

**Candidate Information Booklet**

The National Disability Authority is committed to a policy of equal opportunity. The National Disability Authority will run this recruitment process in alignment with best practice for the Appointment to Positions in the Civil Service and Public Service prepared by [Commission for Public Service Appointments](http://www.cpsa.ie) (CPSA).

National Disability Authority

25 Clyde Road

Dublin D04 E409

[www.nda.ie](http://www.nda.ie/)

Telephone: (353) 01 608 0400

Grade: Clerical Officer Panel (Full-Time and/or Part-Time, Permanent and/or Specific Purpose)

Reports to: Nominee of Head of relevant Department

Employing Authority: National Disability Authority

Location: 25 Clyde Road, Ballsbridge, Dublin D04 E409

Reference: NDA-CO-0925-01

The National Disability Authority (NDA) is the independent statutory body with a duty to provide evidence-informed advice and guidance to government on disability policy and practice and to promote Universal Design. In practice, the NDA delivers on this role through advising officials in the Department of Children, Disability and Equality, and in other Government Departments and key state agencies, as well as direct advice to the Minister.

The National Disability Authority’s statutory functions include:

* to act as a central national body to assist the Minister in the co-ordination and development of disability policy;
* to undertake, commission or collaborate in research projects and activities and to assist in the development of statistical information for the planning, delivery and monitoring of disability programmes and services;
* to advise the Minister on standards for disability programmes and services, to prepare codes of practice and to monitor the implementation of standards and codes in this regard;
* to monitor the employment of people with disabilities in the public sector against targets set in legislation;
* to promote, through the Centre of Excellence in Universal Design, universal design of the built environment, products, services and information and communications technology, so that they can be accessed, understood and used by all persons regardless of their age, size, ability or disability.

Further information is available on the NDA’s website at <http://www.nda.ie> and on the Centre for Excellence in Universal Design website at <https://universaldesign.ie/>

The Centre for Excellence in Universal Design (CEUD) was established with effect from 1 January 2007 as part of the NDA in accordance with the requirements in the Disability Act 2005.

# Our Vision

An Irish society in which persons with disabilities across the lifecourse experience full inclusion, and where their rights are recognised and realised.

# Our Mission

To deliver independent, evidence-informed advice and guidance to government on disability policy and practice, to monitor progress, and to promote adoption and application of Universal Design for the benefit of all.

# Our Values

Independence: Our work is objective, grounded in robust data and evidence, and informed by all our stakeholders.

Excellence: We are committed to excellence and professionalism in delivery of our functions.

Respect: We are respectful and ethical in all our engagement and communications activities – with each other and all our stakeholders.

Equality: We uphold a commitment to achieving inclusion and equality for all.

Effectiveness: We deliver our work based on an ethos of public service, teamwork, innovation and efficiency.

Engagement: Our outputs are informed by meaningful and respectful engagement with persons with disabilities and their families, including through their representative bodies, and also with our wider range of stakeholders.

The NDA Strategic Plan 2025 - 2027 is available on our website

[Strategic Plan 2025 - 2027](https://nda.ie/uploads/publications/NDA-Strategic-Plan-2025-2027.pdf)

# Job Description

The NDA wishes to form a panel of Clerical Officers for appointment to current and future permanent and specified purposes contract roles within its three Departments which consist of; Corporate Services (CSD), Policy, Research and Public Affairs (PRPA), and the Centre for Universal Design Standards and Monitoring (CEUDSM) which may arise within the organisation over the next 2 years.

The key tasks for the post-holder will be to assist and support the National Disability Authority through the provision of clerical and administrative services.

The post-holder may be redeployed at Clerical Officer Level to any area of work within the organisation, as required. Currently the NDA is structured under 3 Departments – Corporate Services, Research, Policy & Public Affairs and the Centre for Excellence in Universal Design Standards and Monitoring.

