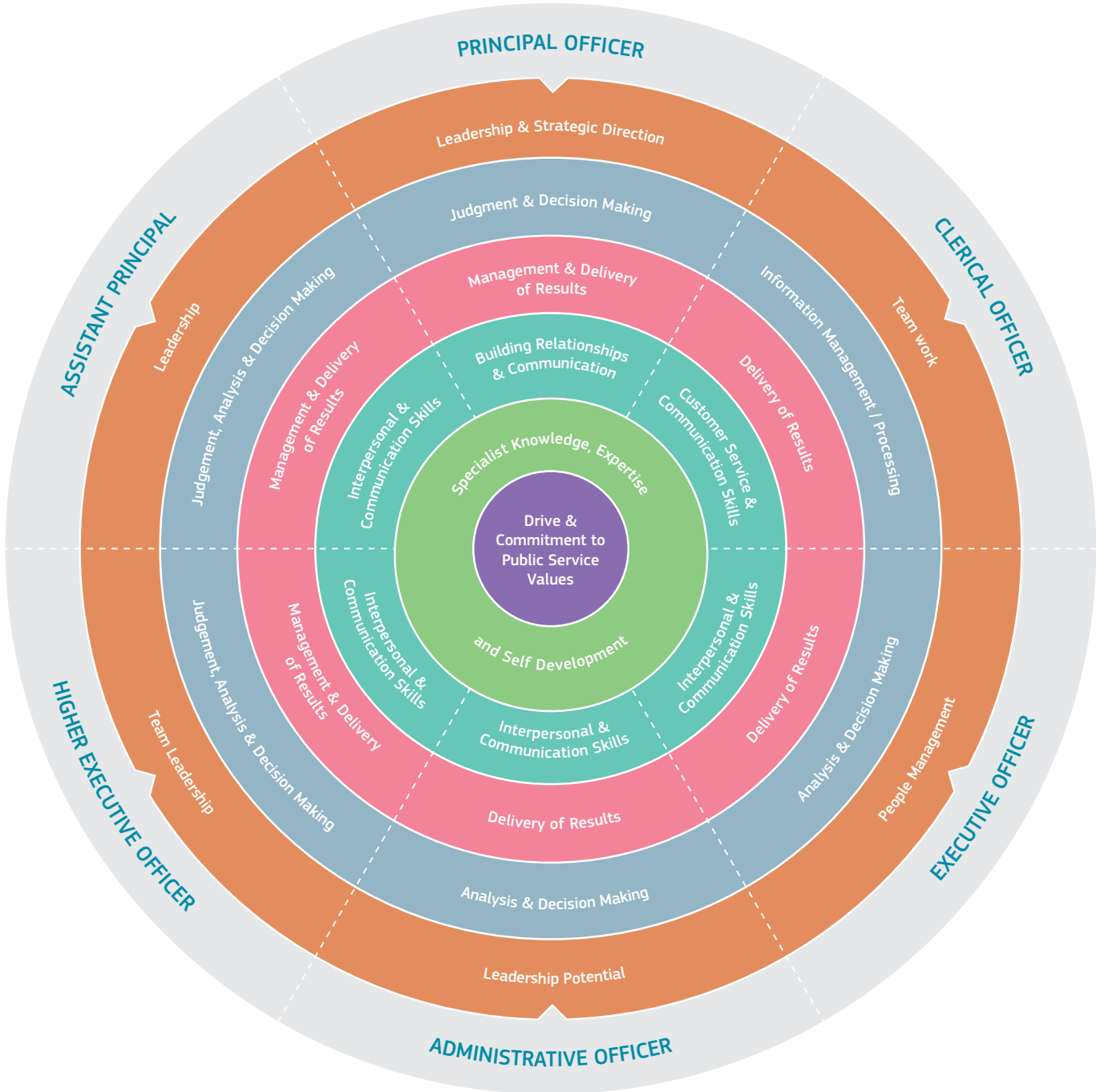
