

Director of Energy Networks Commission for Energy Regulation

Title: Director of Energy Networks

Location: The Exchange, Belgard Square North, Tallaght, Dublin 24

Tenure: Permanent

Context:

The Commission for Energy Regulation (CER) is Ireland's independent energy regulator with a wide range of economic, safety and customer protection responsibilities in energy and water. The vision of the CER is to protect the short and long run interests of the public by ensuring:

- energy and gas are supplied safely;
- the lights stay on;
- the gas continues to flow;
- a reliable supply of clean water and efficient treatment of wastewater;
- consumer prices for energy and water are fair and reasonable; and
- regulation is best international practice.

The CER's current responsibilities include regulating the Irish electricity and natural gas sectors and it is the economic regulator of public water and waste water services in Ireland. As part of its role, the CER jointly regulates the all-island wholesale Single Electricity Market (SEM) with its counterpart in Northern Ireland, the Utility Regulator. The CER also has important related functions in customer protection in the energy and water sectors. The CER's growing safety responsibilities include safety regulation of electrical contractors, gas and LPG installers and the safe operation of the onshore gas network with a view to protecting life and property. The CER is also the safety regulator of upstream petroleum safety activities including off-shore gas and oil.

The Scope & Responsibilities of the role:

Reporting directly to the Commission, the Director of Energy Networks will be a member of the CER's senior management team and will be expected to contribute effectively to all CER activities and decisions, as well as playing an important role in the governance of the organisation. As Director, the individual will play a significant role in the formulation and delivery of policy objectives in the Irish and all-island energy industry. The Director of Energy Networks will represent the CER at a national and international level.

The CER operates within a fast moving and constantly evolving utility regulatory landscape. The individual should be able to demonstrate an appetite and aptitude for change, including the assignment of additional or alternative responsibilities. The successful candidate will initially be appointed Director of Energy Networks. However, it is expected that the successful candidate would have the flexibility, capability and competency to function effectively as a Director in any other of the CER's divisions. The Director of Energy Networks should have the ability to contribute to cross-cutting issues. Examples would include the impact of developments in electricity and gas networks on the electricity and gas markets and vice versa, gas and electricity security of supply, and the linkage between the DSS and I-SEM projects.

The Director of Energy Networks will play an important role in delivering on the CER's vision and strategy; responsible for the economic regulation of electricity and natural gas networks, which are critical to the Irish economy.

Network development is essential to maintaining competitive and secure energy supplies and increasing the role of indigenous renewable energy in Ireland's energy mix. The Director of Energy Networks will play a key role in ensuring that customers and network users receive value for money while the network owners and operators earn sufficient returns in order to make the necessary investments in the sustainable development and maintenance of the monopoly networks to meet increases in demand. Development of the electricity transmission network to support large scale renewable development is of importance in meeting Ireland's legally binding renewable targets.

Key elements of the Director of Energy Networks role include:

- Negotiating CER's and Ireland's position at an EU level at ACER and other fora, including the development and implementation of EU Network Codes, monitoring and, where relevant, influencing EU network policy development,
- Managing bilateral relationships with key regulatory authorities in other jurisdictions, particularly UR (the regulator in Northern Ireland), Ofgem (the regulator in Great Britain) and CRE (the regulator in France)
- Developing effective relationships with the energy network companies and with multiple and diverse stakeholder groups,
- Driving efficiencies and innovation with a strong focus on consumers and consumer outcomes, including the ongoing 4th Price Review for gas networks, setting annual transmission and distribution tariffs and monitoring network developments,
- Ensuring security of energy supplies, which is critical for the functioning of the Irish economy and society, including ensuring robust emergency arrangements are in place.
- In cooperation with UR, delivering on DS3 project to facilitate further integration of renewables,
- Overseeing relevant licensing, authorisation and consents, TSO certification, grid and network codes
- Establishing appropriate electricity and gas network connection policies,
- Delivering on the CER's legislative mandate with respect to energy networks (including dispute resolution) as well as the CER Strategic Plan and annual Work Plan, and ensuring effective accountability for this,
- Leading, motivating, supporting and developing the Energy Networks team.

- Working with the other Directors, further develop organisational/staff expertise in core areas, including price controls.
- Oversight of the Legal Division,
- A role in the oversight of the National Smart Metering Project.

Requirements for the post

Education - A strong academic background including a primary or advanced degree in a relevant discipline.