For the successful implementation of this role, there are a number of key relationships to be fostered and developed. These will be with colleagues and personnel from a range of other Departments, agencies and contracted services. A high degree of flexibility and customer service will be expected as well as strong organisational and administrative skills.

As a member of the NDA team, the post holder will be expected to actively contribute to and participate in the overall development of the NDA and to promote its policies at all times, to effectively represent the NDA, and to adhere to NDA values.

# Main Duties and Responsibilities

The core duties and responsibilities will include the following:

* Carry out general office tasks such as handling emails and correspondence, processing invoices and purchase orders, reception cover, and keeping accurate records.
* Provide administrative support to managers and colleagues and contribute to the delivery of projects.
* Communicate effectively with internal and external stakeholders, responding to queries and providing information in a professional and timely way.
* Prepare and update documents, reports, and files, ensuring all work is accurate, organised, and to a high standard.
* Use IT systems (MS Word, Excel, Outlook, etc.) daily and provide support for meetings and events.
* Take part in training as required and carry out other duties related to the role.

Note: The duties and responsibilities enumerated in this job description should not be regarded as comprehensive in scope and may be added to or altered as required.

# Person Specification

In applying for the post, applicants are strongly advised to clearly demonstrate how they fulfil the following essential requirements and competencies. The selection process may include short-listing of candidates on the basis of the information provided in the application form. It is therefore in your own interest to provide a detailed and accurate account of how your skills, personal qualities, qualifications and experience meet the requirements for the post.

The following criteria are considered **essential** for the post:

* Minimum QQI Level 4 and relevant work experience.
* Proficient in IT systems, especially Word, Excel, and Outlook.
* The ability to work well on your own initiative and as part of a team.
* Excellent organisational skills with the ability to work to tight deadlines whilst maintaining accuracy and appropriate attention to detail.
* Flexibility, reliability, and respect for colleagues in the workplace.
* Strong interpersonal, written and verbal communication skills, with a customer focused approach and the ability to manage stakeholder relationships successfully.
* Be capable and competent of fulfilling the role to a high standard.

The following criteria are considered **desirable**for the post:

* Previous customer service experience.
* Proven ability to work effectively within a team.
* Knowledge of or interest disability-related areas.

In addition to the above, the Capability Framework for Clerical Officers will be used in the selection process. The key dimensions of this framework are:

* Building Future Readiness
* Evidence Informed Delivery
* Communication and Collaborating

The Capability Framework for Clerical Officers can be found here:

[Capability Framework for Clerical Officers](https://www.publicjobs.ie/en/information-hub/capability-framework/clerical-officer)

# How to Apply

## Application Process

All candidates should download and complete the application form. Once the application form has been completed, please return it, along with a cover letter (max 2 pages), to recruitment@nda.ie.

Candidates should also indicate their interest with regard to full-time and/or part-time and permanent and/or specific purpose roles in their cover letter and application form.

Applicants should clearly demonstrate in the application form, by reference to specific achievements in their career to date that they possess the qualities, skills and knowledge required for the role of Clerical Officer as identified in the ‘Essential Criteria’ and ‘Desirable Criteria’ sections above. Also, that they can demonstrate the required competencies for the role as per the capability framework for Clerical Officers (set out in Appendix 1).

Applications will be accepted up to the closing date of **Friday 17th October 2025 @ 2pm local time.**

We are unable to accept hard copy applications submitted by post. All applications must be submitted by email for consideration.

If you do not receive an acknowledgement of receipt of your application within 48 hours of applying, please contact recruitment@nda.ie.

The onus is on each applicant to ensure that they are in receipt of all communication from The National Disability Authority. You are advised to check your emails on a regular basis throughout the duration of the competition; in addition, be sure to check junk/spam folders should any emails be mistakenly filtered.

The National Disability Authority accepts no responsibility for communication not accessed or received by an applicant.

