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NA hÉIREANN

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## People and Organisational Development Managers

### Higher Executive Officers

#### Role Description

#### Vacancies (2)

The Broadcasting Authority of Ireland (BAI) has an immediate vacancy for two People and Organisational Development (People and OD) Managers at Higher Executive Officer grade on a permanent, full-time basis.

#### About these Roles

As a People and OD Manager, you will be joining the BAI at a very exciting time of ambitious and significant change for media regulation. Within the People and OD Function, you will play a key role in the BAI initially and in the new media regulator Coimisiún na Meán, to be established in 2023 by managing a strategic, comprehensive and responsive People and OD service to enable the regulator to deliver on its ambitious mission, purpose and strategy.

The positions offer an opportunity for ambitious, enthusiastic and committed professionals, who have a strong commitment to serving the public interest to play a key role in developing and implementing People and OD strategies and solutions which will support an effective regulatory framework to meet the challenges of a dynamic multimedia and modern society. The successful applicants will help to ensure that there are optimal organisational structures, people processes, policies, capabilities and systems in place to attract, develop and retain the best talent.

The roles will be hybrid roles combining home and office working, based, initially, at the BAI's offices in Warrington Place, Dublin 2.

#### The Future of Media Regulation: Broadcasting Authority of Ireland (BAI) and Coimisiún na Meán (CnaM)

The employing organisation is the Broadcasting Authority of Ireland (BAI). The BAI is the Irish regulator for indigenous radio and television services. It is anticipated that the BAI will be dissolved in early 2023 and its functions and staff will transfer to a newly established media regulator, Coimisiún na Meán (CnaM), which will continue the existing functions of the BAI, as well as developing and implementing new regulatory frameworks for the wider media sector, including online media.



Further important information about the BAI's existing functions and the anticipated functions of CnaM is available at **Appendix 1**. Candidates are invited to familiarise themselves with the information therein.

### Position Profile and Key Responsibilities

Reporting to the Director of People and OD, the successful candidates will play a vital management role in the development and implementation of CnaM's People and OD strategies, policies and procedures. As the organisation continues to expand and evolve, it is likely that flexibility in regard to the allocation of specific duties will be necessary. Accordingly, the list of duties specified below is not intended to be exclusive or restrictive and duties may be added or withdrawn.

Key responsibilities for the role will include, but are not limited to the following:

#### *Strategic People and OD service delivery*

- Develop staff policies, procedures, processes and practices which meet current legal requirements and represent the organisation's values.
- Provide support to the Head of People and Development in managing the day-to-day People and OD operational functions, including ensuring appropriate procedures and systems are in place for the processing of pay and benefits, leave administration, and pension administration.
- Provide advice and support on all matters of People and OD to the Senior Management Team and support managers and teams across the organisation to identify and implement actions to continuously improve internal policies and procedures from a best practice perspective.
- Support the development and implementation of CnaM's organisational strategy from a People and OD perspective.
- Support the delivery of all CnaM's People and OD strategic objectives.

#### *Attraction and Retention of Talent & Talent Management*

- Support the Head of People and OD in the management of all recruitment processes for CnaM.
- Act as key liaison with strategic HR partners for CnaM recruitment processes.
- Design, develop, source and deliver appropriate and comprehensive induction programmes to new recruits for CnaM.
- Support the development and implementation of a Talent Strategy to ensure CnaM can avail of an appropriate supply of diverse and capable candidates at entry, graduate and qualified professional levels across all functional areas of CnaM.
- Support line managers and staff with talent development initiatives including but not limited to mentoring programmes, the completion of individual development plans, training needs analysis and recommendations for leadership development plans and programmes.



- Act as key liaison with all of CnaM's functional areas to ensure appropriate and timely rollout of all performance and development processes.

#### *Learning and Development*

- Support the design and development and manage the implementation of an overarching performance development framework for CnaM.
- Support the design and development and manage the implementation of an overarching Competency Framework for CnaM.
- Work collaboratively with the Director of People and OD to design, develop, source and implement learning and development initiatives to promote a high-performance culture, where valuing continuous learning, development, improvement and diversity are the norm.
- Ensure that appropriate HR/People/OD training is provided to all staff.
- Actively seek to learn and develop, to stay up to date on leadership and organisational development issues and to meet the changing needs of the job, team and organisation.

#### *Organisational Design and Development*

- Contribute research, analysis and knowledge to the design and delivery of OD interventions aligned with strategy and workplan.
- Demonstrate knowledge of Organisational Design and Development principles to support organisational change and delivery of new operating models for CnaM.
- Collaborate with all stakeholders in the design, delivery and evaluation of various OD projects to enhance organisational-level learning, creating relevant and inspiring learning interventions that embed CnaM's developing culture.