Person specification

To operate successfully at this level, the candidate will require resilience, self-confidence and strong personal impact grounded in a record of achievement in a similar role. The successful candidate will need to demonstrate:

- i. A track record of providing strong and demonstrable leadership in an organisation, coupled with the drive and ability to contribute to all aspects of the CER's mandate and to deliver the CER's strategic vision.
- ii. A clear understanding, or the capacity to quickly develop a clear understanding, of the diverse range of activities and challenges across the CER's complex agenda, and of the broader sectorial and policy landscape within which we operate.
- iii. Excellent analytical, judgement and creative problem solving skills, experience of balancing competing and conflicting interests, advising on and making difficult decisions, with a strong focus on delivering quality outcomes in the public interest.
- iv. Ability to create a highly cohesive, team-oriented, collaborative environment, with a strong focus on performance management, staff coaching, motivation and development and knowledge transfer, with a view to delivering multiple priorities at pace.
- v. Excellent communications, interpersonal and influencing skills at senior level, developing effective relationships with a complex range of stakeholders, including media. Ability to foster, manage and leverage strong internal and external networks and teams.
- vi. A career history demonstrating successful and timely delivery of high quality outcomes through complex multi-stakeholder projects, with a range of management disciplines including strong performance, financial, risk, quality and project management skills.
- vii. Ability to anticipate and manage change, to prioritise, to be innovative and drive innovation in a complex, fast-moving environment.

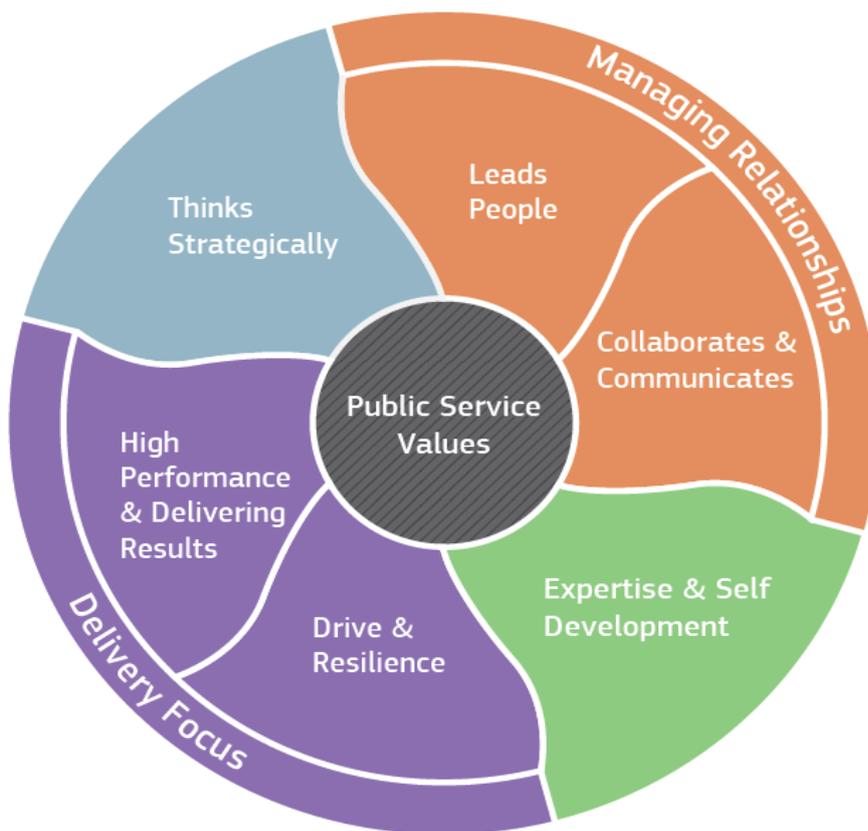
Desirable Experience / Expertise

- i. Significant senior management experience, nationally or internationally, in the energy/utility industry or a regulatory body, including relevant policy/strategy development and operational experience;

- ii. A strategic understanding and experience of the complex economic, financial, technical, legal, policy and regulatory issues critical to the successful regulation and development of the utility industry in Ireland;
- iii. Experience in leading and motivating in a rapidly expanding organisation to deliver on a wide range of strategic goals and objectives;
- iv. Experience of managing multi-disciplinary teams, including consultant and sub-contractor management;
- v. Demonstrable knowledge and appreciation of the statutory, regulatory and policy framework under which the CER operates, both national and international, including a clear understanding of the principles of better regulation.