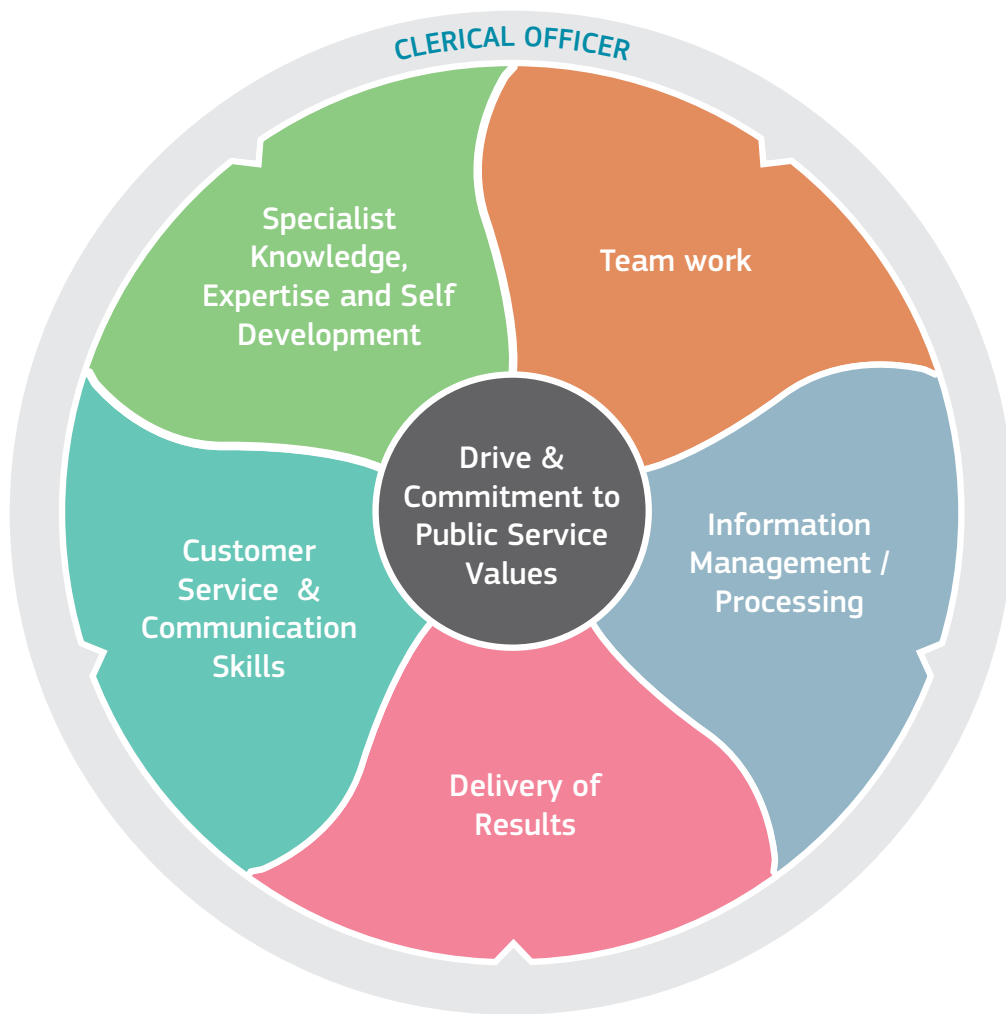