#### *Internal Communications and Systems*

- Manage the implementation of CnaM's Internal Communications Strategy.
- Support the implementation of the BAI Staff Change Management Programme to ensure a smooth transition to Coimisiún na Meán.
- Liaise and engage as appropriate with Trade Union Officials and with third parties such as the Workplace Relations Commission.
- Develop, implement and promote initiatives to support employee wellbeing, having particular regard to the nature of the material and interaction arising from the work of CnaM.

***The role will also include such other duties as may be reasonable and be assigned from time to time by the Director of People and OD and/or the Senior Leadership Team.***



## Experience, Skills, Knowledge and Qualifications

The ideal candidates will have/be:

- Relevant Qualification in HR /OD/L&D or related field, and/or comparable professional experience
- At least 5 years relevant work experience, with a minimum of 1-2 yrs. of line management experience
- Ideally qualification and membership (or eligibility for membership) of CIPD and/or IITD.
- Demonstrable experience in People/OD/L&D projects / programme management in key areas such as Large-scale recruitment and onboarding, Change Management, Organisational Development Needs Analysis, Leadership and Management Development Programmes, and/or Strategy Development.
- Experience designing and delivering or sourcing learning and development initiatives for staff at all levels of the organisation.
- An excellent communicator, both verbal and written, with strong negotiation and presentation skills, and a keen understanding of the impact of different learning styles on the execution of the learning cycle.
- A team player and have a proven ability to contribute to organisational and strategic issues outside of the confines of the function.
- A demonstrable knowledge and appreciation of the statutory, regulatory and policy framework under which CnaM will operate.

Furthermore, the following skills and experience are desirable:

- Project Management certification.
- Professional Coaching qualifications.
- Experience and/or understanding of the Irish public sector and/or of the media sector.
- Ability to communicate through the Irish language (both verbal and written).



### Key Competencies – Higher Executive Officer

The BAI operates a Competency Framework for all grades. Details of the BAI Competency Framework for the role of Assistant Principal Officer are attached (see **Appendix 2**). In summary, a Higher Executive Officer in the BAI is expected to demonstrate the following competencies:

Strategic Thinking  
Decision Making  
Problem Solving  
Resource Effectiveness  
Stakeholder Focus  
People Management  
Clear Communication  
Team Working  
Flexibility  
Learning & Improving

### Application and Assessment Process

If you are interested in applying for one of the two positions, please submit:

- **A comprehensive CV**
- **A short cover letter/ personal statement** (*i.e. no more than 2 pages*) outlining why you wish to be considered for the post and where you believe your skills, experience and values meet the requirements of the position.

RSM Ireland Business Advisory Limited (t/a RSM Ireland) is managing all aspects of the recruitment process on behalf of the BAI. Any queries regarding this recruitment process should be directed to [mediaregulationjobs@rsmireland.ie](mailto:mediaregulationjobs@rsmireland.ie)

**All applications must be submitted via the application link below.** You will be brought to an application portal for this position where you will be asked to submit contact information along with the documents specified above

### Application Link

<https://www.candidatemanager.net/cm/p/pApply.aspx?mid=YGTFD&sid=YCXCXF&jid=GTUGTBAZF&a=rcxqpwoWEZc%253d&b=hD4tmOwLzUo%253d>



### Closing Date

Your application must be submitted by **12 noon on Monday, 27<sup>th</sup> February 2023**.

Late applications will not be accepted under any circumstances.

### Assessment and Selection Process

The assessment and selection process will involve the following:

- shortlisting of candidates, on the basis of the information contained in their application; and
- a first stage interview: a competitive interview based on knowledge, experience, and competencies; and
- a second stage interview may be required and may include a presentation (details of which will be provided in advance).

Applicants will be scored on their interview responses and, where applicable, and presentation and the two highest-scoring, qualifying candidates will be offered the positions available.

The BAI is an equal opportunities employer, The BAI encourages applications from candidates from diverse backgrounds. If we can make any accommodations for you, please outline these in the appropriate section of the application form. All information disclosed will be kept confidential.

### Key Terms and Conditions of Posts

The following are the principal conditions of service attaching to the posts:

#### *Tenure*

This positions are offered on a permanent and pensionable basis. In the interim period prior to formal establishment of CnaM, it is intended that the Broadcasting Authority of Ireland would be the employing authority for the staff of CnaM. The successful candidates can expect to transfer to CnaM as provided for by the Online Safety and Media Regulation Act 2022, when commenced.

#### *Location*

The headquarters of the BAI and CnaM (initially) will be 2/5 Warrington Place, Dublin, D02 XP29. It is expected that CnaM will move to new headquarters in 2023.



#### *Grade and Pay Scale*

This position is graded at the Higher Executive Officer (Standard) grade with the following salary scale applying:

Higher Executive Officer PPC (Personal Pensionable Contribution) Rate:

€52,897 €54,443 €55,986 €57,529 €59,077 €60,619 €62,164 €64,394 €66,619

Higher Executive Officer Non-PPC (non-Personal Pensionable Contribution) Rate:

€50,379 €51,834 €53,285 €54,749 €56,215 €57,690 €59,157 €61,267 €63,383

#### *Hours of Working*

Working hours are 35 hours per week (9 am to 5 pm) and are set out in line with the Organisation of Working Time Act, 1997 and Circular 14/22.

