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 Executive 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 four key elements.

Key element 1: Digital Focus.

Maximises the use of technology and digital skills to drive efficiencies and support better service delivery.

Key element 2: Openness to Change.

Shows interest and openness to change, innovation and new technology or processes, actively exploring the practicalities and providing feedback or suggestions.

Willing to try new approaches, seeking support when needed and openly sharing and learning from mistakes.

Key element 3: Innovation and Creative Solutions.

Actively puts forward innovative ideas, creative solutions, or helpful suggestions.

Key element 4: 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.

Aware of own strengths and development areas.

Key skills relating to building future readiness are IT and digital skills, digital literacy, process improvement, and innovation.

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 sub-dimensions. The first sub-dimension is delivering excellence. The second sub-dimension is managing information, problems, and decisions. 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 Effectively.

Manages, plans, and prioritises workload to ensure targets and deadlines are met.

Works in a systematic, organised, and efficient manner.

Has good oversight of their teams work and puts procedures in place to track quality and productivity.

Ensures they have a sufficient workload, seeks additional work, and uses appropriate initiative to take on other tasks.

Key element 2: Delivering Quality Outcomes and Service.

Delivers high quality standards with excellent attention to detail and accuracy.

Ensures high quality, professional customer service, resolving complex issues or queries and prioritising customer experience.

Key element 3: Attitude, Initiative and Flexibility.

Demonstrates ownership, initiative, and responsibility over work, becoming self-sufficient in their own area of responsibility.

Maintains resilience and a ‘can-do’ attitude when learning new skills or working under pressure, seeking support when needed.

Flexible, agile, and resilient in the face of challenges or changing demands.

Examples of key skills relating to delivering excellence are customer service, time management, project management, and planning and organising.

Evidence Informed Delivery, Sub-Dimension 1: Managing information, problems, and decisions.

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

Key element 1: Gathering and Processing Information.

Can gather, understand, utilise, and analyse information from a range of different sources.

Manages all information and data carefully, particularly with sensitive or confidential matters.

Correctly processes and interprets verbal information, in a timely manner.

Accurately evaluates numerical information and data, in a timely manner.

Key element 2: Problem Solving.

Identifies and solves complex problems, with the support of their team if needed.

Escalates issues appropriately, communicating all relevant information and suggesting possible solutions.

Key element 3: Informed Judgement and Decision Making.

Makes balanced judgements and decisions, considering the available information, previous learnings 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.

Examples of key skills relating to managing information, problems and decisions are working with data, report writing skills, problem solving, 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 sub-dimensions. The first sub-dimension is leading, supporting, 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, Supporting, and Developing.

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

Key element 1: Leading, Developing and Including Others.

Leads, supports, and motivates the team to achieve set goals.

Works well with diverse teams, ensuring their colleagues are included, heard, supported, and valued.

Offers coaching, guidance, and feedback to others to support their development.

Key element 2: Empowerment, Trust, and Honesty.

Empowers their team and colleagues by delegating tasks and showing trust.

Works with integrity, honesty, and accountability.

Key element 3: Social and Emotional Awareness.

Prioritises wellbeing for self and others, showing consideration, empathy, and support.

Makes an effort to be self-aware and manage own emotions and behaviour, particularly in challenging situations.

Examples of skills relating to leading, supporting, and developing are performance management, delegation, coaching, and providing feedback.

Leading and Empowering, Sub-Dimension 1: Leading with Specialist Insight.

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

Key element 1: Specialist Expertise and Professional Development.

Develops specialist expertise and knowledge in their area.

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

Builds their expertise through listening and learning from others.

Key element 2: Leading and Knowledge Sharing.

Contributes to discussions and decisions by sharing insights and evidence.

Promotes their own area of expertise and understands the value it brings.

Finds opportunities to share or showcase their specialist knowledge.

Key element 3: Working Independently.

Comfortable working independently in their area, but also engages with other groups outside of their direct work or team.

Quickly learns what work needs to be done and how to do it, seeking support or guidance when necessary.

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

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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 three key elements, as listed below.

Key element 1: Collaboration, Teamwork and Building Relationships.

Utilises interpersonal skills to build positive and effective working relationships, even in a blended or hybrid working environment.

Strong collaboration and teamworking skills, plays their part and works well with colleagues within and outside of own team.

Key element 2: Effective Communication.

Communicates in a clear and appropriate manner verbally, digitally and in writing, adapting approach to suit the audience.

Shares the appropriate level of detail and communicates information in an accessible and understandable format.

Willing to communicate with colleagues at all levels, openly sharing their views, thoughts, and concerns.

Manages difficult conversations with professionalism, respect, and sensitivity, seeking support when required.

Key element 3: Listening, Consulting and Engaging.

Listens to, consults, and engages with relevant stakeholders, keeping them informed as necessary.

Appreciates diversity and makes an active effort to listen, consult and engage with a variety of people.

The key skills relating to communicating and collaborating are written skills, presenting, active listening, meeting participation, teamwork, and interpersonal skills.