# PAS Civil Service Competency Models



# Irish Civil Service Clerical Officer Level Competency

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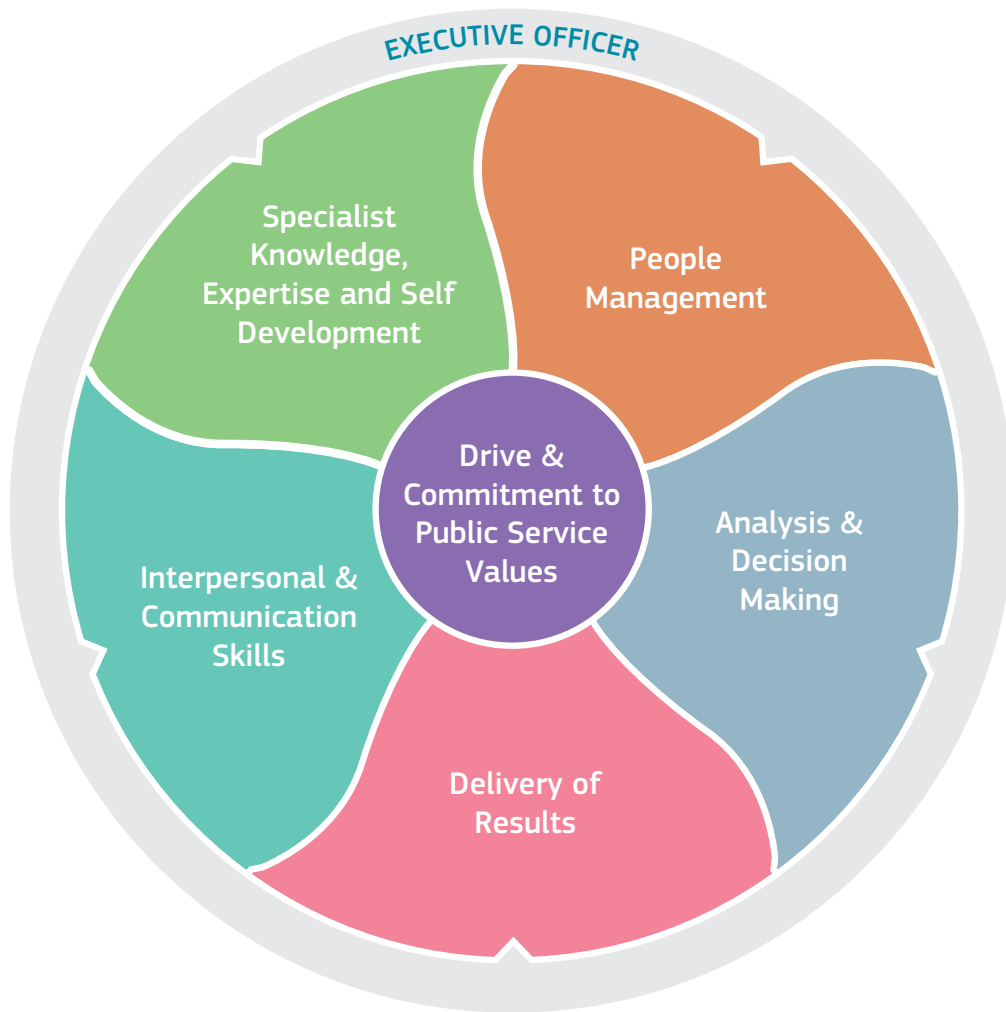
# Clerical Officer Level Competencies

## Effective Performance Indicators

Team work	Shows respect for colleagues and co-workers
	Develops and maintains good working relationships with others, sharing information and knowledge, as appropriate
	Offers own ideas and perspectives
	Understands own role in the team, making every effort to play his/her part
Information Management / Processing	Approaches and delivers all work in a thorough and organised manner
	Follows procedures and protocols, understanding their value and the rationale behind them
	Keeps high quality records that are easy for others to understand
	Draws appropriate conclusions from information
	Suggests new ways of doing things better and more efficiently
	Is comfortable working with different types of information, e.g. written, numerical, charts, and carries out calculations such as arithmetic, percentages etc.
Delivery of Results	Takes responsibility for work and sees it through to the appropriate next level
	Completes work in a timely manner
	Adapts quickly to new ways of doing things
	Checks all work thoroughly to ensure it is completed to a high standard and learns from mistakes
	Writes with correct grammar and spelling and draws reasonable conclusions from written instructions
	Identifies and appreciates the urgency and importance of different tasks
	Demonstrates initiative and flexibility in ensuring work is delivered
	Is self reliant and uses judgment on when to ask manager or colleagues for guidance
Customer Service & Communication Skills	Actively listens to others and tries to understand their perspectives/ requirements/ needs
	Understands the steps or processes that customers must go through and can clearly explain these
	Is respectful, courteous and professional, remaining composed, even in challenging circumstances
	Can be firm when necessary and communicate with confidence and authority
	Communicates clearly and fluently when speaking and in writing
Specialist Knowledge, Expertise and Self Development	Develops and maintains the skills and expertise required to perform in the role effectively, e.g. relevant technologies, IT systems, spreadsheets, Microsoft Office, relevant policies etc.
	Clearly understands the role, objectives and targets and how they fit into the work of the unit
	Is committed to self development and continuously seeks to improve personal performance
Drive & Commitment to Public Service Values	Consistently strives to perform at a high level and deliver a quality service
	Serves the Government and people of Ireland
	Is thorough and conscientious, even if work is routine
	Is enthusiastic and resilient, persevering in the face of challenges and setbacks
	Is personally honest and trustworthy
	At all times, acts with integrity

# Irish Civil Service Executive Officer Level Competency

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# Executive Officer Level Competencies

