

# Injuries Resolution Board

## Director of Transformation & Customer Experience

### Candidate Information Pack

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Cpl Executive have been retained and are currently partnering with the Injuries Resolution Board to appoint their new role, Director of Transformation & Customer Experience.

<b>Title of Position:</b>	<b>Director of Transformation &amp; Customer Experience</b>
<b>Reporting to:</b>	Chief Executive Officer
<b>Employer:</b>	Injuries Resolution Board
<b>Starting Salary:</b>	€135,128
<b>Tenure:</b>	Permanent
<b>Location</b>	Tallaght, Dublin 24, Blended working will be available
<b>Closing date:</b>	<b>Monday 16<sup>th</sup> June 2025 – 3pm</b>

## Overview

The Injuries Resolution Board is an independent State Body established to support the fair, prompt, and transparent resolution of personal injuries claims without the need for litigation. Through our impartial and independent Assessment and Mediation services we resolve claims in a non-adversarial manner without the costs and time associated with litigation benefiting claimants, respondents and society. Through our services we generate millions of euros in savings each year which would otherwise be spent on pursuing claims through litigation leading to higher costs for parties to claims and ultimately to policy holders, communities and businesses.

The Injuries Resolution Board is a self-funded public body and deals with 20,000 to 30,000 claims per year, resulting from motor/road traffic accidents, workplace accidents and accidents that occur in public spaces, as well as handling claims under the Garda Compensation Scheme.

The Injuries Resolution Board is also a key pillar in contributing to insurance reform and as well as providing mediation and assessment services. The Board also conduct and commission research on personal injuries to help contribute to reform and greater transparency in this area. Insurance reform is a key priority for the government and the Board has been embarking on a significant change and transformation programme to enable more claims to be resolved. Our remit has been extended to include meditation as a service and the research function, leading to broader and more diverse functions for the organisation, which provide us with a major opportunity to build and improve our services, contributing to a more competitive, stable and consumer-friendly insurance environment in Ireland.

## The Role

Reporting to the Chief Executive, the Director of Transformation and Customer Experience will be a member of the Executive Leadership Team and will lead the organisation in harnessing organisational change to drive innovation and improve customer service.

The Role will encompass responsibility for Customer Service, including responsibility for oversight of our External Service Centre contract; Project and Change Management for the Organisation including delivery of the Digital Transformation Programme; IT and Technology; and importantly will include oversight of the Management of our Claim Application Process, to ensure applications are managed in line with the legislation.

## Key Elements of the Role

This is an exciting opportunity for a dynamic and ambitious leader with significant career achievements that demonstrates their successful delivery of business initiatives across a diverse portfolio, with the drive to deliver change.

### Principle Responsibilities Include:

#### 1. Project Management and Continuous Improvement

- Oversight and ultimate responsibility for the delivery of the Digital Transformation Programme. Phase 1 of the project is already under way and represents the single biggest capital investment the organisation has ever made.
- Direct and develop the Transformation and Innovation agenda for the organisation.
- Establish Project management practices across the organisation and provide oversight and leadership for key projects ensuring structures are in place objectives are met and projects are on time and on budget. These could be digital or business change initiatives such as delivery of process improvements
- Maintain and implement a programme for the continuous review of structures and business processes across the organisation to ensure that the Injuries Resolution Board's operating model provides a cohesive, flexible, agile and streamlined service to all customers.
- Stewardship of successful cultural and operational change throughout the organisation and drive change which allows for better connection and engagement with Insurers, Solicitors, Claimants, Court Service, and Medical Community
- A focus on the people side of change, preparing, supporting and equipping people to adopt changes to business processes, systems and technology, job roles, organization structures, and more. The goal is to drive better adoption, higher utilization of technology, and to drive improvements to increase benefit realization, value creation, and the achievement of results and outcomes.
- Responsibility for Business Continuity Planning and testing

#### 2. Oversee Management of the Application Process

- Oversee the management of the claim application process to the Injuries Resolution Board at the start of the process including statute of liability issues and other key legislative issues that may arise in accordance with administrative justice procedures.
- Lead and motivate a team of staff ensuring key commitments are subject to clear deliverables, standards and metrics
- Ensure that service deliverables are clearly defined and aligned with organisational goals and objectives.
- Drive change and improvements in our service delivery, using business intelligence to make informed decisions and implement more efficient or effective business processes.

