where the appointee is an existing civil or public servant appointed on or after 6 April 1995 or is newly recruited to the Civil Service and is required to make a Personal Pension Contribution.

A different rate will apply where the appointee is a civil or public servant recruited before 6 April 1995 and who is not required to make a Personal Pension Contribution

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

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 bank account number and bank sort code has been supplied to the Human Resources section of the Office. Statutory deductions from salary will be made, as appropriate, by the Office.

### Important Notes relating to Salary:

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.

You 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

### Location

This post will be based in the Housing Agency, 53 Mount Street Upper, Dublin 2. You may be required, from time to time, to work at the employer's other places of business or/and the premises of such subsidiary companies, organisations or customer premises as the Organisation may require. You will be given as much notice of any change of place of work as is reasonably practicable.

## **Hours of attendance**

Hours of attendance will be fixed from time to time but will amount to not less than 35 hours net per week. The successful candidate will be required to work such additional hours from time to time as may be reasonable and necessary for the proper performance of his/her duties subject to the limits set in the working time regulations. The rate of remuneration payable covers any extra attendance liability that may arise from time to time.

## **Outside Employment**

The position will be whole time, and the appointee may not engage in private practice or be connected with any outside business, which conflicts in any way with their official duties, impairs performance or compromises their integrity.

## **Annual Leave**

The annual leave allowance is 30 days. This allowance is based on a five-day week and is exclusive of the usual public holidays.

## **Sick Leave**

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply in accordance with the provisions of the sick leave circulars.

Officers who will be paying Class A rate of PRSI will be required to sign a mandate authorising the Department of Employment Affairs and Social Protection to pay any benefits due under the Social Welfare Acts directly to the employing the Housing Agency. Payment during illness will be subject to the officer making the necessary claims for social insurance benefit to the Department of Employment Affairs and Social Protection within the required time limits.

## **Superannuation and Retirement**

The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the Public Service at the time of being offered an appointment. In general, 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](http://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 66 in line with the State Pension age.
- 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 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.
- **Ill-Health-Retirement:** Please note that, where an individual has retired from a Civil/Public Service body on the grounds of ill-health, their pension from that employment may be subject to review in accordance with the rules of ill-health retirement within the pension scheme of that employment.

### **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. For further information in relation to the Single Public Service Pension Scheme please see the following website: [www.singlepensionscheme.gov.ie](http://www.singlepensionscheme.gov.ie)

## How to Apply

Forvis Mazars have been retained by the Housing Agency to assist with the appointment of the Director of Operations and Transformation role. Forvis Mazars, on behalf of the Housing Agency, invites applications from suitably qualified candidates and will be undertaking a comprehensive recruitment process as part of this recruitment campaign.

Forvis Mazars will be managing all aspects of this recruitment project on behalf of the Housing Agency. No enquiries or canvassing should be made directly to the Housing Agency.

1. A cover letter (max. two A4 pages) outlining why you wish to be considered for the role and where you believe your skills and experience meet the requirements of the role
2. A comprehensive CV clearly showing your relevant achievements and experience in your career to date
3. A fully completed Key Achievements Form

Only applications fully submitted online via the Forvis Mazars application portal will be accepted into the campaign.

Please be advised that the use of Artificial Intelligence (AI) tools is not permitted in the development of your application for this position.

To apply for this role, visit [www.forvismazars.com/ie/en/executiverecruitment](http://www.forvismazars.com/ie/en/executiverecruitment) and search Ref. HA0126.

Please note that the use of artificial intelligence (AI) tools is not permitted in the preparation of your application.

### Closing date

**Deadline for application:** 12 noon, Monday, 22<sup>nd</sup> June 2026.

Applications will not be accepted after the closing date/time.

An acknowledgement email will be issued for all applications received. If you do not receive acknowledgement of your application within 24 hours of submission, please contact the Forvis Mazars Executive Recruitment Team by email ([execrecruit@mazars.ie](mailto:execrecruit@mazars.ie)) to ensure your application has been received.