## Effective Performance Indicators

People Management	Consults and encourages the full engagement of the team, encouraging open and constructive discussions around work issues
	Gets the best out of individuals and the team, encouraging good performance and addressing any performance issues that may arise
	Values and supports the development of others and the team
	Encourages and supports new and more effective ways of working
	Deals with tensions within the team in a constructive fashion
	Encourages, listens to and acts on feedback from the team to make improvements
	Actively shares information, knowledge and expertise to help the team to meet it's objectives
Analysis & Decision Making	Effectively deals with a wide range of information sources, investigating all relevant issues
	Understands the practical implication of information in relation to the broader context in which s/he works – procedures, divisional objectives etc.
	Identifies and understands key issues and trends
	Correctly extracts & interprets numerical information, conducting accurate numerical calculations
	Draws accurate conclusions & makes balanced and fair recommendations backed up with evidence
Delivery of Results	Takes ownership of tasks and is determined to see them through to a satisfactory conclusion
	Is logical and pragmatic in approach, setting objectives and delivering the best possible results with the resources available through effective prioritisation
	Constructively challenges existing approaches to improve efficient customer service delivery
	Accurately estimates time parameters for project, making contingencies to overcome obstacles
	Minimises errors, reviewing learning and ensuring remedies are in place
	Maximises the input of own team in ensuring effective delivery of results
	Ensures proper service delivery procedures/protocols/reviews are in place and implemented
Interpersonal & Communication Skills	Modifies communication approach to suit the needs of a situation/ audience
	Actively listens to the views of others
	Liaises with other groups to gain co-operation
	Negotiates, where necessary, in order to reach a satisfactory outcome
	Maintains a focus on dealing with customers in an effective, efficient and respectful manner
	Is assertive and professional when dealing with challenging issues
	Expresses self in a clear and articulate manner when speaking and in writing
Specialist Knowledge, Expertise and Self Development	Displays high levels of skills/ expertise in own area and provides guidance to colleagues
	Has a clear understanding of the role, objectives and targets and how they support the service delivered by the unit and Department/ Organisation and can communicate this to the team
	Leads by example, demonstrating the importance of development by setting time aside for development initiatives for self and the team
Drive & Commitment to Public Service Values	Is committed to the role, consistently striving to perform at a high level
	Demonstrates flexibility and openness to change
	Is resilient and perseveres to obtain objectives despite obstacles or setbacks
	Ensures that customer service is at the heart of own/team work
	Is personally honest and trustworthy
	Acts with integrity and encourages this in others

# Irish Civil Service Administrative Officer Level Competency

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# Administrative Officer Level Competencies

## Effective Performance Indicators

Leadership Potential	Is flexible and willing to adapt, positively contributing to the implementation of change
	Contributes to the development of policies in own area and the broader Department/ Organisation
	Seeks to understand the implications of taking a particular position on issues and how interdependencies need to be addressed in a logical and consistent way
	Maximises the contribution of the team, encouraging ownership, providing support and working effectively with others
	Formulates a perspective on issues considered important and actively contributes across a range of settings
Analysis & Decision Making	Is skilled policy analysis and development, challenging the established wisdom and adopting an open-minded approach
	Quickly gets up to speed in a complex situation, rapidly absorbing all relevant information/data (written and oral)
	Uses numerical data skillfully to understand and evaluate business issues
	Identifies key themes and patterns in and across different sources of information, drawing sound and balanced conclusions
	Sees the logical implications of taking a particular position on an issue
	Is resourceful and creative, generating original approaches when solving problems and making decisions
Delivery of Results	Assumes personal responsibility for and delivers on agreed objectives/ goals
	Manages and progresses multiple projects and work activities successfully
	Accurately estimates time parameters for projects and manages own time efficiently, anticipating obstacles and making contingencies for overcoming these
	Maintains a strong focus on meeting the needs of customers at all times
	Ensures all outputs are delivered to a high standard and in an efficient manner
	Use resources effectively, at all times challenging processes to improve efficiencies
Interpersonal & Communication Skills	Communicates in a fluent, logical, clear and convincing manner verbally and in writing
	Is able to listen effectively and develop a two-way dialogue quickly
	Maintains a strong focus on meeting the needs of internal and external customers
	Effectively influences others to take action
	Works to establish mutual understanding to allow for collaborative working
	Works effectively
Specialist Knowledge, Expertise and Self Development	Clearly understands the role, objectives and targets and how they fit into the work of the unit and Department/ Organisation.
	Develops the expertise necessary to carry out the role to a high standard and shares this with others
	Is proactive in keeping up to date on issues and key developments that may impact on own area, the Department and/ or wider public service
	Consistently reviews own performance and sets self challenging goals and targets
	Has significant expertise in his/her field that is recognised and utilised by colleagues
Drive & Commitment to Public Service Values	Consistently strives to perform at a high level
	Maintains consistent effort under pressure and is resilient to criticism or setbacks at work
	Demonstrates high levels of initiative, taking ownership for projects and demonstrating self sufficiency
	Is personally trustworthy and can be relied upon
	Places the citizen at the heart of all process and systems
	Upholds the highest standards of honesty, ethics and integrity