#### *Annual Leave*

Annual leave will be 30 days per annum, is based on a 5-day working week and is exclusive of statutory public holidays.

#### *Superannuation*

The successful candidates will be offered the appropriate superannuation terms and conditions as prevailing in the BAI 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 an 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.

#### *Outside Employment*

The positions are whole-time and the appointees may not engage in private practice or be connected with any outside business, which would interfere with the performance of official duties.

#### *Eligibility*

Candidates should note that eligibility to compete for posts is open to citizens of the United Kingdom and the European Economic Area (EEA), or to non-EEA nationals who fulfil the relevant criteria. In order to work in Ireland, all non-EEA nationals require a valid employment permit unless exempt under permission from the



Minister for Justice and Equality. 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.

Information on legislation and guides to the procedures in relation to obtaining green card permits, work permits, and spousal/dependant permits are available on the Department of Business, Enterprise and Innovation website. <https://dbei.gov.ie/en/What-We-Do/Workplace-andSkills/Employment-Permits/>

Candidates will be required to provide verification of citizenship, eligibility and qualifications in a form acceptable to the BAI.





## Appendix One

### Information about the Broadcasting Authority of Ireland and Coimisiún na Meán

#### 1. The Broadcasting Authority of Ireland

The BAI was established under the Broadcasting Act 2009 (“the Act”) on 1st October 2009, as the independent regulator for radio and television broadcasting services in Ireland. The Act sets out a range of general and specific objectives for the BAI and specifies that the BAI “shall endeavour to ensure:

- that the number and categories of broadcasting services made available in the State best serve the needs of the people of the island of Ireland, bearing in mind their languages and traditions and their religious, ethical and cultural diversity;
- that the democratic values enshrined in the Constitution, especially those relating to rightful liberty of expression, are upheld; and
- the provision of open and pluralistic broadcasting services.”

The Authority issues a Strategy Statement every three years which sets out the BAI’s vision, mission, values, strategic themes, and related objectives and KPIs. As stated in the current BAI Strategy Statement 2021-2023,<sup>1</sup> the Authority’s vision is to have *an Irish media landscape that shapes and reflects who we are*.

Under the current Strategy, the BAI’s work is captured under five overarching strategic themes:

- i) Promoting Diversity and Plurality
- ii) Achieving Excellence and Accountability
- iii) Leadership in Change
- iv) Empowering Audiences and
- v) Enhancing Innovation and Sectoral Sustainability

The Strategic Theme entitled ‘*Leadership in Change*’ encompasses BAI Transition work in preparation for integration into the new Commission. This Theme also acknowledges the BAI’s role in advising and communicating on, and influencing, the development and evolution of the broadcasting and regulatory landscapes. This Theme has the following objectives:

1. *Lead debate and influence policy development on the future legislative and regulatory framework for digital and broadcasting media services.*

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<sup>1</sup> Available online at <https://www.bai.ie/en/news-and-information/publications/>



2. *Respond, adapt to, and communicate on, developments in the wider environment, anticipating and assessing organisational, sectoral and audience impacts.*
3. *Lead staff, review and transform the BAI's policies, practices and processes in preparation for integration into the new Media Commission.*

The BAI consists of the Board ("The Authority"), two statutory committees – the Contract Awards Committee and the Compliance Committee – and a sub-committee of the Authority, the Finance Audit and Risk Committee. The BAI Executive supports all aspects of the work of the organisation.

The BAI's work is led by the Office of the Chief Executive (the OCEO), which comprises the Chief Executive Officer (CEO) and two Principal Officers (Assistant Chief Executive Officers). The OCEO is supported by a team of senior managers who, in conjunction with the OCEO, will oversee the implementation of the BAI's Strategy and statutory functions, work planning and implementation and management of the organisation's resources. The BAI operates a matrix structure whereby staff work flexibly across all areas of activity according to business needs.

## **2. Coimisiún na Meán**

The Online Safety and Media Regulation Act 2022 will, when enacted and commenced, dissolve the Broadcasting Authority of Ireland (BAI), transpose the revised Audiovisual Media Services Directive (AVMSD), provide for an updated regulatory framework for broadcasting services and on-demand audiovisual media services, and establish a new regulatory framework for online safety.