- Provide credible, agile and open leadership, supporting yet challenging peers and staff within the organisation

### **3. External Service Delivery and Customer Service**

- The Injuries Resolution Board has a number of significant contracts in place with external delivery partners to support delivery of our services.
- Customer Service Centre –Responsible for overseeing our outsourced service centre provider who manage all frontline communications with customers and stakeholders and a number of back-office functions. The performance on this contract is critical to the overall performance of the organisation and our overall service delivery.
- Drive high quality customer delivery by fostering a culture of innovation and collaboration that strives to continually improve service for our customers and stakeholders,
- Identify initiatives and systems that improve customer experience using technology and other platforms to achieve this and put in place model that develops insights into customers' expectation and what they need to improve the customer experience.
- Using strong communication and coordination skills, you will work on facilitating better relationships with all stakeholders and customers to gain an in-depth understanding of customer needs
- You will be responsible for fostering an organisational culture that is responsive to change and strives to continually improve service for our customers and stakeholders.

### **4. Information Technology**

- You will be responsible for overseeing the Injury Resolution Board's ICT infrastructure, processes and staff with ultimate responsibility for all technology-supporting business functions.
- Lead the organisation in developing a visionary approach that aligns digital initiatives with the organisations long term goals which requires strategic planning and encouraging teams to innovate and think outside the box
- Develop and guide ICT strategy in line with business objectives. The development of the ICT strategy will include setting out a vision for the future delivery of ICT services, which will require redesign in the context of the expected changing structure of the organisation as a result of digital transformation, and set out the potential role for artificial intelligence
- Ensure strong service delivery, best practices, processes, KPIs and business metrics for ICT so that organisation can effectively deliver across its functions, with appropriate policies and procedures in place and that organisation is in compliance with relevant regulatory frameworks such as AI, Cyber security etc.

## 5. Strategic Leadership

- The Director of Transformation and Customer Experience will be a key member of the Executive Leadership Team, and will support the Chief Executive in maintaining and developing a high performance, innovative and proactive organisation through a combination of strategic leadership skills and effective relationship management
- Key support to the CEO, proactively contributing to the strategic direction of Injuries Resolution Board at a time of significant change for the organisation.
- Serve on Injuries Resolution Board Executive Leadership Team, inputting into the overall management of Injuries Resolution Board, its wider organisational capacity and preparation of strategic business plans.
- Strong on execution, delivery and accountability, translating strategic direction and business objectives into change management initiatives and delivery.
- Work with Injuries Resolution Board Governing Board, prepare reports and make presentations, as required.
- Any other duties that may be deemed as necessary

***The above is not intended to be a comprehensive list of all duties involved and consequently, the post holder may be required to perform other duties as appropriate to the post which may be assigned to him/her from time to time and to contribute to the development of the post while in office.***

## Skills and Experience

### Essential

### Experience and Knowledge

- Minimum of 5 years' experience in a senior role in one or more of the following areas: Digital Transformation, Change Management, Strategic Leadership, Insurance / Claims Management or Administrative Justice
- Significant achievement as a leader and senior manager in a complex service delivery organisation in either the private or public sector.
- Proven ability to influence and motivate others in the context of change and business improvement
- A clear understanding of the business needs of the Injuries Resolution Board in the context of its remit to deliver assessment and mediation services as an alternative to litigation, and the challenges which the Board faces.
- A track record in change management in an operational environment and ensuring flexibility in response to emerging needs. The ideal candidate will be highly experienced in leading organisational changes and delivering projects in similar sized organisations.