# Irish Civil Service Higher Executive Officer Level Competency



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# Higher Executive Officer Level Competencies

## Effective Performance Indicators

Team Leadership	Works with the team to facilitate high performance, developing clear and realistic objectives and addressing and performance issues if they arise
	Provides clear information and advice as to what is required of the team
	Strives to develop and implement new ways of working effectively to meet objectives
	Leads the team by example, coaching and supporting individuals as required
	Places high importance on staff development, training and maximising skills & capacity of team.
	Is flexible and willing to adapt, positively contributing to the implementation of change
Judgement, Analysis & Decision Making	Gathers and analyses information from relevant sources, whether financial, numerical or otherwise weighing up a range of critical factors
	Takes account of any broader issues, agendas, sensitivities and related implications when making decisions
	Uses previous knowledge and experience in order to guide decisions
	Uses judgement to make sound decisions with a well reasoned rationale and stands by these
	Puts forward solutions to address problems
Management & Delivery of Results	Takes responsibility and is accountable for the delivery of agreed objectives
	Successfully manages a range of different projects and work activities at the same time
	Structures and organises their own and others work effectively
	Is logical and pragmatic in approach, delivering the best possible results with the resources available
	Delegates work effectively, providing clear information and evidence as to what is required
	Proactively identifies areas for improvement and develops practical suggestions for their implementation
	Demonstrates enthusiasm for new developments/changing work practices and strives to implement these changes effectively
	Applies appropriate systems/ processes to enable quality checking of all activities and outputs
	Practices and promotes a strong focus on delivering high quality customer service, for internal and external customers
Interpersonal & Communication Skills	Builds and maintains contact with colleagues and other stakeholders to assist in performing role
	Acts as an effective link between staff and senior management
	Encourages open and constructive discussions around work issues
	Projects conviction, gaining buy-in by outlining relevant information and selling the benefits
	Treats others with diplomacy, tact, courtesy and respect , even in challenging circumstances
	Presents information clearly, concisely and confidently when speaking and in writing
	Collaborates and supports colleagues to achieve organisational goals
Specialist Knowledge, Expertise and Self Development	Has a clear understanding of the roles, objectives and targets of self and team and how they fit into the work of the unit and Department/ Organisation and effectively communicates this to others
	Has high levels of expertise and broad Public Sector knowledge relevant to his/her area of work
	Focuses on self development, striving to improve performance
Drive & Commitment to Public Service Values	Strives to perform at a high level, investing significant energy to achieve agreed objectives
	Demonstrates resilience in the face of challenging circumstances and high demands
	Is personally trustworthy and can be relied upon
	Ensures that customers are at the heart of all services provided
	Upholds high standards of honesty, ethics and integrity

# Irish Civil Service Assistant Principal Officer Level Competency

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# Assistant Principal Officer Level Competencies

## Effective Performance Indicators

Leadership	Actively contributes to the development of the strategies and policies of the Department/ Organisation
	Brings a focus and drive to building and sustaining high levels of performance, addressing any performance issues as they arise
	Leads and maximises the contribution of the team as a whole
	Considers the effectiveness of outcomes in terms wider than own immediate area
	Clearly defines objectives/ goals & delegates effectively, encouraging ownership and responsibility for tasks
	Develops capability of others through feedback, coaching & creating opportunities for skills development
	Identifies and takes opportunities to exploit new and innovative service delivery channels
Judgement, Analysis & Decision Making	Researches issues thoroughly, consulting appropriately to gather all information needed on an issue
	Understands complex issues quickly, accurately absorbing and evaluating data (including numerical data)
	Integrates diverse strands of information, identifying inter-relationships and linkages
	Uses judgement to make clear, timely and well grounded decisions on important issues
	Considers the wider implications, agendas and sensitivities within decisions and the impact on a range of stakeholders
	Takes a firm position on issues s/he considers important
Management & Delivery of Results	Takes responsibility for challenging tasks and delivers on time and to a high standard
	Plans and prioritises work in terms of importance, timescales and other resource constraints, re-prioritising in light of changing circumstances
	Ensures quality and efficient customer service is central to the work of the division
	Looks critically at issues to see how things can be done better
	Is open to new ideas initiatives and creative solutions to problems
	Ensures controls and performance measures are in place to deliver efficient and high value services
	Effectively manages multiple projects
Interpersonal & Communication Skills	Presents information in a confident, logical and convincing manner, verbally and in writing
	Encourages open and constructive discussions around work issues
	Promotes teamwork within the section, but also works effectively on projects across Departments/ Sectors
	Maintains poise and control when working to influence others
	Instills a strong focus on Customer Service in his/her area
	Develops and maintains a network of contacts to facilitate problem solving or information sharing
	Engages effectively with a range of stakeholders, including members of the public, Public Service Colleagues and the political system
Specialist Knowledge, Expertise and Self Development	Has a clear understanding of the roles objectives and targets of self and the team and how they fit into the work of the unit and Department/ Organisation
	Has a breadth and depth of knowledge of Department and Governmental issues and is sensitive to wider political and organisational priorities
	Is considered an expert by stakeholders in own field/ area
	Is focused on self development, seeking feedback and opportunities for growth to help carry out the specific requirements of the role
Drive & Commitment to Public Service Values	Is self motivated and shows a desire to continuously perform at a high level
	Is personally honest and trustworthy and can be relied upon
	Ensures the citizen is at the heart of all services provided
	Through leading by example, fosters the highest standards of ethics and integrity