**Diversity, Equity and Inclusion Statement**

The National Disability Authority is committed to being an equal opportunities employer. We welcome applications from all sections of society and ensure that no one is discriminated against on the grounds of race, religion or belief, ethnicity or nationality, domestic or civil partnership status, sexual orientation or gender identity or any other basis of protected law. Applications would be particularly welcome from persons with disabilities. Reasonable accommodations can be provided, if you require any reasonable accommodations you may contact, in confidence, recruitment@nda.ie.

# Selection Process

The Selection Process will include the following:

* Submission of application (Application form and cover letter)
* Shortlisting of candidates based on the information contained in their application
* Interview

## Shortlisting

Normally the number of applications received for a position exceeds that required to fill existing and future vacancies to the position. While you may meet the eligibility requirements of the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the National Disability Authority may decide that a smaller number of applicants will only be called to interview. In this respect, the National Disability Authority provide for the operation of a shortlisting process to select a group for interview who, based on an examination of the application forms, appear to be the most suitable for the position.

An expert board will examine the application forms against a pre-determined criteria based on the requirements of the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking the job, rather that there are some candidates, who based on their application, appear to be better qualified and/or have more relevant experience. It is therefore in your own interests to provide a precise, detailed, accurate account of your qualifications/experience in your application.

A panel of successful candidates may be formed as a result of the interviews. Candidates who obtain a place on the panel and who fulfil the conditions of the selection process may, within the life of the panel, be considered for subsequent approved vacancies. The candidate who obtains first place on the panel will be the first candidate considered for a position, subject to satisfactory clearances, and so on in order of merit.

# Confidentiality

Subject to the provisions of the Freedom of Information Act 2014 applications will be treated in strictest confidence.

# Other Important Information

The National Disability Authority will not be responsible for refunding any expenses incurred by candidates.

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

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

Should the person recommended for appointment decline, or having accepted it, relinquish it or if an additional vacancy arises the Board may, at its discretion, select and recommend another person for appointment on the results of this recruitment process.

# Candidates’ Rights and Obligations

## Candidates' Rights - Review Procedures in relation to the Recruitment Process

The National Disability Authority will consider requests for review in alignment with the provisions of the codes of practice published by the CPSA. The Codes of Practice are available on the website of the [Commission for Public Service Appointments](http://www.cpsa.ie).

Should a candidate be unhappy with an action or decision in relation to their application they can seek feedback. An initial review will be carried out internally by the Corporate Services Department as to why their application was deemed unsuccessful. The outcome of this review will be sent to the candidate in written format.

* To request an initial review, a candidate must write to the NDA within 5 working days of receiving notification of the decision on their application. The NDA will carry out the initial review without delay. If the candidate is dissatisfied with the outcome, they may resort to the formal procedures within 2 working days of receiving notifications of the outcome of the initial review.
* The decision arbitrator will be a person unconnected with the selection process and he/she will adjudicate on requests for review. The decision of the decision arbitrator in relation to such matters is final.

## Candidates’ Obligations

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

## Candidates must not

* Knowingly or recklessly provide false information
* Canvass any person with or without inducements
* Interfere with or compromise the process in any way
* A third party must not personate a candidate at any stage of the process
* Any person who contravenes the above provisions or who assists another person in contravening the above provisions is guilty of an offence. A person who is found guilty of an offence is liable to a fine/or imprisonment.

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

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

## Specific candidate criteria

Candidates must

* Have the knowledge and ability to discharge the duties of the post concerned
* Be suitable on the grounds of character
* Be suitable in all other relevant respects for appointment to the post concerned and if successful, they will not be appointed to the post unless they:
* Agree to undertake the duties attached to the post and accept the conditions under which the duties are, or may be required to be, performed;
* Are fully competent and available to undertake, and fully capable of undertaking, the duties attached to the position.

## Deeming of candidature to be withdrawn

Candidates who do not attend for interview or other test when and where required by the National Disability Authority, or who do not, when requested, furnish such evidence as required by the Authority relevant to their candidature, will have no further claim to consideration.