- Significant experience of working at a senior level to build strong and effective relationships internally and with external stakeholders
- Highly developed negotiation and influencing skills and the ability to challenge senior colleagues and other key stakeholders in a healthy and constructive way
- A career record that demonstrates a high level of competence in the management of staff, customer focus, conceptual and analytical thinking, initiative and the management skills necessary to lead and foster change, while optimizing the contribution to the achievement of organizational goals and objectives
- Ability to identify problems/barriers to delivery, problem solve and have foresight to identify future issues
- Strong understanding and experience of data analysis and performance metrics
- Self-motivation, commitment and energy with a passion to deliver public value and an ambition to deliver on demanding targets and objectives

### **Qualifications and Training**

In addition to the experience and knowledge criteria, the candidate must possess, by the closing date, the following

- Hold a comparable and relevant qualification of at least level 8 on the Irish National Framework of Qualifications maintained by Qualifications and Quality Ireland QQI;

**or**

- Have 10 years' experience at a management level leading diverse team

### **Desirable**

- Experience of working at a senior management level in an area relevant to this role, senior operations or claims management or senior management in a regulatory, administrative justice or legal setting
- Familiarity or capacity to acquire quickly, a clear understanding of Injury Resolution Board's services and responsibilities, the challenges the Board faces and the current policy issues and trends in the personal injuries and insurance environment
- A post graduate qualification in relevant area
- Experience of developing and implementing organisational strategy and/ or change management experience



## Core Competency areas

The successful candidate selected for the role will be required to show evidence of the following competencies (further detail appendix 1)

- Strategic Thinking
- Managing Relationships: Leads People
- Managing Relationships : Collaborates and Communicates with Conviction
- Delivery Focus : High Performance and Delivering Results
- Delivery Focus: Drive and Resilience
- Specialist Expertise & Self Development
- Exemplifies Public Service Values

## Terms & Conditions

### Tenure

The Director of Transformation & Customer Experience position is a full-time position. The appointment is on a permanent basis as a public servant, subject to satisfactory completion of the specified probationary period.

### Salary scale

Starting pay will be at the first point of the Accelerated Director salary scale unless pay on promotion rules apply (Scale correct as of March 1<sup>st</sup> 2025). This rate applies to new entrants and will also apply to existing civil or public servants appointed on or after 6<sup>th</sup> April 1995 and is required to make a personal pension contribution.

Injuries Resolution Board Director of Transformation & Customer Experience Pay Scale	Point 1	Point 2	Point 3	Point 4
	€135,128	€139,320	€142,276	€145,235

**Location** - The usual place of work for the position of Director of Transformation & Customer Experience will be at the offices of the Injuries Resolution Board, in Tallaght, Dublin 24. Injuries Resolution Board reserves the right, at its discretion, to change working location within reason.

**Blended Working** – Candidates will be able to apply for Blended Working arrangements.

**Annual Leave** - The annual leave allowance for the position will be 30 days per annum. This allowance is subject to the usual conditions regarding the granting of annual leave in the public sector, is based on a five-day week and is exclusive of Ireland statutory public holidays. The Injuries Resolution Board annual leave calendar is the calendar year.

**Hours** - Hours of attendance will be as fixed from time to time but will amount to not less than 35 hours net (excluding lunch breaks) 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 down in the working time regulations. The rate of remuneration payable covers any extra attendance that may arise from time to time.

**Superannuation and Retirement** - The successful candidate will be offered the appropriate superannuation terms and conditions as prevailing in the Injuries Resolution Board 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 the same as the age of eligibility for the State Pension, currently 66.
- Retirement Age: Scheme members must retire on reaching the age of 70.
- Career average earnings are used to calculate benefits (a pension and lump sum amount accrue each year and are up-rated each year by reference to CPI).
- Post retirement pension increases are linked to CPI.

## Sick Leave

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply on a pro-rata basis, in accordance with the provisions of the Public Service Sick Leave Scheme.

A candidate for and any person holding the office must be fully competent and capable of undertaking the duties attached to the office and be in a state of health such as would indicate a reasonable prospect of ability to render regular and efficient service.

