

## APPENDIX A Competency Frameworks

### PRINCIPAL OFFICER

Cluster Areas	Sub Competency	Competency & Summary Description
Thinking	Strategic Thinking	Contributes to the shaping of strategy and policy development in own area of responsibility, consistent with the strategies of the Department/ Government.
	Contextual Awareness	Identifies and keeps up to date on key departmental, sectoral, national and international policies and economic, political and social trends that affect own role.
	Analysis/ Problem Solving	The ability to rapidly assimilate information, discriminate between relevant and irrelevant information, and to see through to the core issues.
	Decision Making & Judgment	Uses sound judgment in coming to conclusions and in communicating with others.
People	Interpersonal Effectiveness	This area has to do with managing critical relationships and the ability to relate effectively with a diverse range of people internal and external to the department.
	Communication	Makes an impact through fluent and articulate communication skills.
Results	Planning & Managing Resources	Ensures that objectives are met by translating overall strategy into meaningful objectives that demonstrate a clear understanding of what is required and that others can relate to.
	Managing & Developing People	Provides others with clear guidelines and indication of expectations. Sets high standards and monitors and supports in order to ensure delivery. Delegates wisely, inspires, motivates and challenges others to perform to their potential.
	Customer Focus	Anticipates and is dedicated to meeting the expectations and requirements of internal and external customers. Gathers information on and is responsive to customer needs, reacting quickly and delivering quality end products and services.
	Commitment to Quality Results	Initiates and takes personal responsibility for delivering results on key work activities, even in difficult situations. Is willing to take control of situations and is visibly involved.
Personal	Self Awareness, Development & Confidence	This area has to do with resilience and composure; the ability to deal effectively with pressure; maintain focus and composure even in adverse or challenging situations. Recognise own limitations and maintains a healthy sense of the importance of the role, without becoming self-important Strives for self-development and career development; seeks feedback from others and opportunities to master new knowledge/skills.
	Flexibility & Change Orientation	Initiates and drives change. Is open to new information and approaches. Develops new insights into situations and applies innovative solutions to make organisational improvements.
	Integrity	Personally practices, promotes and creates a culture that fosters high standards of ethics and integrity; is personally trustworthy, delivers on promises and honours commitments.

### ASSISTANT PRINCIPAL (STANDARD)

Cluster Areas	Sub Competency	Competency & Summary Description
Thinking	Strategic Thinking	Understands the relevance of wider departmental, Civil Service and external issues and recognises the implications in the context of their role.
	Contextual Awareness	Is aware of world events and trends and links these to implications for the Irish Civil Service and their own specific area.
	Analysis/ Problem Solving	Identifies relevant information sources, objectively analysing and evaluating complex information to identify the key issues. Presents solutions to problems rather than complaining about the problem.
	Decision Making & Judgment	Recognises when decisions need to be made quickly and will make decisions without guidance when necessary.
People	Interpersonal Effectiveness	Influencing Skills; Can present persuasive arguments and maintain poise under questioning. Is clear about objectives, plans how to influence others to achieve desired outcomes.
	Communication	Communicates effectively with a wide variety of people using a variety of methods ensuring that message is clearly understood.
Results	Planning & Managing Resources	Effectively plans projects, maximising available resources and setting realistic timeframes to ensure quality outputs/services. Measures and monitors progress to ensure delivery of results. Anticipates potential problems and puts contingency plans in place.
	Managing & Developing People	Shows staff how their work fits into the broader context and keeps them informed of relevant issues. Sets high standards for the team and encourages team members to meet these standards.
	Commitment to Quality Results	Is committed to achieving high standards even in pressurised or difficult conditions. Constantly develops own skills in order to improve standards of performance. Sets high standards for others and strives to ensure that these standards are met.
Personal	Flexibility & Change Orientation	Implements change taking a solution-focused and creative approach to dealing with problems. Identifies barriers to change and works to overcome them.
	Initiative	Is capable of proactively identifying and implementing appropriate improvements/changes in own area of responsibility.