## Citizenship Requirement

Eligible candidates must be:

(a) A citizen of the European Economic Area (EEA). The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or

(b) A citizen of the United Kingdom (UK); or

(c) A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or

(d) A non-EEA citizen who has a stamp 41 or a Stamp 5 visa

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

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

# Data Protection Act 2018

When your application 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 as part of the recruitment process. Such information held by the NDA and the employing organisation is subject to the rights and obligations set out in the Data Protection Act 2018. For more information on how we retain and use your personal data, please review the [National Disability Authority’s Privacy Policy](http://nda.ie/Privacy-Policy/) which includes instructions on their right to withdraw consent at any point.

To make a subject access request under the Data Protection Act 2018, please submit your request in writing to: Data Protection Officer, National Disability Authority, 25 Clyde Road, Dublin 4, or email dataprotection@nda.ie

Ensure that you describe the records you seek in the greatest possible detail to enable us to identify the relevant record. Certain items of information, not specific to any individual, are extracted from records for general statistical purposes.

# Principal Conditions of Service

Principal conditions of service will be applied in line with all relevant governmental circulars/procedures and policies applicable at time of placement.

## Salary

Entry will be at the minimum of the scale of the Clerical Officer Standard Scale. The salary scale for the position is as follows:

Pay scale with effect from 01 August 2025 for Civil Servants appointed on or after 6th April 1995 paying the Class A rate of PRSI contribution and making an employee contribution in respect of personal superannuation benefits (PPC):

**Clerical Officer (PPC) Weekly Payment**

€596.11 €629.46 €637.94 €654.47 €678.87 €703.22 €727.55 €745.29 €765.40 €788.74 €805.15 €828.27 €851.22 €887.05 €915.19 LSI1 €928.12 LSI2

Non-Personal Pension Contribution Pay Scale with effect from 01 August 2025 (for those appointed before 6 April 1995):

**Clerical Officer Weekly Payment**

€546.84 €578.25 €586.20 €609.43 €624.72 €647.64 €670.56 €693.48 €709.95 €732.20 €750.86 €766.04 €787.66 €821.35 €847.83¹ €860.06²

Subject to satisfactory performance, increments may be payable in line with Government Policy. Long service increments may be payable after 3 (LSI-1) and 6 (LSI-2) years’ satisfactory service at the maximum of the scale.

Entry will be at the **first point** of the scale. Different terms and conditions may apply if you are a currently serving civil or public servant.

## Annual Leave

The annual leave allowance for the position of Clerical Officer will be as follows:

22 rising to 23 after 5 years’ service

24 after 10 years’ service

25 after 12 years’ service

26 after 14 years’ service

This allowance is subject to conditions regarding the granting of annual leave in the public sector and is based on a 5-day week, exclusive of public holidays.

## Hours of Work

Hours of attendance will be not less than 35 hours net per week. Your normal working hours are from 9am to 5pm, Monday to Friday.

The NDA operates a blended working policy which requires a minimum attendance on site of two days per week. This requirement is dependent on the requirements of the role and will vary from time to time. Details of this arrangement are agreed locally with your line manager.

## Rest Periods

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

## Place of work

The National Disability Authority is currently located in 25 Clyde Road, Dublin, D04 E409.

## Tenure

This is a Clerical Officer Panel (Full Time and/or Part Time, Permanent and/or Specific Purpose). You will be required to undergo a probationary period.

## Sick Leave

Pay during sick absence will apply in accordance with the provisions of the Public Service Sick Leave Regulations.

## PRSI

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

## Outside Employment

Appointees to full-time positions may not engage in private practice or be connected with any outside business, which would interfere with the performance of official duties.

