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PO

Civil Service Capability Framework

Principal Officer

Capability Framework Overview



Building Future Readiness

Digital Focus, Innovation & Upskilling for the Future

Strategy, Change and Reform



Leading & Empowering

Leading, Motivating & Inspiring

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 & Continuous Improvement

Upskilling for the Future

**Strategy,
Change
and Reform**

Strategic Capability & Vision

Contextual Awareness & Adaptability

Implementing Change & Reform



Digital Focus, Innovation & Upskilling for the Future

Digital Focus

- Drives the digital-first agenda by ensuring that digital tools and IT solutions are prioritised and implemented

Innovation & Continuous Improvement

- Delivers and encourages innovative, creative and practical solutions, striving for continuous improvement
- Creates an open and trusting work environment, where challenging the norm, taking measured risks and learning from mistakes is encouraged

Upskilling for the Future

- Committed to building own expertise, knowledge and skills for the future
- Ensures their people and Organisation are building future readiness and nurturing talent, to deal with current and future demands
- Proactively seeks development opportunities and regularly reflects on learning experiences, with awareness of own strengths and weaknesses



Key Skills Examples

- Innovation
- IT and digital skills
- Continuous learning
- Design thinking
- Process improvement



Strategy, Change and Reform

Strategic Capability & Vision

- Develops a clear vision and strategic plan for their area, setting goals which map to organisational/government objectives
- Actively contributes to the development of broader organisational, departmental, and government strategy, policy and objectives
- Evaluates the success and impact of current strategy and makes necessary amendments

Contextual Awareness & Adaptability

- Strong understanding of wider Civil Service policies and relevant developments in the Public and Private sector
- Anticipates, adapts and responds to developments in the sector and external environment, reviewing and revising strategic and/or operational plans as necessary

Implementing Change & Reform

- Leads others through times of change and transformation – communicating a clear vision, listening to feedback and addressing concerns
- Leads on the implementation of significant change and reform, critically appraising suggested change and delivering best possible improvements
- Listens and responds appropriately when met with criticism or resistance to change



Key Skills Examples

- Managing and supporting change
- Policy and strategy development
- Goal setting
- Strategy implementation
- Strategic thinking
- Future forecasting

Evidence Informed Delivery

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**

**Delivering
Excellence**

Prioritising Work, Resources and Quality-Focus

Accountability, Responsibility & Governance

Learning, Responding, Evaluating and Improving

**Analysis, Judgement
& Decision Making**

Analysis, Evaluation and Critical Reasoning Ability

Managing Issues & Complexity

Informed Judgement & Decision Making



Delivering Excellence

Prioritising Work, Resources and Quality-Focus

- Effectively manages multiple agendas and significant work programmes, allocating or securing resources to meet priorities
- Oversees work and monitors progress to ensure delivery against key organisational objectives and business plan priorities
- Ensures high standards are set and maintained, leading by example to encourage others commitment to quality

Accountability, Responsibility & Governance

- Provides regular and accurate updates to relevant stakeholders and governing bodies/executives
- Within their team(s), instils the importance of efficiencies, value for money, adherence to policies/protocol and corporate governance requirements
- Demonstrates accountability for self and team

Learning, Responding, Evaluating and Improving

- Gets up to speed with new tasks/roles at a fast pace, asks questions to understand requirements, relevant information and sensitivities
- Is flexible, agile and resilient in the face of difficulty or emerging demands
- Seeks feedback and evaluates delivery against required outcomes, taking action to learn, respond and improve



Key Skills Examples

- Project management
- Resource allocation
- Cost-benefit analysis
- Risk management
- Project evaluation



Analysis, Judgement & Decision Making

Analysis, Evaluation and Critical Reasoning Ability

- Can quickly gather, analyse and critically evaluate relevant data from a range of sources, identifying key information
- Ensures the team/organisation gather and utilise data to inform future decisions
- Analyses and evaluates complex verbal and numerical information, such as policies, strategies, budgets or statistics

Managing Issues & Complexity

- Effectively manages complex situations and ambiguous or 'on-the-spot' issues, deciding on the best course of action quickly and confidently
- Solves complex problems in an informed, logical and composed manner, seeking additional inputs where necessary

Informed Judgement & Decision Making

- Makes balanced judgements and decisions, drawing from evidence, experience and relevant policies/procedures, while also considering contextual issues/sensitivities
- Makes important, urgent or difficult decisions in an appropriate, timely and ethical manner, considering the broader implications, governance issues and political sensitivities
- Openly and honestly shares the rationale for decisions made, to ensure transparency, build confidence and trust