Key Competencies required for effective performance:

The competency model as issued by the Department of Public Expenditure and Reform reflects the changing and more complex environment in which those at this level operate. Each of the key competences in the model is supported by a list of key performance indicators set below.



Effective Performance Indicators (tailored for CER Director Role)

Exemplifies Public Service Values

Effective Performance is:

- i. Serving the public interest in line with CER Mission, Vision and Values
- ii. Acting at all times with integrity
- iii. Treating others with respect
- iv. Being responsible for own actions
- v. Operating with professionalism and probity

Strategic Thinking

Effective Performance is:

- i. Creating a vision for the organisation & sector and anticipating the requirements to deliver it
- ii. Analysing complex issues quickly and anticipating knock-on consequences
- iii. Taking a system-wide approach and seeing connections, risks and the potential for innovation in the wider environment
- iv. Leading on the implementation of risk assessment practices and engaging in balanced risk taking
- v. Showing courage in making difficult decisions

Managing Relationships:

Leads People

Effective Performance is:

- i. Being a visible and energetic leader who fully engages others
- ii. Building and supporting cross functional and inter-organisational teams
- iii. Delegating responsibility and ensuring accountability in others
- iv. Setting challenging goals and implementing effective performance management
- v. Coaching and supporting others to optimise their contribution and development

Managing Relationships:

Collaborates and Communicates with Conviction

Effective Performance is:

- i. Playing a full and active part on the senior management team in shaping and leading the organisation
- ii. Communicating professionally and credibly, managing the expectations of others
- iii. Skilfully negotiating and influencing with conviction
- iv. Anticipating stakeholder issues and complexities and responding in an informed and constructive manner
- v. Building and maintaining effective working relationships with key stakeholders
- vi. Facilitating collaboration, partnerships and networks internally and externally to achieve common goals

Delivery Focus:

High Performance and Delivering Results

Effective Performance is:

- i. Assuming accountability for own actions and decisions
- ii. Ensuring the full range of management disciplines are used to deliver quality outcomes at pace and within budget
- iii. Challenging processes to improve organisational capacity, responsiveness and public interest focus
- iv. Ensuring successful implementation through a range of delivery methods, including use of external parties
- v. Focusing effort on priority tasks to maximise results
- vi. Ensuring a strong feedback loop between regulatory policy development and implementation

Delivery Focus:

Drive and Resilience

Effective Performance is:

- i. Showing initiative and sustaining high levels of personal drive and energy
- ii. Leading and managing multiple complex priorities effectively
- iii. Speaking own mind with confidence and conviction
- iv. Keeping perspective and utilizing personal support strategies to help maintain focus and bounce back from disappointments
- v. Staying positive and professional in the face of difficult situations

Specialist Expertise and Self-Development

Effective Performance is:

- i. Maintaining a sound knowledge of organisational, sectorial, policy, legislative, technology and international issues and their wider implications for consumers and the broader public interest
- ii. Continuously updating and demonstrating expertise in relevant areas
- iii. Being self-aware and seeking opportunities to act on areas for own development
- iv. Seeking feedback and reviewing own practices and behaviours
- v. Being regarded as an expert in own area(s) of specialism

Eligibility to compete and certain restrictions on eligibility

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

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 debarred from applying for another position in the same employment or the same sector. Therefore, such retirees may not apply for this position.

Department of Health and Children Circular (7/2010):

The Department of Health Circular 7/2010 dated 1 November 2010 introduced a Targeted Voluntary Early Retirement (VER) Scheme and Voluntary Redundancy Schemes (VRS). It is a condition of the VER scheme that persons availing of the scheme will not be eligible for re-employment in the public health sector or in the wider public service or in a body wholly or mainly funded from public moneys. The same prohibition on re-employment applies under the VRS, except that the prohibition is for a period of 7 years, after which time any re-employment will require the approval of the Minister for Public Expenditure and Reform. People who availed of either of these schemes are not eligible to compete in this competition.

Collective Agreement: Redundancy Payments to Public Servants

The Department of Public Expenditure and Reform letter dated 28th June 2012 to Personnel Officers introduced, with effect from 1st June 2012, a Collective Agreement which had been reached between the Department of Public Expenditure and Reform and the Public Services Committee of the ICTU in relation to ex-gratia Redundancy Payments to Public Servants. It is a condition of the Collective Agreement that persons availing of the agreement will not be eligible for re-employment in the public service by any public service body (as defined by the Financial Emergency Measures in the Public Interest Acts 2009 – 2011) for a period of 2 years from termination of the employment. Thereafter the consent of the Minister for Public Expenditure and Reform will be required prior to re-employment. People who availed of this scheme and who may be successful in this competition

will have to prove their eligibility (expiry of period of non-eligibility) and the Minister's consent will have to be secured prior to employment by any public service body.