The Act will establish a new independent Regulator, Coimisiún na Meán (CnaM) to oversee and enforce the new and updated regulatory frameworks and to play a key role in the development and funding of the wider media sector. CnaM will devise and implement a Media Fund, in line with the recommendations of the Future of Media Commission, with a range of schemes to support public service content and digitalisation in the sector. It will advise the Minister on the creation of a European Works Levy to fund new audiovisual works in line with the provisions of the Online Safety and Media Regulation Act. CnaM will have a key role in stimulating greater equality, diversity and inclusion in the media and in supporting sustainability through environmental initiatives across the wider media sector. In co-operation with other bodies, CnaM will have strong role in supporting the Irish language in media services and in promoting educational and training initiatives, in particular as regards online safety and media literacy.

Given the significantly expanded regulatory framework for the regulation of media and online services set out in the Act, CnaM will be established as a multi-person commission, led initially by three Commissioners, namely, an Online Safety Commissioner, a Media Development Commissioner and a



Broadcasting Commissioner as well as an Executive Chairperson. CnaM may delegate certain of its functions to individual Commissioners, although they will remain accountable to CnaM as a collective body.

CnaM will act as a collective decision-making body in respect of certain key functions, including:

- the determination of the terms and conditions and number of staff, subject to the consent of relevant Ministers and the preparation of the strategy statement, annual report and work programme of CnaM;
- the ultimate consideration of complaints regarding video-on-demand and broadcasting services;
- the powers of CnaM regarding investigations and sanctions;
- matters pertaining to broadcasting contracts; and,
- matters relating to the role of CnaM in carrying out full media merger examinations under Part 3A of the Competition Act, 2002.

The national digital strategy, *Harnessing Digital - The Digital Ireland Framework*, commits to continue to build a strong well-resourced network of regulators to effectively oversee and enforce digital regulations. In its role as regulator of broadcasting services, on-demand audiovisual media services and designated online services, CnaM will form an important and integral part of this network. In particular, and in line with the revised AVMSD, CnaM will be responsible for the regulation of on-demand audiovisual media services and video sharing platform services established in the State on a European Union (EU)-wide basis and will be appointed as Ireland's Digital Services Coordinator (DSC) under the forthcoming EU Digital Services Act.

As a body with an expansive new remit regarding online safety, media regulation and supporting the development of the media sector, CnaM will play an important role in the implementation of the Report of the Future of Media Commission and in assuming new functions which may be assigned to it under future national and EU legislation.



## **Appendix Two**

### **Competency Framework**

## What is a Competency Framework?

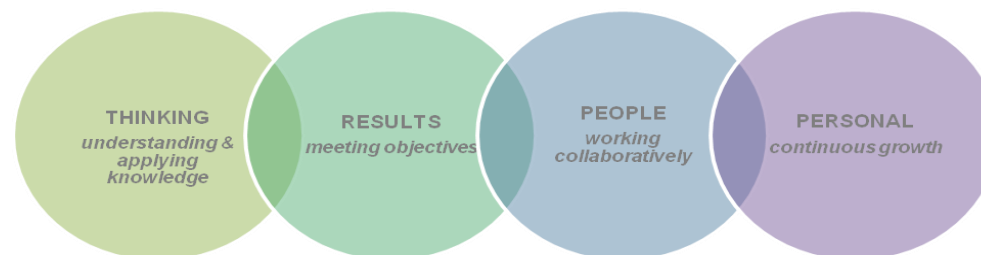
Competencies are a set of behaviours, skills and attitudes that specify an organisation's expectations and standards in relation to performance. A competency framework brings together a number of competencies that have been prioritised by an organisation. It provides each individual with a map or indication of the skills and behaviours that are valued and reviewed as part of the performance management process.

The BAI Competency Framework is designed to improve, inform and integrate a number of key processes in the organisation. It will help the BAI develop its capability, improve its effectiveness and meet the challenges and opportunities that arise from its new remit and revised structure. The processes that will be impacted by the framework are:

- Performance Management – *helping to deliver an effective, meaningful and consistent performance management process for all staff;*
- Role Profiles - *helping to develop comprehensive and clear role profiles for the BAI;*
- Recruitment - *helping to recruit the right people and undertake targeted recruitment and selection;*
- Training and Development – *helping to shape individual development plans and identify organisational training needs;*
- Management Development – *helping to define areas of development for BAI managers.*

## How will the BAI Competency Framework work?

The BAI Competency Framework comprises 10 competencies which are presented in four clusters which reflect organisational values and link to the organisation culture.



## How do I use the BAI Competency Framework?

Each competency is defined in general terms and then drilled down to set out expectations appropriate to each level or grade in the organisation. To get a full understanding of the competency requirements relating to you, it is important that you reference the column that corresponds to your grade **and all** the columns preceding it e.g. A HEO should look at competency breakdowns in the columns for HEO, EO and CO grades.

As a **staff member**, you should familiarise yourself with all<sup>1</sup> the competencies listed. Look at how each applies to you, your objectives and your role. Identify any areas where you feel you might need support to meet your objectives. Consider your own career goals and how the competency framework can help you focus your long-term development. Use the competency framework to help you participate in your performance management meetings and make them a more dynamic two-way process.