### Interviews

Candidates will be notified of interview details at the earliest convenience. Candidates should ensure that the contact details specified on their application form are correct.

### Reasonable accommodations

The Housing Agency places a strong emphasis on diversity, inclusion and equality at all levels of the Organisation. Any candidate who requires reasonable accommodations at any stage of the selection competition should indicate their requirements. Any queries in relation to any disability or other issue which may be addressed through making such reasonable accommodations, can be addressed to the [execrecruit@mazars.ie](mailto:execrecruit@mazars.ie) or telephone to +353 (1) 4494400.

### Selection process

The Selection Process may include the following:

- shortlisting of candidates, based on the information contained in their application
- a competitive preliminary interview

- a competitive interview(s) which may include a presentation
- a technical test
- a psychometric assessment
- Work simulation/role play/media exercise/presentation, and any other tests or exercises that may be deemed appropriate
- satisfactory references (referees will not be contacted without the candidate's prior agreement)

The Housing Agency reserves the right to require candidates to attend a second interview.

### **Shortlisting**

Normally the number of applications received for a position exceeds that required to fill existing and future vacancies to the position. Whilst a candidate may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the Agency may decide that a number only will be called to interview. In this respect, the Agency will provide for the employment of a short-listing process to select a group for interview who, based on an examination of the application forms, appear to be the most suitable for the position. An expert panel will examine the application forms 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.

### **Other important information**

The Agency will not be responsible for refunding any expenses incurred by candidates.

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

Prior to recommending any candidate for appointment to this position, the Agency will make all such enquiries that are deemed necessary to determine the suitability of that candidate. Until all stages of the recruitment process have been fully completed, a final determination cannot be made, nor can it be deemed or inferred that such a determination has been made.

Should the person recommended for appointment decline or having accepted it, relinquish it or if an additional vacancy arises the Agency may, at its discretion, select and recommend another person for appointment.

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

Candidates who fail to apply in advance of the application deadline, fail to submit the required application documentation as set out in this document, or do not attend for interview or other test required, will not be considered for the role.

## **Candidates' Obligations**

Candidates should note that canvassing will disqualify and will result in their exclusion from the process. In addition, 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 they have not been appointed to a post, they will be disqualified as a candidate, and,
- where they have been appointed subsequently to the recruitment process in question, they shall forfeit that appointment.

## **Equal Opportunities Employer**

The Housing Agency is committed to equality of opportunity in employment and welcomes applicants irrespective of disability, gender, race, age, religious belief / political opinion or sexual orientation. All applications for employment are considered on the basis of merit.

## General Information

### Citizenship

The Housing Agency has a legal obligation to ensure that all employees are lawfully entitled to work in Ireland. Where applicable and to support an applicant's application, applicants must submit a valid work permit/visa confirming permission to work in Ireland. Failure to submit the required evidence will result in the application and/or contract of employment being rendered void.

Candidates should note that eligibility to compete is open to citizens of the European Economic Area (EEA). The EEA consists of the Member States of the European Union along with Iceland, Liechtenstein and Norway. Swiss citizens under EU agreements may also apply. To qualify candidates must be citizens of the EEA by the date of any job offer.

Eligible candidates must be:

- a. A citizen of the European Economic Area. 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 is a spouse or child of an EEA or Swiss citizen and has a stamp 4 visa; or
- e. A person awarded international protection under the International Protection Act 2015 or any family member entitled to remain in the State as a result of family reunification and has a stamp 4 visa; or
- f. A non-EEA citizen who is a parent of a dependent child who is a citizen of, and resident in, an EEA member state or Switzerland and has a stamp 4 visa.

### Reference checks

Please note that any offer of employment made to a successful candidate will be subject to satisfactory reference verification and satisfactory verification of academic and professional qualifications.

### Security Clearances

Please note that Garda Clearance may be required for this position. Where required, if you have resided / studied in countries outside of the Republic of Ireland for a period of 6 months or more, you must furnish a separate Police Clearance Certificate from each country stating that you have no convictions recorded against you while residing there.