## Employee Benefits

As well as a rewarding and satisfying career, some of the benefits of working in Injuries Resolution Board include:

- Competitive salary, with yearly increments for satisfactory performance
- Public Sector pension
- 30 days of annual leave per year
- Flexible working, with a commitment to work-life balance and a family- friendly workplace
- Learning and development opportunities



- Paid Maternity Leave
- Paid Paternity Leave
- Paid Sick Leave
- 24/7 Employee Assistance Programme
- Wellness events, talks & supports.
- People-focused policies to support all life stages.
- Secure on-site bicycle parking & Cycle to Work Scheme
- Tax Saver Travel Pass
- The offices are also on the Red Luas line and many Dublin Bus Routes
- Injuries Resolution Board have blended working guidelines in place and successful candidates will be able to apply for blended working.

## Outside Employment

The position is whole-time, and the holder is not permitted to engage in private practice, or be connected with any outside business, which would interfere with the performance of official duties.

## The Selection Process

### How to Apply

Applications must be made by email to Deborah Crilly at [InjuriesRes@cpl.ie](mailto:InjuriesRes@cpl.ie), attaching a single document with the following elements included:

- A **comprehensive CV**, including an organisational chart (See CV Guidance Note- Appendix 2)
- The '**Key Achievements Form**' ([Available here](#))
- 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.

### **Closing Date Monday 16<sup>th</sup> June 2025 – 3pm**

The **selection process** may include any or all the following:

- Shortlisting of candidates, on the basis of the information contained in their application.
- A competitive preliminary interview.
- Candidates progressing to a second interview will be asked to provide referee details. Referees will only be contacted if you are being considered for further selection.
- A psychometric assessment.
- A second competitive interview which may include a presentation.
- Successful candidate's offer, pending additional references, and medical.

Applicants must be in good health, capable and competent of carrying out the work assigned to them, and they must be of good character. The appointment of a candidate is also dependant on satisfactory reference checking and may include a medical assessment.

## Shortlisting / Ranking / Interview

The number of applications received for a position generally exceeds that required to fill the position. While 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, we may decide that a smaller number will be called to the next stage of the selection process. In this respect, a shortlisting process to select a group, based on an examination of the documents provided, appear to be the most suitable for the position will be utilised. 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. An expert panel will examine the documents provided by the candidate against agreed shortlisting criteria based on the requirements of the position. The shortlisting criteria may include both the essential and desirable criteria specified for the position. It is therefore in your own interest to provide a detailed and accurate account of your qualifications/ experience in your application.

Failure to include information regarding these requirements may result in you not being called forward to the next stage of the selection process.

Injuries Resolution Board are committed to providing equal opportunities for employment to all. Applications will be reviewed and shortlisted on the merit, skills and experience detailed in the documentation supplied, regardless of gender, age, sexual orientation, civil status, family status, religion, disability, race, or membership of the Traveller community. Please contact [Deborah.Crilly@cpl.ie](mailto:Deborah.Crilly@cpl.ie) if you have queries.

The above Job Specification is not intended to be a comprehensive list of all duties involved and consequently, the post holder may be required to perform other duties as appropriate to the post which may be assigned to him/her from time to time and to contribute to the development of the post while in office.

## References

It would be useful if you would begin to consider names of people who would be suitable referees and whom we might consult, with your consent (2 names and contact details should be provided). The referees do not have to include your current employer but should be able to provide a reference for you; at least one of these should be a person to whom you have had a direct reporting relationship. The referees should be able to provide relatively recent information on your performance and behaviour in a work context. You may wish to select referees who can provide such information from different perspectives or in different work contexts.

**Please note that if you are recommended to progress to a second interview, you will be asked to provide these referee details. Be assured that we will only contact your referees if you are under consideration following the preliminary interview stage.**

Should you be successful at the second/final interview, please note we will require a reference from your current employer prior to recommendation for appointments. Successful candidates may be required to complete a number of pre-employment checks such as the Health and Character Declaration and any other relevant checks required for the particular role.

## Code of Practice (CSPA)

The Injuries Resolution Board will run this campaign in compliance with the Code of Practice prepared by the Commission for Public Service Appointments (CPSA). The Code of Practice sets out how the core principles of probity, merit, equity and fairness might be applied on a principle basis. The Code also specifies the responsibilities placed on candidates, facilities for feedback to applicants on matters relating to their application when requested, and outlines procedures in relation to requests for a review of the recruitment and selection process and review in relation to allegations of a breach of the Code of Practice. Codes of practice are published by the CPSA and are available on [www.cpsa.ie](http://www.cpsa.ie).