# Irish Civil Service Principal Officer Level Competency

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# Principal Officer Level Competencies

## Effective Performance Indicators

Leadership & Strategic Direction	Leads the team, setting high standards, tackling any performance problems & facilitating high performance
	Facilitates an open exchange of ideas and fosters an atmosphere of open communication
	Contributes to the shaping of Departmental / Government strategy and policy
	Develops capability and capacity across the team through effective delegation
	Develops a culture of learning & development, offering coaching and constructive / supportive feedback
	Leads on preparing for and implementing significant change and reform
	Anticipates and responds quickly to developments in the sector/ broader environment
	Actively collaborates with other Departments, Organisations and Agencies
Judgment & Decision Making	Identifies and focuses on core issues when dealing with complex information/ situations
	Assembles facts, manipulates verbal and numerical information and thinks through issues logically
	Sees the relationships between issues and quickly grasp the high level and socio-political implications
	Identifies coherent solutions to complex issues
	Takes action, making decisions in a timely manner and having the courage to see them through
	Makes sound and well informed decisions, understanding their impact and implications
	Strives to effectively balance the sectoral issues, political elements and the citizen impact in all decisions
Management & Delivery of Results	Initiates and takes personal responsibility for delivering results/ services in own area
	Balances strategy and operational detail to meet business needs
	Manages multiple agendas and tasks and reallocates resources to manage changes in focus
	Makes optimum use of resources and implements performance measures to deliver on objectives
	Ensures the optimal use of ICT and new delivery models
	Critically reviews projects and activities to ensure their effectiveness and that they meet Organisational requirements
	Instils the importance of efficiencies, value for money and meeting corporate governance requirements
	Ensures team are focused and act on Business plans priorities, even when faced with pressure
Building Relationships & Communication	Speaks and writes in a clear, articulate and impactful manner
	Actively listens, seeking to understand the perspective and position of others
	Manages and resolves conflicts / disagreements in a positive & constructive manner
	Works effectively within the political process, recognising & managing tensions arising from different stakeholders perspectives
	Persuades others; builds consensus, gains co-operation from others to obtain information and accomplish goals
	Proactively engages with colleagues at all levels of the organisation and across other Departments// Organisations and builds strong professional networks
Makes opinions known when s/he feels it is right to do so	
Specialist Knowledge, Expertise and Self Development	Develops and maintains skills and expertise across a number of areas that are relevant to his/her field and recognised by people internal and external to the Department/ Organisation
	Keeps up to date with key departmental, sectoral, national and international policies and economic, political and social trends that affect the role
	Maintains a strong focus on self-development, seeking feedback and opportunities for growth
Drive & Commitment to Public Service Values	Consistently strives to perform at a high level
	Demonstrates personal commitment to the role, maintaining determination and persistence while maintaining a sense of balance and perspective in relation to work issues
	Contributes positively to the corporate agenda
	Is personally trustworthy, honest and respectful, delivering on promises and commitments
	Ensures the citizen is at the heart of all services provided
	Is resilient, maintaining composure even in adverse or challenging situations
	Promotes a culture that fosters the highest standards of ethics and integrity







**An tSeirbhís um Cheapacháin Phoiblí**  
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