HEO

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Civil Service Capability Framework

Higher Executive Officer

Capability Framework Overview

Building Future Readiness

Digital Focus, Innovation & Upskilling for the Future

Strategic Awareness & Change

Leading & Empowering
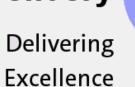
Leading, Motivating & Developing

Leading with Specialist Insight

Capability:

Behaviours

Skills

Strengths

Knowledge

Values

Motivation

Interests

Evidence Informed Delivery

Delivering Excellence

Analysis, Judgement & Decision Making

Communicating & Collaborating

Communicating & Influencing

Engaging & Collaborating

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.

Building Future Readiness

Digital Focus, Innovation & Upskilling for the Future
- Digital Focus
- Innovation & Creative Solutions
- Upskilling for the Future

Strategic Awareness & Change
- Strategic Awareness & Future Focus
- Contextual Awareness
- Facilitating Change

Digital Focus, Innovation & Upskilling for the Future

Digital Focus
- Maximises the use of technology and digital solutions to drive efficiencies and support better service delivery

Innovation & Creative Solutions
- Encourages and delivers innovative ideas, creative solutions and useful suggestions, with a good understanding of the practicalities
- Tries new or different approaches, demonstrating the flexibility to learn from mistakes, adapt and improve

Upskilling for the Future
- Proactively seeks development opportunities, building on strengths and addressing weaknesses and gaps with a positive attitude and willingness to learn
- Committed to building knowledge and skills for the future
- Understands what the team needs to do, to build future readiness and skills

Key Skills Examples
- Innovation
- IT and digital skills
- Continuous learning
- Design thinking
- Systems thinking
- Process improvement

Strategic Awareness & Change

Strategic Awareness & Future Focus
- Contributes to the development of policy, strategy and future planning for their area
- Works with management to identify links between the broader organisational and departmental strategy and the yearly objectives of their team

Contextual Awareness
- Keeps up to date with wider Civil Service Policies and developments relevant to their own area
- Considers the wider impact of policies and strategies, including who or what they affect

Facilitating Change
- Supports others through change, highlighting the benefits of change, innovation or new technology
- Identifies and makes recommendations for change based on their experience and insights

Key Skills Examples
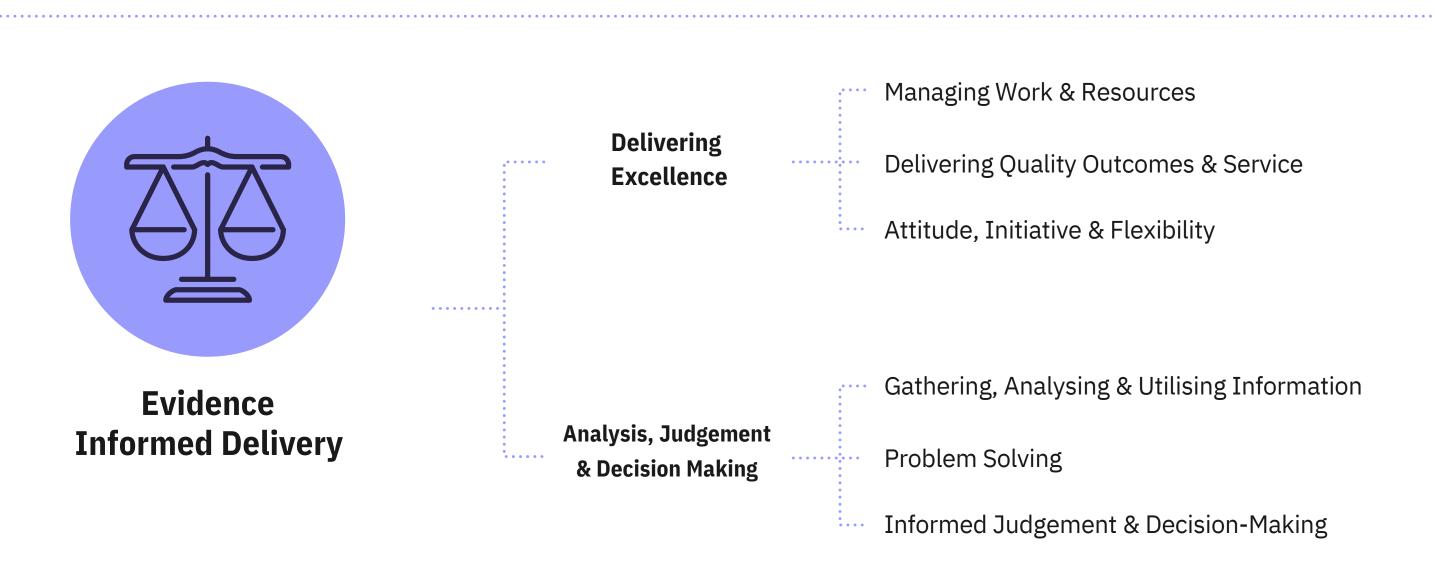- Managing and supporting change
- Policy and strategy development
- Goal setting
- Strategy implementation
- Strategic thinking

Evidence Informed Delivery

Delivering excellent public policy and services requires us to make evidence based and well-informed judgements and decisions, prioritise objectives and e ectively manage resources, using relevant information to evaluate the delivered outcome to ensure

maximum bene t for the people we serve.