## Review process

The review procedures are set out in the Guidelines for appointments to positions not under the remit of the Public Service Management (Recruitment and Appointments) Act 2004 which are available ([here](#)). The form at Appendix 1 of these Guidelines must be used when requesting a review.

## Reasonable accommodations

The Injuries Resolution Board 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 [Deborah.Crilly@cpl.ie](mailto:Deborah.Crilly@cpl.ie)

## General Information

### Confidentiality

Candidate confidentiality will be respected at all stages of the recruitment process. All personal information provided on this application form will be stored securely by Injuries Resolution Board and Cpl and will be used solely for the purposes of processing your candidature.

Cpl has a dedicated data protection team and has engaged an external Data Protection Officer for the Group. Cpl has put in place the systems and processes necessary to comply with the relevant legislation, including the GDPR and the Irish Data Protection Act 2018. This includes:

- Robust governance that engages all levels of management and the business
- A full set of policies, procedures, and transparency notices
- A risk management process that captures and mitigates risks
- Data protection by design and default processes
- Extensive staff training and awareness
- A team that has the skills, knowledge, and bandwidth to deliver compliance

Cpl believe that it is critically important to our customers (candidates and clients) that all personal data is handled in a lawful, careful, and sensitive manner.

### Legal Compliance

Injuries Resolution Board and Cpl are committed to complying with all relevant legislation over the course of this recruitment campaign, including but not limited to, the Employment Equality Acts 1998-2011, the

General Data Protection Regulation (GDPR), the Data Protection Act 2018 and the Freedom of Information Act 2014.

Personal data of prospective candidates and current employees (full-time, part-time, contract and agency) is processed on the basis that it is required for the Injuries Resolution Board and Cpl's compliance with legislation (e.g., employment legislation).

### **Expenses**

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Injuries Resolution Board or Cpl will not be responsible for any expense, including travelling expenses, candidates may incur in connection with this competition.

### **Canvassing**

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

### **Data Protection – Recruitment Process**

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

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

### **Data Controller and Data Processor**

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For purposes of this recruitment competition, the Injuries Resolution Board has appointed Cpl to manage the competition on its behalf. As such, the Injuries Resolution Board is the Data Controller in relation to personal data processed for the purpose of this competition and Cpl is the data processor where it is carrying out the processing of personal data in relation to the competition in accordance with the instructions of the Injuries Resolution Board.

### **Personal Data Collection**

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The Injuries Resolution Board and Cpl collect personal data from prospective candidates as part of the recruitment process. In meeting their data protection obligations, the Injuries Resolution Board and Cpl are committed to being accountable and transparent about how personal data is gathered and processed, in order to protect the rights of the data subjects. Information is held securely by the Injuries Resolution Board and Cpl and processed with care.

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

The data provided by applicants is collected, recorded, stored, retained and destroyed in compliance with the Data Protection Acts 1988 - 2018.

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## Legal Compliance

Cpl and the Injuries Resolution Board 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.

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## Contractual

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

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## How Your Information May Be Shared

Your information may be shared with other parties as part of the recruitment process. Where this occurs, information is shared by necessity and in confidence and only in a proportional manner and for no longer than necessary.

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## How Long Your Information May Be Stored

The Injuries Resolution Board and Cpl both have Data Retention Policies that apply to all information stored. These policies are updated on an ongoing basis to keep pace with relevant legislative changes.

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## Unsuccessful Candidates

For those individuals who have been interviewed but were unsuccessful in the recruitment process, all information provided to the Injuries Resolution Board will be retained by the Injuries Resolution Board for a period of no more than 6 months after the selection was completed (except in cases of any legal case).

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## Successful Candidates

For those individuals who have been successful in the recruitment process, all information provided to the Injuries Resolution Board will be placed on their employee file. It will be retained during the course of employment with the organisation.