As a **manager**, you should look at the competencies in terms of your own performance and development but also in relation to your line reports. The framework provides a useful aid to the performance management process. It will support you in discussing and honing in on aspects of performance and will help you set out and clarify the expectations relating to the objectives and the role. The framework helps you to discuss any performance issues and to give constructive feedback. Finally, the framework gives you a basis for identifying training and development needs for yourself and others.

As a **senior manager** with responsibility for large teams and/or resources, the framework can inform the work planning and objective setting processes. It helps you take a look at the skills requirements in relation to the objectives and to identify any resourcing, training and development needs for the organisation.

It is important that everyone becomes familiar with the BAI Competency Framework. If further support is required, please contact HR or the Office of CEO.

COMPETENCY AREA	COMPETENCIES	DEFINITION
THINKING	STRATEGIC THINKING	Understanding BAI's purpose, strategy and goals and how it relates to your role. Understanding the context within which BAI operates.
	DECISION MAKING	Making sound and timely decisions appropriate to your level of responsibility.
	PROBLEM SOLVING	Analysing and interpreting information. Coming up with solutions. Showing initiative and a willingness to work things out.
RESULTS	RESOURCE EFFECTIVENESS	Using organisational resources (time, people, systems and financial) efficiently.
	STAKEHOLDER FOCUS	Developing and managing relationships with external stakeholders.
	PEOPLE MANAGEMENT	Managers effectively managing, leading and supporting people to achieve BAI objectives.
PEOPLE	CLEAR COMMUNICATION	Ensuring your message is delivered appropriately and is understood. Supporting others' understanding and awareness.
	TEAM WORKING	Supporting and co-operating with your colleagues to achieve results.
PERSONAL	FLEXIBILITY	Having a flexible approach to change and to new information. Being able to adapt to changing requirements and circumstances.
	LEARNING AND IMPROVING	Continually seeking to develop your skills and knowledge and improve work practices. Being open to new opportunities to learn. Supporting others' learning.

STRATEGIC THINKING			Understanding BAI's purpose, strategy and goals and how it relates to your role. Understanding the context within which BAI operates.		
	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> <li>Demonstrates ability to set BAI strategic direction and articulate vision for the organisation</li> <li>Drives the development of organisational strategy and oversees its implementation</li> <li>Responds sensitively to wider political and organisational priorities. Has informed understanding of external context and drivers</li> <li>Responds to and anticipates trends and drivers that will impact on the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Plays a key role in the formulation of the BAI strategic plan</li> <li>Takes responsibility for the achievement of organisational objectives and oversees the planning and execution of the work plan</li> <li>Demonstrates an in-depth knowledge of industry and political drivers in national and international contexts</li> <li>Understands the strategic significance of external stakeholders issues/and or events that might impact on plans or projects</li> <li>Plays a key role in the advocacy and communication of organisation strategy and ensures staff are kept informed of organisation priorities and projects</li> </ul>	<ul style="list-style-type: none"> <li>Understands the BAI's strategic plan and their role in its implementation</li> <li>Plans and executes work that is aligned with strategic objectives</li> <li>Demonstrates an appreciation of external context at national and local level</li> <li>Can identify external/stakeholder issues and/or events that might impact on plans and projects</li> <li>Contributes to formulation of organisation strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Interprets the BAI's strategic plan and is aware of their role in its implementation</li> <li>Understands that planning of any project/piece of work must be aligned with the strategy and understands the key elements of the strategy</li> <li>Demonstrates a good knowledge of the environment within which BAI operates and understands the relationship between the BAI and its key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Understands that the BAI operates in line with a strategic plan and has a good sense of key organisational priorities. Can relay own objectives and how they contribute to organisational objectives</li> <li>Understands the internal organisation and what each part contributes to the organisation</li> <li>Demonstrates an awareness of and interest in the environment within which the BAI operates and can identify key stakeholders</li> </ul>
	Please refer to the competencies for your current grade and those preceding it				



DECISION MAKING		Making sound and timely decisions appropriate to your level of responsibility.			
	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"><li>Has ability to make important judgement calls in pressurised, high risk and/or sensitive situations on behalf of the BAI</li><li>Anticipates and manages risks and consequences. Weighs up and makes sense of complex and/or conflicting data</li><li>Builds a culture that fosters both decision making and accountability for decisions taken</li><li>Ensures appropriate and effective decision making structures exist in the organisation</li></ul>	<ul style="list-style-type: none"><li>Able to make sound judgement calls in pressurised or sensitive situations and to make decisions without guidance, when necessary, on behalf of the organisation</li><li>Bases judgement on sound data gathering, risk analysis, knowledge of industry and stakeholders and overall strategy</li><li>Can handle a significant number of decisions and is able to prioritise issues that need most urgent action</li><li>Is accountable for the decisions and outcomes within area of responsibility</li></ul>	<ul style="list-style-type: none"><li>Applies sound judgement in reaching evidence based and timely decisions</li><li>Ensures decisions are strategically aligned</li><li>Can identify decisions that can be made within level of responsibility and those that need to be escalated and/or prioritised</li><li>Demonstrates accountability for decisions taken</li></ul>	<ul style="list-style-type: none"><li>Weights up available information and seeks further data when needed to make an informed decision</li><li>Considers consequences, impacts and implications of decisions</li></ul>	<ul style="list-style-type: none"><li>Understands the decision making processes employed within BAI</li><li>Makes timely decisions within scope of role</li><li>Identifies situations where decisions need to be made by others and communicates them appropriately</li></ul>
Please refer to the competencies for your current grade and those preceding it					

