The Capability Framework supports the Civil and Public Service in building the Workforce of the Future. Our ambition is to attract, empower and develop a diversity of people, with the capability and talent to collaboratively deliver excellence, on behalf of our Government and the people of Ireland.

Exploring and strengthening Capability requires us to consider the whole person, their skills, behaviours, values, motivation, strengths, knowledge, and interests. These factors underpin our approach to recruitment and development as we continue to build an innovative, professional, and agile Civil Service.

Through extensive research, we have determined the capabilities needed to build our future workforce. The framework below details the dimensions of Capability that are required for roles at various levels within the Civil Service.

The framework below details the dimensions of Capability that are required for roles at the Assistant Principal Officer grade.

Capability Dimension 1: Building Future Readiness.

Overview: 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.

Building future readiness breaks down into two capability sub-dimensions. The first sub-dimension is digital focus, innovation, and upskilling for the future. The second sub-dimension is strategy, change, and reform. Each sub-dimension breaks down further into key elements and performance indicators. These are detailed below.

Building Future Readiness, Sub-Dimension 1: Digital Focus, Innovation and Upskilling for the Future.

This Sub-Dimension breaks down into three key elements, as listed below.

Key Element 1: Digital Focus.

Drives the digital-first agenda by ensuring that digital tools and IT solutions are explored and utilised.

Key element 2: Innovation and Continuous Improvement.

Delivers and promotes innovative, creative, and practical solutions, with a commitment to continuous improvement.

Tries new or different approaches and is willing to take appropriate risks, learn from mistakes and adapt.

Key element 3: Upskilling for the Future.

Committed to building own knowledge and skills for the future.

Proactively seeks development opportunities and regularly reflects on learning experiences, with awareness of own strengths and weaknesses.

Understands what the team needs to do, to build future readiness and skills.

Examples of key skills relating to digital focus, innovation, and upskilling for the future are innovation, IT and digital skills, continuous learning, systems thinking, process improvement, and future forecasting.

Building Future Readiness, Sub-Dimension 2: Strategy, Change, and Reform.

This Sub-Dimension breaks down into three key elements, as listed below.

Key element 1: Strategic Capability and Future Focus.

Actively contributes to the development and evaluation of strategic plans, focusing on the short, medium and long term goals.

Supports the development of broader Organisational or Departmental policy, strategy, and objectives.

Key element 2: Contextual Awareness and Adaptability.

Strong understanding of wider Civil Service Policies and relevant developments in the Public and Private Sector.

Demonstrates awareness of changing circumstances, environment, and context, with the ability to respond and adapt as necessary.

Key element 3: Supporting Change and Reform.

Leads and supports others through change, highlighting the benefits and addressing resistance, concerns, or feedback.

Supports the change and reform agenda by putting forward recommendations, implementing agreed change and focusing on improvement.

Examples of key skills relating to strategy, change, and reform are managing and supporting change, policy and strategy development, goal setting, strategy implementation, and strategic thinking.

Capability Dimension 2: Evidence Informed Delivery

Overview: 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.

Evidence informed delivery breaks down into two capability sub-dimensions. The first sub-dimension is delivering excellence. The second sub-dimension is analysis, judgement and decision making. Each sub-dimension breaks down further, into key elements and performance indicators. These are detailed below.

Evidence Informed Delivery, Sub-Dimension 1: Delivering Excellence.

This Sub-Dimension breaks down into three key elements, as listed below.

Key element 1: Managing Work and Resources.

Manages a programme of work, taking ownership over own independent projects and also overseeing team-based work.

Effectively plans and prioritises in the face of competing demands and resource constraints, ensuring results are delivered.

Estimates, manages, and allocates resources effectively.

Key element 2: Commitment to Quality Outcomes.

Sets high standards and goals for self and others with commitment to meeting these.

Advocates for delivering excellence in customer service or customer experience and instils this on others.

Monitors efficiencies, value for money and adheres to corporate governance requirements.

Key element 3: Learning, Responding, Evaluating, and Improving.

Quickly gets up to speed with new tasks or roles, gaining an understanding of requirements, relevant information, and sensitivities.

Is flexible, agile, and resilient in the face of difficulty or emerging demands.

Seeks feedback and evaluates delivery against required outcomes, taking action to learn, respond and improve.

Examples of key skills relating to delivering excellence are project management, customer service, risk management, resource allocation, project evaluation, and cost-benefit analysis.

Evidence Informed Delivery, Sub-Dimension 2: Analysis, Judgement and Decision Making.

This Sub-Dimension breaks down into three key elements, as listed below.

Key element 1: Analysing and Evaluating Information.

Can quickly gather, analyse, and critically evaluate data from a range of sources, to identify key information.

Ensures data is collected, analysed, and utilised on a regular basis to support work and to facilitate effective decision making.

Analyses and evaluates complex verbal and numerical information in an accurate and timely manner.

Key element 2: Problem Solving.

Manages issues and solves problems in an informed, logical, and composed manner, seeking additional information and inputs where necessary.

Effectively deals with difficult, ambiguous situations and 'on-the-spot' issues, quickly determining the best course of action.

Key element 3: Informed Judgement and Decision Making.

Makes balanced judgements and decisions, drawing from evidence, experience and relevant policies or procedures, while also considering contextual issues or sensitivities.