# Superannuation and retirement

The successful candidate will be offered public service pension terms and retirement age conditions in accordance with pension arrangements in the National Disability Authority depending on the status of the successful appointee:

1. In general, an individual who has no prior pensionable Public Service history in the 26 weeks prior to appointment will be a member of the Single Public Service Pension Scheme (Single Scheme) which commenced from 1 January 2013 [Section 10 of the Public Service Pensions (Single Scheme and Other Provisions) Act 2012 refers];
2. An individual who was a member of a “pre-existing public service pension scheme” as construed by the Public Service Pensions (Single Scheme and Other Provisions) Act 2012 and who does not qualify for membership of the Single Scheme will have standard public service pension terms reflecting new entrant or non-new entrant status for the purposes of the Public Service Superannuation (Miscellaneous Provisions) Act 2004.

## Appointee’s status for superannuation purposes

Appointees will be required to disclose their full public service history. Details of the appropriate superannuation provisions will be provided upon determination of appointee’s status. The following points should be noted:

## Pension Accrual

A 40-year limit on total service that can be counted towards pension where a person has been a member of more than one existing public service pension scheme will apply. This 40-year limit, which is provided for in the Public Service Pensions (Single Scheme and other Provisions) Act 2012 came into effect on 28 July 2012. **This may have implications for any appointee who has acquired pension rights in a previous public service employment.**

## Pension Abatement

The Public Service Pensions (Single Scheme and Other Provisions) Act 2012 extended pension abatement so that a retiree’s public service pension is liable to abatement on re-entering public service employment, even where the new employment is in a different area of the public service.

However, if the appointee was previously employed in the Civil Service and awarded a pension under voluntary early retirement arrangements (other than the Incentivized Scheme of Early Retirement (ISER) or the Health Service Executive VER/VRS which render a person ineligible for the competition) the entitlement to payment of that pension will cease with effect from the date of reappointment.

## Department of Education Early Retirement Scheme for Teachers Circular 102/2007

The Department of Education 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, 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 cesser of such employment or on the person’s 60th birthday, whichever is the later, but on resumption, the pension will be based on the person’s actual reckonable service as a teacher (i.e. the added years previously granted will not be taken into account in the calculation of the pension payment).

## Ill-Health Retirement

Please note that where an individual 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.

## Additional Superannuation Contribution (ASC)

This appointment is subject to the Additional Superannuation Contribution (ASC) in accordance with Part 4 of the Public Service Pay and Pensions Act 2017. ASC is payable in addition to any contributions payable in respect of membership of your main superannuation scheme and/or spouse’s and children’s pension scheme.

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 candidates.

# Appendix 1

Civil Service Capability Framework: Clerical Officer

1. **Building Future Readiness**

Delivering excellent public policy and services requires us to embrace change and innovation. We strive to create an inclusive customer centric strategy and vision that keeps pace with environmental, social and technological changes. Adopting an agile and digital-first approach, we will continually upskill, change and improve how we do things to meet current and future demands.

* **Digital Focus**
	+ Utilises technology and digital skills to drive efficiencies and support better service delivery
* **Openness to Change**
	+ Shows interest and openness to change, innovation and new technology or processes
	+ Willing to try new approaches, seeking support when needed and openly sharing and learning from mistakes
* **Innovation and Creative Solutions**
	+ Puts forward innovative ideas, creative solutions or helpful suggestions, no matter how small
* **Building Expertise and Upskilling for the future**
	+ Enthusiastic about development opportunities, demonstrating a positive attitude, openness to feedback and willingness to learn
	+ Committed to improving knowledge and skills for the future
	+ Develops specialist expertise in their area, through listening and learning from others

**Key Skills Examples**

* IT skills (e.g., Microsoft Office)
* Digital literacy
* Specialist skills in own area of expertise
* Continuous learning
* Innovation
1. **Evidence Informed Delivery**

Delivering excellent public policy and services requires us to make evidence based and well-informed judgements and decisions, prioritise objectives and effectively manage resources, using relevant information to evaluate the delivered outcome to ensure maximum benefit for the people we serve.