### HIGHER EXECUTIVE OFFICER

Cluster Areas	Sub Competency	Competency & Summary Description
Thinking	Contextual Awareness	Business Awareness; Displays a broad level of public sector knowledge within the working environment.
	Analysis/ Problem Solving	Seeks all relevant information to help overcome existing or potential problems in the department/ unit. Can analyse and interpret often complex information.
	Decision Making & Judgment	Makes decisions utilizing resources and expertise available to the maximum whilst also recognizing time constraints.
People	Interpersonal Effectiveness	Initiating & Maintaining Relationships; Initiates and maintains beneficial relationships to promote and advance the aims of the unit and to harbor an awareness of the impact that issues/developments in the public sector will have on their own department. Influencing & Persuading Skills; Uses information effectively to influence & persuade others. Demonstrates confidence & conviction in the information conveyed.
	Communication	Communicates effectively with a wide variety of individuals using a variety of methods ensuring that the message is clearly understood.
Results	Planning & Managing Resources	Structures and organises their own work effectively in addition to planning and organising resources and people in order to meet objectives within agreed time-scales.
	Managing & Developing People	Consults with others and encourages individual and team involvement in appropriate aspects of work. Utilises skills and resources available to achieve objectives with maximum efficiency, whilst also recognizing the appropriate opportunities for individual development.
	Commitment to Quality Results	Demonstrates persistence, determination and commitment to achieving the objectives of the department/unit. Takes responsibility and is accountable for the work of the department/unit and strives for quality results by ensuring standards are adhered to.
Personal	Self Awareness, Development & Confidence	Reviews own performance regularly and continuously seeks to develop at a personal level.
	Flexibility & Change Orientation	Demonstrates enthusiasm for new developments/changing work practices and strives to implement these changes effectively.
	Initiative	Proactively identifies areas for improvement and develops practical suggestions for their implementation.

### ADMINISTRATIVE OFFICER

Cluster Areas	Sub Competency	Competency & Summary Description
Thinking	Analysis/ Problem Solving	Can rapidly absorb information and critically evaluate its meaning and relevance. Seeks all relevant information to help overcome existing or potential problems in the department/ unit.
	Decision Making & Judgment	Makes decisions utilising resources and expertise available to the maximum whilst also recognising time constraints.
People	Leadership	Leadership Potential; Is focused on developing his/her contribution within the service and taking on more extensive responsibility.
	Interpersonal Effectiveness	Initiating & Maintaining Relationships; Initiates and maintains beneficial relationships, to promote and advance the aims of the department/unit. Interpersonal Effectiveness; Displays diplomacy and courtesy when interacting with others, even in emotionally charged situations.
	Team-working	Shows an appreciation for other people's position and works to establish mutual understanding and commonality of purpose with others to ensure effective outcomes
	Communication	Presents information clearly and concisely both in written and oral format.
Results	Planning & Managing Resources	Structures and organises their own work effectively in addition to planning and organising resources and people in order to meet objectives within agreed time-scales. Recognises potential obstacles to achieving objectives and proposes potential ways of overcoming these.
	Managing & Developing People	Consults with others and encourages individual and team involvement in appropriate aspects of work. Utilises skills and resources available to achieve objectives with maximum efficiency.
	Customer Focus	Demonstrates a customer-oriented approach to all work. Is in touch with and understands the concerns and needs of the customer.
	Commitment to Quality Results	Is committed to delivering quality results. Reduces uncertainty by monitoring and reviewing work or information and insisting on clarity of roles. Ensures that systems are in place to facilitate quality assurance.
Personal	Self Awareness, Development & Confidence	Reviews own performance regularly and continuously seek to develop at a personal level.
	Flexibility & Change Orientation	Demonstrates enthusiasm for new developments/changing work practices and strives to implement these changes effectively.
	Initiative	Adopts an open-minded approach to issues and demonstrates a willingness to question and to put forward a new or independent point of view. Contributes a number of ideas, including new or original approaches.