Makes important, urgent, or difficult decisions in an appropriate, timely and ethical manner, considering the broader implications or impact and sharing the rationale for decisions made.

Examples of key skills relating to analysis, judgement, and decision making are evaluating information, data management and visualisation, data analytics, and critical thinking.

Capability Dimension 3: Leading and Empowering.

Overview: Delivering excellent public policy and services requires us to lead in our areas of expertise, inspire others and create a clear vision. We are committed to developing, supporting, and empowering our colleagues to meet their potential and to creating a positive and inclusive work environment where everyone's contribution is valued.

Leading and empowering breaks down into two capability sub-dimensions. The first sub-dimension is leading, motivating, and developing. The second sub-dimension is leading with specialist insight. Each sub-dimension breaks down further, into key elements and performance indicators. These are detailed below.

Leading and Empowering, Sub-Dimension 1: Leading, Motivating, and Developing.

This Sub-Dimension breaks down into four key elements, as listed below.

Key Element 1: Developing, Motivating and Supporting Performance.

Ensures their team have exposure to development opportunities, strategically delegating tasks or projects and considering existing strengths and development needs.

Supports and motivates high performance by providing recognition, guidance, coaching and regular feedback.

Utilises and promotes both formal and informal performance management techniques.

Key element 2: Vision, Purpose, and Authenticity.

Creates and communicates a clear vision and goals.

Shows authenticity, passion and commitment to their work and reminds the team of the wider purpose and impact.

Leads with integrity, honesty, transparency, and accountability.

Key element 3: Empowerment, Psychological Safety, and Inclusion.

Creates an inclusive, psychologically safe and open team environment.

Empowers their team by fostering autonomy, trust, and honest communication.

As a leader, champions equality, diversity, and inclusion, taking meaningful action through the work of their Organisation or Department and in supporting a diverse workforce.

Key element 4: Social and Emotional Intelligence.

Openly prioritises the wellbeing of self and others, instilling a culture of support, empathy, and consideration.

Demonstrates self-awareness and the ability to manage own emotions and behaviour, particularly in challenging situations.

Examples of key skills for leading, motivating, and developing are performance management, coaching and feedback, and managing remote or blended teams.

Leading and Empowering, Sub-Dimension 2: Leading with Specialist Insight.

This Sub-Dimension breaks down into three key elements, as listed below.

Key Element 1: Adding Value with Specialist Expertise.

Demonstrates a high degree of specialist expertise and knowledge in their area.

Adds value to the Organisation or Department by utilising their specialist expertise to meet the business needs and shape broader policy or strategy.

Key element 2: Leading and Advocating.

Leads and provides direction, through openly sharing insights, knowledge, evidence, and rationale in a non-technical manner

Advocates and explains the value of their area or expertise and why it is necessary to prioritise

Becomes a Thought Leader or Subject Matter Expert in their area of expertise, providing guidance, knowledge, and leadership

Key element 3: Building Networks, Knowledge, and Insights.

Gains insight and expertise through engaging with internal, external, and international experts and colleagues.

Represents the Organisation or Department at formal and informal events, with professionalism and awareness.

Committed to Continuous Professional Development, actively engaging in relevant courses, conferences, and activities to keep knowledge up to date.

Examples of key skills relating to leading with specialist insight are specialist skills in own area of expertise, research, and networking.

Capability Dimension 4: Communicating and collaborating.

Overview: 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.

Communicating and collaborating breaks down into two sub-dimensions. The first sub-dimension is communicating and influencing. The second sub-dimension is engaging and collaborating. Each sub-dimension breaks down further into key elements and performance indicators. These are detailed below.

Communicating and Collaborating, Sub-Dimension 1: Communicating and Influencing.

This Sub-Dimension breaks down into two key elements, as listed below.

Key element 1: Communicating Effectively and Listening to Understand.

Communicates and presents in a clear, professional, engaging, and efficient manner, across verbal, digital, and written communications.

Demonstrates understanding of own communication approach, adjusting style as appropriate for the audience.

Appreciates diversity and makes an active effort to involve different people, to bring challenge and alternative viewpoints.

Key element 2: Influencing and Negotiation Skills.

Tactfully influences and persuades others and considers compromise when necessary.

Develops an understanding of context, sensitivities, and differing perspectives, when engaging in discussions or negotiations.

Approaches difficult discussions, conflict or negotiations with respect, thoughtfulness, composure, and self-assurance.

Examples of key skills relating to communicating and influencing are other languages, for example, Gaeilge, written skills, presenting, active listening, facilitating, and chairing skills, and influencing and negotiation skills.

Communicating and Collaborating, Sub-Dimension 2: Engaging and Collaborating.

This Sub-Dimension breaks down into two key elements, as listed below.

Key element 1: Relationship Building and Stakeholder Engagement.

Utilises interpersonal skills to build and maintain working relationships within and outside of own area, team and Department or Organisation.

Engages and consults regularly with relevant stakeholders, managing expectations and providing insightful, open, and transparent updates.

Key element 2: Collaboration, Consultation and Cross-Functional Working.

Maximises opportunities to collaborate by asking the right questions, offering support, being proactive and showing understanding of others' objectives.

Proactively involves and consults with others, across all workplace arrangements such as remote, hybrid or blended or office based.

Examples of key skills relating to engaging and collaborating are collaboration, cross-functional working, networking, relationship building and interpersonal skills, and social intelligence.

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