Declaration:

Applicants will be required to declare whether they have previously availed of a public service scheme of incentivised early retirement and/or the collective agreement outlined above. Applicants will also be required to declare any entitlements to a Public Service pension benefit (in payment or preserved) from any other Public Service employment and/or where they have received a payment-in-lieu in respect of service in any Public Service employment.

Principal Conditions of Service

General

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

Pay

The salary for the position is as follows:

€119,572 - €136,496 Non Personal Pension Contribution Rate

€125,761 - €143,535 Personal Pension Contribution Rate

Important Note

Candidates should note that the rate of remuneration, including incremental progression, may be adjusted from time to time in line with Government pay policy.

Candidates particular attention is drawn to paragraph 8.5 of Circular 8/2013: *Application of pay adjustments and related measures in accordance with the Financial Emergency Measure in the Public Interest Act, 2013 and the Haddington Road Agreement*, which provides that for those on salary scales starting over €100,000 incremental progression has been suspended for three years with effect from 1 July 2013 until 1 July 2017.

Candidates' attention is also drawn to the Important Note on Pensionable Benefits set out at the Superannuation and Retirement section below.

Tenure

The appointment is to an established permanent position subject to a probationary period of one year.

Functions, Powers and Duties

The appointee may not engage in private practice or be connected with any outside business which would interfere with the performance of official duties or conflict in any way with the position.

Location

This post is based in Tallaght, Dublin 24. When absent from home/ office on official duty the appointee will be paid appropriate travelling expenses and subsistence allowances, subject to normal public sector /civil service regulations.

Hours of attendance

The terms of the Organisation of Working Time Act will apply, as appropriate, to this appointment. CER operate a 39 hour week (exclusive of lunch breaks). The appointee will be required to work such additional hours from time to time as may be reasonable and necessary for the proper performance of his/her duties subject to the limits set down in the working time regulations. The rate of remuneration payable covers any extra attendance liability that may arise from time to time.

Candidates will also be required to comply with all procedures related to the Commission's Time & Attendance System.

Annual Leave

In addition to the usual public holidays the annual leave for this position is 30 working days.

Sick Leave

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

Superannuation and Retirement

The appointee will be offered the appropriate superannuation terms and conditions as prevailing in the CER at the time of being offered an appointment. In general, of the superannuation arrangements will be similar to the Single Public Service Pension Scheme ("Single Scheme") that applies in the Civil Service. Full details of the Scheme are at www.per.gov.ie/pensions

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.

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

Pensionable Age

The minimum age at which pension is payable is 66 (rising to 67 and 68 in line with State Pension age changes).

Important Note: Pensionable benefits are determined in accordance with Section 9, Financial Emergency Measures in the Public Interest Act 2010.

Retirement Age:

Scheme members must retire at the age of 70.

Pension Abatement

- I. 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 the Public Service Pensions (Single Scheme and Other Provisions) Act 2012.
- II. If the appointee was previously employed in the Civil Service and awarded a pension under voluntary early retirement arrangements (other than the Incentivised Scheme of Early Retirement (ISER) or the Department of Health Circular 7/2010 VER/VRS which, as indicated above, renders a person ineligible for the competition) the entitlement to that pension will cease with effect from the date of reappointment. Special arrangements 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.
- III. 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

For an individual who has retired from a Civil/Public Service body on the grounds of ill-health his/her pension from that employment may be subject to review in accordance with the rules of ill-health retirement within the pension scheme of that employment.

Pension Accrual

The Public Service Pensions (Single Scheme and other Provisions) Act 2012 introduced 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.

Pension-Related Deduction

The appointment is subject to the pension-related deduction in accordance with the Financial Emergency Measure in the Public Interest Act 2009.

Pension treatment of existing public servants

Where the appointee is an existing public servant appointed before 1 January 2013 different pension entitlements may apply.

Disclosure of Information

All appointees will be required to disclose all information and sign a declaration relating to any prior public service employment in order to correctly determine one's public service pension entitlement.

IMPORTANT NOTICE

Candidates should note that different pay and conditions may apply if, immediately prior to appointment, the appointee is a serving public servant.