Please refer to the competencies for your current grade and those preceding it

PROBLEM SOLVING			Analysing and interpreting information. Coming up with solutions. Showing initiative and a willingness to work things out.		
	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> <li>Creates a culture that values and promotes showing initiative and problem-solving</li> <li>Champions innovation, creative thinking and analysis</li> <li>Rapidly assimilates and interprets relevant information to identify core underlying issues and solutions</li> </ul>	<ul style="list-style-type: none"> <li>Is able to draw conclusions and hone in on critical issues</li> <li>Demonstrates expertise in sourcing and analysing relevant information relating to any issue</li> <li>Views problems from multiple perspectives and identifies precedents, trends or relationships between issues</li> <li>Formulates structured and effective solutions to problems with reference to appropriate policy or strategic context</li> <li>Enables and supports team members to analyse problems and come up with solutions</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates discernment and an ability to understand what information is relevant to a particular problem</li> <li>Is able to source and analyse data and identify solutions to resolve issues</li> <li>Presents data and conclusions in a logical and justifiable way</li> <li>Seeks others' views to test own view and ideas</li> </ul>	<ul style="list-style-type: none"> <li>Identifies problems and seeks to resolve</li> <li>Draws rational and evidence based conclusions</li> <li>Shows initiative by suggesting improvements and working without excessive guidance</li> <li>Demonstrates proactive approach and understands when assistance might be required</li> </ul>	<ul style="list-style-type: none"> <li>Applies experience and common sense to understand issues and resolve problems</li> <li>Actively supports problem solving by sourcing and reviewing relevant information for colleagues</li> <li>Shows initiative by suggesting solutions or improvements and identifying tasks for completion</li> </ul>

Please refer to the competencies for your current grade and those preceding it

RESOURCE EFFECTIVENESS			Using organisational resources (time, people, systems and financial) efficiently.		
	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> <li>Aligns resources and deploys people and skills to achieve strategic objectives</li> <li>Anticipates future skill and knowledge requirements and develops these among staff</li> <li>Ensures appropriate and adequate systems and procedures are in place to ensure effective project management, financial management and data management within the organisation</li> <li>Manages conflict and change in ways that ensure that the organisation runs effectively and meets its goals</li> <li>Fosters and develops a culture that seeks to maximise value of resources</li> </ul>	<ul style="list-style-type: none"> <li>Plans and manages projects effectively ensuring best possible allocation of resources and realistic timing</li> <li>Appreciates the bigger financial picture and is aware of funding drivers and challenges for organisation</li> <li>Manages a range of organisational projects and understands how to effectively prioritise and ensure delivery</li> <li>Ensures that funding is maximised and that value for money is achieved in all areas</li> </ul>	<ul style="list-style-type: none"> <li>Plans and organises own work and work of team members to meet objectives within agreed time-scales</li> <li>Effectively manages projects in line with organisational project management standards</li> <li>Ensures that all budget expenditure is allocated in line with organisational financial procedures</li> <li>Undertakes financial planning and maintains adequate financial records</li> <li>Maximises the use of organisation resources to deliver results</li> </ul>	<ul style="list-style-type: none"> <li>Plans and organises own work to meet objectives within agreed timescales</li> <li>Is aware of organisation's priorities and prioritises own work appropriately</li> <li>Utilises and contributes to organisational resources such as IT Systems, Filing systems etc. efficiently</li> <li>Follows financial procedures and supports the maintenance of adequate financial records</li> <li>Seeks cost-effectiveness in all purchasing and procurement processes</li> </ul>	<ul style="list-style-type: none"> <li>Organises and prioritises work and time effectively</li> <li>Demonstrates expertise in the organisation's information and filing systems</li> <li>Ensures that any organisational resource responsibilities (e.g. stationery) are undertaken efficiently and cost-effectively.</li> </ul>