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## Your Data Protection Rights

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

If you have any questions or would like to make a Data Subject Access Request, you may contact the Data Protection Officer at the Injuries Resolution Board. The contact details are as follows:

### By Post

Data Protection Officer,  
Grain House  
Exchange Hall  
Tallaght  
Dublin 24

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### By Email

[dataprotection@injuries.ie](mailto:dataprotection@injuries.ie)

## Appendix 1

### Competencies - Effective Performance Indicators

The attention of candidates is drawn to the following key competencies that have been identified for the role:

- Strategic Thinking
- Managing Relationships: Leads People
- Managing Relationships : Collaborates and Communicates with Conviction
- Delivery Focus : High Performance and Delivering Results
- Delivery Focus: Drive and Resilience
- Specialist Expertise & Self Development
- Exemplifies Public Service Values

#### **Strategic Thinking** - Effective Performance is:

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

#### **Managing Relationships: Leads People** - Effective Performance is:

- Being a visible and energetic leader who fully engages others
- Building and supporting cross functional and interdepartmental teams
- Delegating responsibility and ensuring accountability in others
- Setting challenging goals and implementing effective performance management
- Coaching and supporting others to optimise their contribution and development

#### **Managing Relationships: - Collaborates and Communicates with Conviction**

Effective Performance is:

- Playing a full and active part on the senior team in shaping and leading the Department
- Communicating professionally and credibly, managing the expectations of others
- Skilfully negotiating and influencing with conviction
- Anticipating political sensitivities and complexities and responding in an informed and constructive manner
- Building and maintaining effective working relationships with key stakeholders
- Facilitating collaboration, partnerships and networks internally and externally to achieve common goals



**Delivery Focus: High Performance and Delivering Results** - Effective Performance is:

- Assuming accountability for own actions and decisions
- Ensuring the full range of management disciplines are used to deliver quality services at pace and within budget
- Challenging processes to improve organisational capacity, responsiveness and citizen focus
- Ensuring successful implementation through a range of delivery methods, including use of external parties
- Focusing effort on priority tasks to maximise results
- Ensuring a strong feedback loop between policy development and operations

**Delivery Focus: Drive and Resilience** - Effective Performance is:

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

**Specialist Expertise and Self-Development** - Effective Performance is:

- Maintaining a sound knowledge of departmental, sectoral, political and international issues and their wider implications for the citizen and the State
- Continuously updating and demonstrating expertise in relevant areas
- Being self-aware and seeking opportunities to act on areas for own development
- Seeking feedback and reviewing own practices and behaviours
- Being regarded as an expert in own area(s) of specialism

**Exemplifies Public Service Values** - Effective Performance is:

- Serving the Government and people of Ireland
- Acting at all times with integrity
- Treating others with respect
- Being responsible for own actions
- Operating with professionalism and probity

## Appendix 2 – CV Guidance

### Director of Transformation & Customer Experience

Your CV should be no longer than **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**.

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 years' 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. You are also asked to include an indication of your **salary** level.

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

Education Details: 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.

At the end 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/sectoral recognitions; Publications etc.

### **Guidance Note on the Organisation Chart**

We would appreciate it if you would forward a copy of an organisation chart indicating your current (or most recent) 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 within a complex organisational / business structure, please do your best to communicate your position within the reporting structure / Business / overall organisational structure.

If you do not have access to a corporate chart, you may find the template below useful.

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

### Sample Organisation Chart Template



**Name:**

**Contact details:** *i.e., Address, Telephone (landline & mobile) & email address*

**Career History:**

Current Position:      Job Title Company Dates: *from-to* Salary

- **Key Accountabilities**
- **Key Achievements**
- **Budget Responsibility**
- **Number of Staff**

Previous Position 1:      Job Title Company Dates: *from-to* Salary

- **Key Accountabilities**
- **Key Achievements**
- **Budget Responsibility**
- **Number of Staff**

**Education Details:**

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

**Other Training:**

- | ➤ Subject | Training Body | Year Completed |
|-----------|---------------|----------------|
| ➤ .....   | .....         | .....          |

**Professional Memberships etc:**

- | ➤ Level of Membership | Professional Body / Association |
|-----------------------|---------------------------------|
| ➤ .....               | .....                           |

**Additional Information:**

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