The above represents the principal conditions of service and is not intended to be the comprehensive list of all terms and conditions of employment which will be set out in the employment contract to be agreed with the successful candidate.

The Selection Process –

How to Apply

Applications must apply via email and attach a) to d) listed below.

a) A comprehensive CV clearly showing your relevant achievements and experience in your career to date. Please see CV Guidance Note at Appendix I.

b) The “Key Achievements Form” (Appendix II.)

c) An organisation chart indicating your current position within the Senior Management team (or if not currently employed, in your most recent employment), see Appendix III.

d) A short (i.e. no more than 2 pages) cover letter/ personal statement outlining why you wish to be considered for the post and where you believe your skills and experience meet the requirements of position as Director of Energy Markets.

Please note that documents a) – d) listed above should be submitted as one attachment.

Closing Date -Your application must be submitted for the attention of Yvonne Fisher, HR Manager at recruitment2015@cer.ie (not later than 12 midnight) on Tuesday, 29th March 2016.

If you do not receive an acknowledgement of receipt of your application within 2 days of applying, please contact Ann White, HR Department at 01 4000800 or email awhite@cer.ie

Selection Process

The Selection Process may include:

- i. shortlisting of candidates, on the basis of the information contained in their application, to reduce the list of candidates to a more manageable number for interview;
- ii. a competitive preliminary interview;
- iii. a second competitive interview

Please Note: Candidates called forward to second round interview maybe requested to make a presentation to the interview panel. It should be noted that there may only be a short period of time available (a number of days) to complete and submit the presentation prior to interview date.

Shortlisting

In the event of a shortlisting exercise being employed an expert board will examine the information provided in your application form and assess it against pre-determined criteria based on the requirements of the position.

It is therefore in your own interest to provide a detailed and accurate account of your qualifications/experience in your application.

References

We would appreciate it if you would start considering names of people who you feel would be suitable referees that we might consult (2 - 3 names and contact details). The referees do not have to include your current employer, but should be in a position to provide a reference for you. Please be assured that we will only collect the details and contact referees should you come under consideration after preliminary interview stage.

Other important information

The CER 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 letter, is not to be taken as implying that the CER is satisfied that such a person fulfils the requirements or is not disqualified by law from holding the position.

Prior to recommending any candidate for appointment to this position the CER 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, CER may at its discretion, select and recommend the candidate who came second for appointment on the results of this selection process.

The importance of Confidentiality Subject to the provisions of the Freedom of Information Acts 1997 and 2013, applications will be treated in strict confidence.

Deeming of candidature to be withdrawn - Candidates who do not attend for interview when and where required, or who do not, when requested, furnish such evidence as the CER require in regard to any matter relevant to their candidature, will have no further claim to consideration.

General information - The CER will consider requests for review in accordance with the provisions of the codes of practice published by the CPSA. A candidate can seek a review by a person in the recruiting body (initial reviewer). Where a candidate remains dissatisfied following this initial review, he/she may seek to have the conduct of the initial review examined by a "decision arbitrator".

As an alternative to the above, it is open to a candidate to seek to have the matter resolved on an informal basis, as set out below. If a candidate remains dissatisfied following any such discussion it is open to him/her to seek a formal review.

The Codes of Practice are available on the website of the Commission for Public Service Appointments, www.cpsa.ie.

Informal process

The candidate can avail of the Informal Review within 5 working days of notification of the initial decision, and should normally take place between the candidate and the person who communicated the decision (or relevant person).

- i. Where the decision being conveyed relates to an interim stage of a selection process, the request for informal review must be received within 2 working days of the date of receipt of the decision.
- ii. Where a candidate remains dissatisfied following any such informal discussion, he/she may adopt the formal procedures set out below.
- iii. If the candidate wishes the matter to be dealt with by way of a formal review, he/she must do so within 2 working days of the notification of the outcome of the informal review.

Formal process

Initial review

- i. The candidate must address his/her concerns in relation to the process in writing to the CER HR Manager, setting out those aspects of the action or decision in relation to his/her candidature that he/she wishes to have reviewed.
- ii. A request for review must be made within 10 working days of the notification of the initial decision. Where the decision relates to an interim stage of a selection process, the request for review must be received within 4 working days.
- iii. 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 CER
- iv. The outcome must generally be notified to the candidate within 20 working days of receipt of the complaint or request for review. The candidate will receive the outcome of the review by means of a written report.
- v. Should a candidate be dissatisfied with the outcome of the initial review, he/she may request a review by a decision arbitrator of the conduct of the initial review.