Please refer to the competencies for your current grade and those preceding it

STAKEHOLDER FOCUS			Developing and managing relationships with external stakeholders.		
	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"><li>Fosters and manages strategic stakeholder relationships and ensures BAI view is represented in both national and international contexts</li><li>Ensures that appropriate supports and measures are in place to ensure excellence in stakeholder interaction throughout the organisation</li><li>Balances the potentially competing demands of stakeholder groups and ensures that the key organisational priorities are communicated effectively</li><li>Ensures that relevant information regarding stakeholder groups is communicated throughout the organisation</li></ul>	<ul style="list-style-type: none"><li>Understands the differences between the stakeholder groups and how relationships should be managed and developed</li><li>Actively contributes to stakeholder management and develops communication strategies and approaches to enhance relationships</li><li>Has ability to take both immediate and long term perspectives in managing stakeholder relationships</li><li>Systematically takes into account implications and impacts on stakeholders. Understands and anticipates stakeholders’ needs</li><li>Demonstrates ability to confidently and appropriately manage conflicts or challenging stakeholder issues</li></ul>	<ul style="list-style-type: none"><li>Builds appropriate relationships with stakeholders and demonstrates a clear understanding of how to manage their needs and the needs of the organisation</li><li>Identifies opportunities and innovative approaches to develop new and existing stakeholder relationships</li><li>Maintains regular contact with stakeholders to ensure up to date and relevant communication</li><li>Demonstrates and awareness of stakeholder issues and reflects on impacts/implications on projects</li></ul>	<ul style="list-style-type: none"><li>Demonstrates a solid understanding of who the BAI stakeholders are and the nature of their relationship with the organisation</li><li>Builds rapport with stakeholders and provides efficient, professional and courteous service</li></ul>	<ul style="list-style-type: none"><li>Has an awareness of key BAI stakeholders and seeks to update knowledge on a regular basis</li><li>Consistently demonstrates a helpful, courteous and professional manner with external stakeholders</li><li>Ensures that any changes in stakeholder contact information is communicated and recorded appropriately</li></ul>
Please refer to the competencies for your current grade and those preceding it					

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PEOPLE MANAGEMENT			Managers effectively managing, leading and supporting people to achieve BAI objectives.		
	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> <li>Aligns functions and resources and deploys people and skills to achieve strategic objectives</li> <li>Provides direction. Builds capacity for the organisation to deliver results, face challenges and develop continually</li> <li>Builds a culture of high performance and effective people management</li> </ul>	<ul style="list-style-type: none"> <li>Translates vision and policy into concrete direction and plans</li> <li>Agrees roles and responsibilities of staff and ensures individual and team ownership of objectives</li> <li>Motivates and leads teams to meet targets, achieve objectives and overcome obstacles</li> <li>Coaches and supports development of team members</li> <li>Identifies and communicates priorities, timelines and performance measures</li> <li>Seeks contributions and ideas from staff and promotes a collaborative approach</li> </ul>	<ul style="list-style-type: none"> <li>Actively participates in defining own objectives</li> <li>Communicates organisation's priorities and sets team and individual objectives in line with them</li> <li>Provides guidance to staff to meet objectives and supports their ongoing development</li> <li>Manages performance in line with organisation performance management standards</li> <li>Recognises and acknowledges good performance. Addresses performance issues</li> </ul>		

Please refer to the competencies for your current grade and those preceding it

CLEAR COMMUNICATION			Ensuring your message is delivered appropriately and is understood. Supporting others' understanding and awareness.		
	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> <li>Articulates and champions shared mission, vision and values of organisation to both internal and external audiences</li> <li>Translates organisational strategy into clear, effective operational messages</li> <li>Promotes a culture of open communication in the organisation and ensures processes are developed and maintained to support communication at all levels</li> <li>Creates and maintains open communication regarding resources, priorities and expectations</li> </ul>	<ul style="list-style-type: none"> <li>Motivates, persuades and gains support through the presentation of clear and relevant information</li> <li>Ensures all communication to BAI Board and Committee members is to a high standard and appropriately delivered</li> <li>Ensures key objectives, roles and responsibilities are understood by team members</li> <li>Able to represent the BAI view both externally and internally including where required, at large events, conferences and/or media engagements</li> <li>Facilitates and chairs discussions to achieve clear outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Communicates written and oral information with impact. Conveys messages persuasively</li> <li>Communicates viewpoint succinctly and can defend it appropriately</li> <li>Able to communicate in a number of styles. Can adapt language and style to suit needs of audience</li> <li>Comfortable at presenting to large groups and delivering organisational messages to internal and external audiences</li> <li>Communicates regularly and effectively with team members and managers on both project and organisational developments or issues</li> <li>Able to produce high quality reporting and written communication on behalf of organisation and in line with BAI Board standards</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates good interpersonal skills and can comfortably communicate in a one to one or group setting</li> <li>Understands organisation communication channels and technologies and how to use them effectively</li> <li>Demonstrates effective drafting, layout and design skills</li> <li>Demonstrates strong quality control skills and attention to detail in relation to written communications e.g. Board documentation</li> </ul>	<ul style="list-style-type: none"> <li>Listens carefully and asks questions to ensure understanding is accurate</li> <li>Communicates courteously and professionally internally and externally</li> <li>Ensures written BAI communications meet organisation standards and have been correctly laid out, proofed and presented</li> <li>Communicates orally and in writing in a clear and concise manner</li> </ul>
Please refer to the competencies for your current grade and those preceding it					

