PAS Civil Service Competency Models

Assistant Principal Officer Level
Irish Civil Service
Assistant Principal Officer Level Competency

- Drive & Commitment to Public Service Values
- Leadership
- Analysis & Decision Making
- Management & Delivery of Results
- Interpersonal & Communication Skills
- Specialist Knowledge, Expertise and Self Development

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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 |
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| 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  
Makes clear, timely and well grounded decisions on important issues  
Considers the wider implications of decisions 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 |