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 Higher 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 two capability sub-dimensions. The first sub-dimension is digital focus, innovation, and upskilling for the future. The second sub-dimension is strategic awareness and change. 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.

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

Key Element 2: Innovation and 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.

Key Element 3: Upskilling for the Future.

Proactively seeks development opportunities, building on strengths and addressing weaknesses or 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.

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

Building Future Readiness, Sub-Dimension 2: Strategic Awareness and Change.

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

Key element 1: Strategic Awareness and 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 or Departmental strategy and the yearly objectives of their team.

Key element 2: 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.

Key element 2: 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.

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

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, 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.

Key element 2: Delivering Quality Outcomes and 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.

Key element 3: Attitude, Initiative and 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.

Examples of key skills relating to delivering excellence are project management, customer service, risk management, goal setting, and project evaluation.

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: Gathering, Analysing and 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.

Key element 2: Problem Solving.

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

Key element 3: Informed Judgement and Decision-Making.

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

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 three key elements, as listed below.

Key Element 1: Developing, Motivating and 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.

Key Element 2: Empowerment, Trust, and Honesty.

Empowers their team, encourages autonomy, values others’ input or opinions, and delegates tasks with trust.

Creates an inclusive, safe, and open team environment.

Leads with integrity, honesty, and accountability.

Key Element 3: Social and 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.

Examples of key skills for leading, motivating, and developing are performance management, coaching and feedback, conflict management, 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: Specialist Expertise and 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.

Key Element 2: Leading, Advocating and 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.

Key Element 3: 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.

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

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, and engaging manner, across verbal, digital, and written communications.

Shares the appropriate level of detail and presents relevant information or data in an accessible and understandable format.

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.

Key element 2: 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.

Examples of key skills relating to communicating and influencing are other languages, for example, Gaeilge, written skills, presenting, active listening, 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: Networking, Engaging and Consulting.

Builds useful networks within and outside of the Organisation or Department.

Prioritises engaging and consulting with relevant stakeholders.

Key element 2: Collaboration, Teamwork and 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.

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

End of document.