TEAM WORKING		Supporting and co-operating with your colleagues to achieve results.			
	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> <li>Builds and promotes organisation that values collaboration and teamwork</li> <li>Builds and maintains effective management teams and holds them to account</li> </ul>	<ul style="list-style-type: none"> <li>Promotes and develops good morale, team co-operation and positive working environment for teams</li> <li>Communicates expectations for team working and collaboration</li> <li>Ensures teams are appropriately skilled, managed and resourced</li> <li>Discusses and helps resolve issues with team members</li> <li>Acknowledges effort and individual contributions of team members</li> </ul>	<ul style="list-style-type: none"> <li>Delegates roles and responsibilities of team members effectively</li> <li>Encourages, enables and recognises the contribution of team members</li> <li>Promotes open, honest and regular communication among team members</li> <li>Responds and deals with team requests in a positive and timely manner</li> <li>Monitors team performance and addresses performance issues constructively</li> <li>Takes responsibility for delivering own results and those of team</li> </ul>	<ul style="list-style-type: none"> <li>Works co-operatively and flexibly with other members of the team</li> <li>Helps maintain team communication. Shares relevant information</li> <li>Takes responsibility for work and keeps other team members informed of progress and/or issues</li> </ul>	<ul style="list-style-type: none"> <li>Responds helpfully and positively to requests for help and support</li> <li>Seeks to contribute to the achievement of goals within team</li> <li>Willing to speak up and voice opinions and views</li> </ul>
Please refer to the competencies for your current grade and those preceding it					

FLEXIBILITY			Having a flexible approach to change and to new information. Being able to adapt to changing requirements and circumstances.		
	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> <li>Has ability to effectively communicate a vision for change</li> <li>Anticipates and responds to change. Ensures organisational flexibility to meet changing requirements</li> </ul>	<ul style="list-style-type: none"> <li>Has ability to initiate and drive change in conjunction with colleagues</li> <li>Adjusts original objectives or plans where necessary, to ensure best possible results</li> <li>Role models flexibility and a positive approach to change within the organisation</li> <li>Supports staff to adjust to changes and ensures new information and/or new requirements are communicated thoroughly</li> </ul>	<ul style="list-style-type: none"> <li>Responsive and open to change</li> <li>Adjusts rapidly to new situations, opportunities or risks</li> <li>Encourages and supports the development of flexibility in teams and individuals</li> <li>Proactively considers the implications of change on projects, teams and stakeholders</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Adapts readily to changes in work practices, requirements and/or new projects</li> <li>Can adapt working style and communication style according to project or team requirements</li> </ul>	<ul style="list-style-type: none"> <li>Has a flexible and open approach to changing work situations</li> <li>Receptive to performing new tasks as operational requirements dictate</li> <li>Adapts quickly to new ways of doing things</li> </ul>
Please refer to the competencies for your current grade and those preceding it					



LEARNING AND IMPROVING		Continually seeking to develop your skills and knowledge and improve work practices. Being open to new opportunities to learn. Supporting others' learning.			
	PO	AP	HEO	EO	CO
	<ul style="list-style-type: none"> <li>Sets strategies that build a supportive and learning focussed environment</li> <li>Promotes opportunities for staff to develop and grow in the organisation</li> <li>Continually seeks improvement in organisation processes</li> <li>Anticipates changes in the internal and external environment and adapts accordingly</li> </ul>	<ul style="list-style-type: none"> <li>Revises and/or develops procedures and policy and contributes to their successful implementation</li> <li>Keeps up-to-date with industry developments and issues internally and externally</li> <li>Provides open, timely and constructive feedback to staff</li> <li>Builds supportive and development focussed teams and ensures all team members have opportunities to develop skills and experience</li> </ul>	<ul style="list-style-type: none"> <li>Helps the development of team members and line reports</li> <li>Seeks to improve efficiencies and quality of service and responsiveness within scope of role</li> <li>Seeks out opportunities to expand knowledge and experience and is open to new challenges</li> <li>Participates and promotes the learning and development of others</li> </ul>	<ul style="list-style-type: none"> <li>Identifies opportunities to develop skills, knowledge and experience</li> </ul> <p>Demonstrates an awareness of own strengths, weaknesses in relation to <b>performance</b> and a willingness to address these</p> <ul style="list-style-type: none"> <li>Readily shares information and ideas with others</li> <li>Makes suggestions for improvements to current working methods</li> </ul>	<ul style="list-style-type: none"> <li>Seeks out opportunities to develop skills and knowledge</li> <li>Demonstrates a willingness to learn and develop</li> <li>Applies learning to role</li> </ul>

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