Review by the decision arbitrator

The decision arbitrator is appointed by the CER. The decision arbitrator is unconnected with the selection process and he/she will adjudicate on requests for review in cases where a candidate is not satisfied with the outcome of the initial review. The decision of the decision arbitrator in relation to such matters is final.

- i. A request made to the decision arbitrator must be received within 7 working days of the notification of the outcome of the initial review.
- ii. The outcome of the investigation must be notified to the candidate in the form of a written report within 10 working days.

Candidates' Obligations

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

Candidates must not:

- i. knowingly or recklessly provide false information
- ii. canvass any person with or without inducements

- iii. interfere with or compromise the process in any way

In addition, where a person found guilty of an offence was or is a candidate at a recruitment process, then:

- i. where he/she has not been appointed to a post, he/she will be disqualified as a candidate and
- ii. where he/she has been appointed subsequently to the recruitment process in question, he/she shall forfeit that appointment.

Data Protection Acts 1988 & 2003

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 on your HR file. Such information held is subject to the rights and obligations set out in the Data Protection Acts, 1988 & 2003.

If you feel you would benefit from a confidential initial discussion about any aspect of this significant opportunity, please contact Yvonne Fisher, HR Manager on +353 1 4000800 or email yfisher@cer.ie

Appendix I

Guidance Note on the Curriculum Vitae

Your CV should be no longer than 3-4 pages in length and should clearly state your relevant achievements and experience in your career to date. A sample CV is attached below for reference. Please note this is only a guidance note and does not intend to prescribe what format is required.

An expert board will examine the CV's and assess them against the requirements of the position. It is therefore in your own interest to ensure your CV clearly and accurately reflects your track record of achievement in areas such as people, change and budget management as well as your track record in delivering on key strategic projects.

Sample Curriculum Vitae Layout

Name:

Address:

Contact details:

Telephone: Note: Please include landline & mobile

Email Address:

Career History

NOTE: Your career history is best presented in reverse chronological order so that the most recent roles appear first. Please ensure you cover the last 10-15 year's work experience or last 3 or 4 roles in some level of detail depending on what you have done. For each position, please ensure you clearly indicate your Management Level, the Budget you were responsible for and the Number of Staff reporting to you.

Positions held more than 15 years ago require only a summary description.

Current Position: Job Title Company Dates: From-To Salary

- i. Main Responsibilities & Achievements (please ensure to include sufficient relevant detail)
- ii. Budget
- iii. Number of staff.....
- iv. Previous Position 1: Job Title Company Dates: From-To Salary
- v. Main Responsibilities & Achievements (please ensure to include sufficient relevant detail)
- vi. Budget.....
- vii. Number of staff.....

Education Details:

Note: Please specify status of award if not complete. Should you come under consideration for appointment, you may be required to provide evidence of any qualifications awarded.

Institution Award (e.g. BA, MBA etc.) Subject Year Awarded

- i.
- ii.

Other Training:

Subject Training Body Year Completed

- i.
- ii.

Professional Memberships etc.:

Level of Membership Professional Body / Association

- i.

Additional Information: you may want to briefly note other achievements that you feel may be relevant to the particular role, for example - other roles you may hold (e.g. Board Member); Key Presentations; Language Skills (including level of fluency); Industry/sectorial recognitions; Publications etc.

Appendix II

Key Achievements

Name: _____ Title of Post: _____

Having read the competencies and thought about the demands of the role, for each of the areas below, please briefly (*max 250 words for each*) highlight specific achievements, contributions or expertise you have developed during your career to date which clearly demonstrate your suitability to meet the challenges of the role.

Strategic Thinking

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Delivery Focus: *incorporating 'High Performance and Delivering Results' & 'Drive and Resilience'*

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Managing Relationships: *incorporating 'Leads People' & 'Collaborates and Communicates with Conviction'*

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Specialist Expertise and Self-Development

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Appendix III

Guidance Note on the Organisation Chart

We would appreciate it if you would forward a copy of an organisation chart indicating your current position within the Senior Management team in your organisation/company.

There is no fixed requirement here in terms of format, and we will accept whatever format is convenient for yourself (e.g. an existing published chart from your organisations website/annual report), but we would emphasise that the selection panel have requested this to help them understand your level within your current / most recent organisation and your positioning relative to other senior managers.

If you are independent or have not been part of an organisation recently, a chart is not necessary.