It is your responsibility to seek security clearances in a timely fashion. The successful applicant cannot be appointed without this information being provided and being in order.

### Confidentiality

Candidate confidentiality will be respected at all stages of the recruitment process. Applicants should however note that all application material would be made available to those with direct responsibility for the recruitment process within the Housing Agency.

Please note information provided by you as part of your application may be used as part of our diversity, equality and inclusion metrics in relation to this campaign.

### Legal compliance

Forvis Mazars and the Housing Agency are committed to complying with all relevant legislation over the course of this recruitment campaign, including the Employment Equality Acts 1998-2015, the Employment (Miscellaneous Provisions) Act 2018, the Data Protection Acts 1988 - 2018, and the Freedom of Information Acts, 1997, 2003 and 2014.

### GDPR compliance

Forvis Mazars collects, processes and stores personal data, as provided by applicants when applying for the role available. The data provided by applicants is collected, recorded, stored, retained and destroyed in compliance with the Data Protection Acts 1988 - 2018.

## Appendix 1: Principal Officer Competencies

### *Leadership & Strategic Direction*

- Leads the team, setting high standards, tackling any performance problems & facilitating high performance
- Facilitates an open exchange of ideas and fosters an atmosphere of open communication
- Contributes to the shaping of Departmental / Government strategy and policy
- Develops capability and capacity across the team through effective delegation
- Develops a culture of learning & development, offering coaching and constructive / supportive feedback
- Leads on preparing for and implementing significant change and reform
- Anticipates and responds quickly to developments in the sector/ broader environment
- Actively collaborates with other Departments, Organisations and Agencies

### *Judgment & Decision Making*

- Identifies and focuses on core issues when dealing with complex information/ situations
- Assembles facts, manipulates verbal and numerical information and thinks through issues logically
- Sees the relationships between issues and quickly grasp the high level and socio-political implications Identifies coherent solutions to complex issues
- Takes action, making decisions in a timely manner and having the courage to see them through
- Makes sound and well informed decisions, understanding their impact and implications
- Strives to effectively balance the sectoral issues, political elements and the citizen impact in all decisions

### *Management & Delivery of Results*

- Initiates and takes personal responsibility for delivering results/ services in own area
- Balances strategy and operational detail to meet business needs
- Manages multiple agendas and tasks and reallocates resources to manage changes in focus
- Makes optimum use of resources and implements performance measures to deliver on objectives
- Ensures the optimal use of ICT and new delivery models
- Critically reviews projects and activities to ensure their effectiveness and that they meet Organisational requirements

- Instils the importance of efficiencies, value for money and meeting corporate governance requirements
- Ensures team are focused and act on Business plans priorities, even when faced with pressure

### ***Building Relationships & Communication***

- Speaks and writes in a clear, articulate and impactful manner
- Actively listens, seeking to understand the perspective and position of others
- Manages and resolves conflicts / disagreements in a positive & constructive manner
- Works effectively within the political process, recognising & managing tensions arising from different stakeholders perspectives
- Persuades others; builds consensus, gains co-operation from others to obtain information and accomplish goals
- Proactively engages with colleagues at all levels of the organisation and across other Departments// Organisations and builds strong professional networks
- Makes opinions known when s/he feels it is right to do so

### ***Specialist Knowledge, Expertise and Self Development***

- Develops and maintains skills and expertise across a number of areas that are relevant to his/her field and recognised by people internal and external to the Department/ Organisation
- Keeps up to date with key departmental, sectoral, national and international policies and economic, political and social trends that affect the role
- Maintains a strong focus on self-development, seeking feedback and opportunities for growth

### ***Drive & Commitment to Public Service Values***

- Consistently strives to perform at a high level
- Demonstrates personal commitment to the role, maintaining determination and persistence while maintain maintains a sense of balance and perspective in relation to work issues
- Contributes positively to the corporate agenda Is personally trustworthy, honest and respectful, delivering on promises and commitments
- Ensures the citizen is at the heart of all services provided Is resilient, maintaining composure even in adverse or challenging situations
- Promotes a culture that fosters the highest standards of ethics and integrity