## EXECUTIVE OFFICER

Cluster Areas	Sub Competency	Competency & Summary Description
Thinking	Analysis/ Problem Solving	Sources all relevant information and conducts an in-depth review, draws conclusions backed up with available evidence and makes appropriate recommendations.
People	Interpersonal Effectiveness	Shows understanding and sensitivity in dealings with others. Uses this understanding to achieve objectives.
	Team-working	Shares ideas and information with people, brought together from a variety of backgrounds, as a team, with the purpose of achieving a particular result.
	Communication	Adopts a persuasive approach when communicating. Builds rapport by listening and responding to the needs of others. Presents written material in a clear, concise, comprehensive and convincing manner, to inform and influence the reader.
Results	Planning & Managing Resources	Plans and organises people and other resources to meet goals, targets or objectives within agreed time scales. Monitors progress against objectives and reviews plans as necessary.
	Managing & Developing People	Manages staff to perform to their potential through agreeing clear expectations and setting challenges that will promote their development.
	Commitment to Quality Results	Takes ownership of tasks and is determined to see them through to satisfactory conclusion. Takes all necessary measures to achieve quality results.
Personal	Self Awareness, Development & Confidence	Reviews own performance regularly. Develops own knowledge and potential through consistent review and updating.
	Flexibility & Change Orientation	Is open to change in work practices and adapts readily to recommendations for change.
	Initiative	Actively suggests improvements. Can work without excessive guidance or support, yet knows when the involvement of others is required.

## STAFF OFFICER

Cluster Areas	Sub Competency	Competency & Summary Description
Thinking	Analysis/ Problem Solving	Accurately gathers information required and presents it clearly; demonstrates thoroughness and accuracy in tracking back information. Considers issues thoroughly before making proposals/ recommendations. Handles and manipulates numerical information.
	Decision Making & Judgment	Evaluates information available before making decisions. Follows through on decisions made, taking responsibility where appropriate.
People	Interpersonal Effectiveness	Demonstrates tact and diplomacy when dealing with others, treats others with respect and builds rapport by remaining polite and approachable at all times with others.
	Team-working	Team Facilitation; Empowers team members to work towards team goals using a balance of participation, guidance and devolved decision making.
Results	Planning & Managing Resources	Plans and prioritises to meet targets, delegates work appropriately, monitors and reviews progress against plans and develops contingency plans to ensure targets are met.
	Managing & Developing People	Getting the Best from Others; Supervises others by providing clear direction and monitoring performance and attendance. Provides coaching and development when required. Delegates tasks, distributes work fairly and treats others consistently. Values and rewards the contribution of others.
	Customer Focus	Demonstrates commitment to meeting the needs of both internal and external customers in an efficient and effective way.
	Commitment to Quality Results	Strives to achieve quality by checking and monitoring work for accuracy and ensuring guidelines and procedures are followed.
Personal	Self Awareness, Development & Confidence	Is committed to developing own knowledge base and applies this.
	Flexibility & Change Orientation	Shows openness and a willingness to adopt new ways of working and involves others in change. Implements change.

## CLERICAL OFFICER

Cluster Areas	Sub Competency	Competency & Summary Description
Thinking	Analysis/ Problem Solving	An effective Clerical Officer will identify and understand relevant information. He/she is capable of making informed decisions by weighing up options and is able to solve problems but recognises the need to consult his/her supervisor or other team members when necessary.
People	Interpersonal Effectiveness	A Clerical Officer has to work well with a wide range of people from different backgrounds. These may include members of the public and other members of the team. It is important to listen and understand other peoples viewpoints. He/she must actively participate as a team member and maintain good working relationships with others.
	Communication	Clerical Officers must communicate both orally and in writing in a clear and concise manner. He/ she will clarify information when required and communicate in a confident manner with individuals at all levels.
Results	Planning & Managing Resources	Personal Organisation; Clerical Officers need to organise and prioritise their work effectively. This may involve identifying what needs to be done and taking responsibility for completing it in a systematic manner.
	Customer Focus	An effective Clerical Officer deals with people in a helpful, courteous and professional manner and has a customer focus. This will include displaying diplomacy and tact, particularly in difficult situations
	Commitment to Quality Results	Clerical Officers must take responsibility for the work they are given and produce good quality work on time with due regard for detail/ accuracy, even when this involves, what may be perceived as, routine and/or repetitive work. They must be reliable, dependable and be able to press on with their work with out taking too much of their supervisor's time.
Personal	Self Awareness, Development & Confidence	A Clerical Officer must be committed to developing his/her own knowledge base and applying this on a regular basis. He/she will be keen to learn new skills, systems and process.
	Flexibility & Change Orientation	Clerical Officers need to be flexible in their approach to work and adapt quickly to new ways of doing things. He/she will be open and receptive to new information and be able to deal with changing demands and different situations/ circumstances.
	Initiative	An effective Clerical Officer will use their initiative in suggesting improvements and through their personal commitment and enthusiasm ensure that they follow through on all tasks assigned.