Key Skills Examples

- Research skills
- Data analytics
- Budgeting
- 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 & Inspiring

- Developing, Motivating & Supporting Performance
- Vision, Purpose & Authenticity
- Empowerment, Psychological Safety and Inclusion
- Social & Emotional Intelligence

Leading with Specialist Insight

- Adding Value with Specialist Expertise
- Leading & Advocating
- Building Networks, Knowledge & Insights



Leading, Motivating & Inspiring

Developing, Motivating & Supporting Performance

- Ensures their team have exposure to development opportunities, strategically delegating projects, considering individual suitability and project demands/urgency
- Supports and motivates high performance by providing recognition, guidance, coaching and regular feedback
- Utilises and promotes both formal and informal performance management techniques

Vision, Purpose & Authenticity

- Inspires their team and brings people along, by showing authenticity, trust, passion and living the organisational values, by example
- Creates a clear vision for the team, reminding them of the wider purpose and impact
- Leads with integrity, honesty, transparency and accountability

Empowerment, Psychological Safety and Inclusion

- Creates an inclusive and psychologically safe team environment, which empowers, trusts, and respects all members
- As a leader, champions equality, diversity and inclusion, taking meaningful action through the work of their organisation/department and in supporting a diverse workforce

Social & Emotional Intelligence

- Openly prioritises the wellbeing of self and others, instilling a culture of support, empathy and consideration
- Demonstrates high self-awareness and ability to manage own emotions and behaviour, particularly in challenging situations



Key Skills Examples

- Performance management
- Coaching / providing feedback
- Conflict management
- Managing remote / blended teams
- Emotional intelligence



Leading with Specialist Insight

Adding Value with Specialist Expertise

- Demonstrates a high degree of specialist expertise and knowledge in their area
- Adds value to the Organisation/Department by utilising their specialist expertise to meet the business needs and shape broader policy or strategy

Leading & Advocating

- Leads and provides direction, through openly sharing insights, knowledge, evidence and rationale in a non-technical manner
- Advocates and explains the value of their area/expertise and why it is necessary to prioritise
- Recognised as a Thought Leader or Subject Matter Expert in their area of expertise, providing guidance, knowledge and leadership

Building Networks, Knowledge & Insights

- Networks with experts at conferences and events, sharing relevant information, learnings and drawing inspiration from others at a national and international level
- Committed to Continuous Professional Development, actively engaging in relevant courses, conferences and activities to keep knowledge and insights up to date



Key Skills Examples

- Specialist skills in own area of expertise
- Research
- Networking

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, Representing and Stakeholder Engagement

Collaboration, Cross-Functional Working and Relationship Management



Communicating & Influencing

Communicating Effectively & Listening to Understand

- Communicates and presents in a clear, persuasive and impactful manner, across verbal, digital and written communications
- Demonstrates self-awareness of own communication approach, adjusting style as appropriate for the audience
- Appreciates diversity and makes an active effort to involve different people, to bring challenge and alternative viewpoints
- Communicates with transparency to external audiences in areas of public interest

Influencing and Negotiation Skills

- Tactfully influences and persuades others and considers compromise when necessary
- Develops an understanding of context, sensitivities and differing perspectives when engaging in discussions/negotiations with key stakeholder groups or the political system
- Approaches difficult discussions, conflict or negotiations with respect, thoughtfulness, composure and self-assurance



Key Skills Examples

- Languages – e.g., Gaeilge
- Written skills
- Effective presentation
- Active listening
- Influencing and negotiation skills
- Storytelling to influence, teach & inspire



Engaging & Collaborating

Networking, Representing and Stakeholder Engagement

- Builds useful networks and engages with relevant stakeholders, both within and outside of their own organisation/department
- Consults regularly with key stakeholders, managing their expectations and providing insightful, open and transparent updates
- Represents the organisation/department with professionalism and awareness, taking opportunities to promote the work of the organisation/department, where appropriate

Collaboration, Cross-Functional Working and Relationship Management

- Utilises interpersonal skills to build and maintain effective working relationships at all levels, including in a remote/hybrid working environment
- Maximises opportunities to collaborate and engage in cross-functional working, ensuring their team do not operate in a silo
- Stays abreast of organisational developments and the work of other teams, showing interest, providing input and offering support to other senior managers



Key Skills Examples

- Collaboration
- Cross-functional working
- Networking
- Relationship building and interpersonal skills
- Social intelligence