**Evidence
Informed Delivery**

**Delivering
Excellence**

Managing Work & Resources

Delivering Quality Outcomes & Service

Attitude, Initiative & Flexibility

**Analysis, Judgement
& Decision Making**

Gathering, Analysing & Utilising Information

Problem Solving

Informed Judgement & Decision-Making

Delivering Excellence

Managing Work & Resources

- Manages, plans and prioritises workload of self and team, to ensure targets and deadlines are met

- Works in a systematic, organised and efficient manner, getting up to speed with new tasks at an appropriate pace

- Manages resources effectively to deliver best outcome possible

Delivering Quality Outcomes & Service

- Sets high standards and goals for self and team with commitment to meeting these

- Has good oversight of their teams work and puts procedures in place to track progress and quality

- Practices and promotes delivering excellence in customer service and prioritises the customer experience

- Seeks feedback on work and evaluates delivery against required outcomes

Attitude, Initiative & Flexibility

- Demonstrates ownership, initiative and responsibility over own work, while also supporting the team

- Maintains resilience and a 'can-do' attitude when working under pressure or constraints, seeking support when necessary

- Ensures self and team are flexible and agile in the face of challenges or changing demands

Key Skills Examples

- Project management
- Customer service
- Project evaluation
- Risk management
- Goal setting

Analysis, Judgement & Decision Making

Gathering, Analysing & Utilising Information

- Gathers, understands and analyses data from a range of sources, to identify key information or core issues

- Ensures systems are in place to appropriately gather, manage and utilise data

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

Problem Solving

- Solves problems in a logical manner, gathering relevant information and data, exploring different solutions and escalating issues where necessary

Informed Judgement & Decision-Making

- Makes balanced judgements and decisions, drawing from evidence, experience and relevant policies and procedures.

- Makes appropriate and timely decisions, communicating the rationale and seeking support, where required

- Exhibits good judgement in dealing with difficult, ambiguous situations and 'on-the-spot' issues

Key Skills Examples

- Evaluating information
- Data analytics
- Data management and visualisation
- Critical thinking

Leading & Empowering

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 & Empowering

Leading, Motivating & Developing

- Developing, Motivating & Supporting Performance
- Empowerment, Trust & Honesty
- Social & Emotional Intelligence

Leading with Specialist Insight

- Specialist Expertise & Professional Development
- Leading, Advocating & Knowledge Sharing
- Balancing Autonomous Work, Cross-Functional Work and Teamwork

Leading, Motivating & Developing

Developing, Motivating & Supporting Performance

- Motivates high performance by providing recognition, guidance, coaching and regular feedback
- Effectively utilises both formal and informal performance management techniques
- Understands team members strengths and development needs and allocates work appropriately, ensuring all members have exposure to developmental opportunities

Empowerment, Trust & Honesty

- Empowers their team, encourages autonomy, values others' input and opinions and delegates tasks with trust
- Creates an inclusive, safe and open team environment
- Leads with integrity, honesty and accountability

Social & Emotional Intelligence

- Prioritises wellbeing for self and others, showing consideration, empathy and support
- Demonstrates good self-awareness and ability to manage own emotions and behaviour, particularly in challenging situations

Key Skills Examples

- Performance management
- Conflict management
- Coaching and providing feedback
- Managing remote or blended teams

Leading with Specialist Insight

Specialist Expertise & Professional Development

- Demonstrates a high degree of specialist expertise and knowledge in their area
- Committed to continuous professional development, engaging in relevant courses, conferences, and activities to keep knowledge up to date

Leading, Advocating & Knowledge Sharing

- Leads and advocates in their area of expertise, through openly sharing insights, knowledge, evidence and rationale
- Creates opportunities to share and transfer knowledge
- Capable of describing technical terms in an easily understandable manner

Balancing Autonomous Work, Cross-Functional Work and Teamwork

- Capable of working independently, as well as with their team and with other areas or functions
- Has a clear understanding of what work needs to be done and how to do it, with the ability to self-motivate, setting own goals and targets

Key Skills Examples

- Specialist skills in own area of expertise
- Research skills
- Communication and influencing skills

Communicating & 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.

Communicating & Collaborating

Communicating & Influencing
- Communicating Effectively & Listening to Understand
- Influencing and Negotiation Skills

Engaging & Collaborating
- Networking, Engaging & Consulting
- Collaboration, Teamwork & Building Relationships

Communicating & Influencing

Communicating Effectively & Listening to Understand

- Shares the appropriate level of detail and presents relevant information and data in an accessible and understandable format
- Communicates and presents in a clear, professional and engaging manner, across verbal, digital and written communications
- Demonstrates understanding of own communication approach, adjusting style as appropriate for the audience
- Prioritises diversity and makes an active effort to involve and listen to different people and perspectives

Influencing and Negotiation Skills

- Tactfully influences and persuades others and considers compromise when necessary
- Style of influencing, negotiating and managing conflict is appropriate and respectful at all times
- Approaches difficult discussions, questions or negotiations with consideration, composure and sensitivity

Key Skills Examples

- Other languages – e.g., Gaeilge
- Written skills
- Presenting
- Active listening
- Influencing and negotiation skills

Engaging & Collaborating

Networking, Engaging & Consulting

- Builds useful networks within and outside of the organisation and department
- Prioritises engaging and consulting with relevant stakeholders

Collaboration, Teamwork & Building Relationships

- Promotes and engages in collaboration, cross-functional and teamwork, creating opportunities to work together where relevant
- Utilises interpersonal skills to build positive and effective working relationships, even in a blended or hybrid environment
- Keeps their team, colleagues and manager appropriately informed, involved and updated

Key Skills Examples

- Collaboration and teamwork
- Interpersonal skills
- Cross-functional working
- Networking
- Relationship building