**Delivering Excellence**

* **Managing Work Effectively**
	+ Manages, plans and prioritises workload to ensure targets and deadlines are met
	+ Works in a systematic, organised and efficient manner
	+ Uses their time effectively, seeking additional work or volunteering to support others during quiet periods
* **Delivering Quality Outcomes & Service**
	+ Maintains a focus on quality, accuracy and attention to detail, even when completing routine tasks
	+ Delivers high quality and professional customer service
	+ Actively seeks support, checks and reviews their work to ensure high standards
* **Attitude, Ownership & Flexibility**
	+ Takes ownership and responsibility over work, strives to become self-sufficient in their area of responsibility
	+ Gets up to speed with new tasks or roles at an appropriate pace and asks questions to ensure correct understanding
	+ Flexible, agile and resilient in the face of challenges or changing demands, maintaining a ‘can-do’ attitude and seeking support as necessary

**Key Skills Examples**

* Customer service
* Time management
* Project management
* Planning and organising

**Handling Information, Problems & Decisions**

* **Gathering & Processing Information**
	+ Ability to gather, understand and work with information from a range of different sources
	+ Handles all information and data carefully, particularly when dealing with sensitive or confidential matters
	+ Checks, processes, and interprets information and data, in an accurate and timely manner
* **Problem Solving**
	+ Identifies and solves problems in an effective and efficient manner, with support
	+ Understands when to escalate issues, sharing all relevant information and working with others to find a solution
* **Informed Judgement & Decision Making**
	+ Makes good judgements and decisions, considering the available information and following the relevant procedures or protocol
	+ Makes appropriate and timely decisions on matters within own remit, seeking support and referring decisions upward, where necessary

**Key Skills Examples**

* Working with data
* Information processing
* Problem solving
* Decision-making skills
1. **Communicating and Collaborating**

Delivering excellent public policy and services requires us to work together, build relationships and collaborate enabling a joined up, whole-of-Government approach. Effective engagement and communication with our customers, clients and colleagues will enhance and build trust in our services.

* **Collaboration, Teamwork & Building Relationships**
	+ Utilises interpersonal skills to build positive and effective working relationships, even in a blended or hybrid working environment
	+ Effective collaboration and teamworking skills, plays their part and works well with team members
* **Effective Communication**
	+ Communicates in a clear, helpful and appropriate manner verbally, digitally, and in writing
	+ Willing to communicate openly, sharing their views, thoughts and concerns
	+ Keeps others updated, sharing all relevant details
	+ Approaches difficult conversations with care and professionalism, seeking support when required
* **Engaging, Including & Listening**
	+ Listens carefully to others and takes on board their views, guidance and feedback
	+ Appreciates diversity and makes an effort to listen, include and engage with a variety of people

**Key Skills Examples**

* Written skills
* E-mailing
* Active listening
* Meeting participation
* Teamwork
* Interpersonal skills

**Preparing for Capability-Based Interviews**

In preparing for your interview, you may find it useful to:

1. **Review the relevant documents**, including the Capability Framework and Competition Information Booklet.
2. **Reflect** on your career, experience, education and key achievements to date.
3. Consider which **experiences/key achievements** are best suited to demonstrate your capability in the different areas.
4. Think of some **specific examples** and about **your approach more generally**, in relation to the capability dimensions in question.
5. Consider your **skills, strengths and knowledge**, relevant to each area – how do you develop and utilise these, what value can you add with your specific skillset/strengths/knowledge (you may refer to the key skills listed within the Capability Framework, or you may reference other relevant skills/strengths/knowledge you possess).
6. Consider the **values/motivation** that underpin your approach and drive you to perform. Reflect on your **interests** and the things you feel most excited about at work.
7. For areas in which you have **limited direct experience**, you may wish to reflect on any **transferable skills** that may be useful and/or how you might go about demonstrating capability in that area, if you were placed into the role.