AP

# Civil Service Capability Framework

## Assistant Principal Officer

# Capability Framework Overview

## Building Future Readiness

Digital Focus, Innovation & Upskilling for the Future

Strategy, Change and Reform

## 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 & Continuous Improvement
- Upskilling for the Future

**Strategy, Change and Reform**

- Strategic Capability & Future Focus
- Contextual Awareness & Adaptability
- Supporting 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 explored and utilised

### Innovation & Continuous Improvement

- Delivers and promotes innovative, creative and practical solutions, with a commitment to continuous improvement
- Tries new or different approaches and is willing to take appropriate risks, learn from mistakes and adapt

### Upskilling for the Future

- Committed to building own knowledge and skills for the future
- Proactively seeks development opportunities and regularly reflects on learning experiences, with awareness of own strengths and weaknesses
- Understands what the team needs to do, to build future readiness and skills

### Key Skills Examples

- Innovation
- IT and digital skills
- Continuous learning
- Systems thinking
- Process improvement
- Future forecasting

## Strategy, Change and Reform

### Strategic Capability & Future Focus

- Actively contributes to the development and evaluation of strategic plans, focusing on the short, medium and long term goals
- Supports the development of broader organisational and departmental policy, strategy, and objectives

### Contextual Awareness & Adaptability

- Strong understanding of wider Civil Service policies and relevant developments in the Public and Private Sector
- Demonstrates awareness of changing circumstances, environment and context, with the ability to respond and adapt as necessary

### Supporting Change & Reform

- Leads and supports others through change, highlighting the benefits and addressing resistance, concerns or feedback
- Supports the change and reform agenda by putting forward recommendations, implementing agreed change and focusing on improvement

### 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
- Commitment to Quality Outcomes
- Learning, Responding, Evaluating and Improving

**Analysis, Judgement & Decision Making**

- Analysing & Evaluating Information
- Problem Solving
- Informed Judgement & Decision Making

## Delivering Excellence

### Managing Work & Resources

- Manages a programme of work, taking ownership over own independent projects and also overseeing team-based work
- Effectively plans and prioritises in the face of competing demands and resource constraints, ensuring results are delivered
- Estimates, manages and allocates resources effectively

### Commitment to Quality Outcomes

- Sets high standards and goals for self and others with commitment to meeting these
- Advocates for delivering excellence in customer service and customer experience and instils this on others
- Monitors efficiencies, value for money and adheres to corporate governance requirements

### Learning, Responding, Evaluating and Improving

- Quickly gets up to speed with new tasks or roles, gaining an understanding of 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
- Risk management
- Resource allocation
- Project evaluation
- Cost-benefit analysis

## Analysis, Judgement & Decision Making

### Analysing & Evaluating Information

- Can quickly gather, analyse and critically evaluate data from a range of sources, to identify key information
- Ensures data is collected, analysed and utilised on a regular basis to support work and to facilitate effective decision making
- Analyses and evaluates complex verbal and numerical information in an accurate and timely manner

### Problem Solving

- Manages issues and solves problems in an informed, logical and composed manner, seeking additional information and inputs where necessary
- Effectively deals with difficult, ambiguous situations and 'on-the-spot' issues, quickly determining the best course of action

### Informed Judgement & Decision Making

- Makes balanced judgements and decisions, drawing from evidence, experience and relevant policies and procedures, while also considering contextual issues and sensitivities
- Makes important, urgent or difficult decisions in an appropriate, timely and ethical manner, considering the broader implications or impact and sharing the rationale for decisions made

Key Skills Examples

- Critical research skills
- Data management and visualisation
- Data analytics
- 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
- 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 & Developing

### Developing, Motivating & Supporting Performance

- Ensures their team have exposure to development opportunities, strategically delegating tasks or projects and considering existing strengths and development needs
- 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

- Creates and communicates a clear vision and goals
- Shows authenticity, passion and commitment to their work and reminds the team of the wider purpose and impact
- Leads with integrity, honesty, transparency and accountability

### Empowerment, Psychological Safety and Inclusion

- Creates an inclusive, psychologically safe and open team environment
- Empowers their team by fostering autonomy, trust and honest communication
- As a leader, champions equality, diversity and inclusion, taking meaningful action through the work of their organisation and 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 self-awareness and the ability to manage own emotions and behaviour, particularly in challenging situations

### Key Skills Examples

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

## 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 and 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 or expertise and why it is necessary to prioritise
- Becomes a thought leader or subject matter expert in their area of expertise, providing guidance, knowledge and leadership

### Building Networks, Knowledge & Insights

- Gains insight and expertise through engaging with internal, external and international experts and colleagues
- Represents the organisation and department at formal and informal events, with professionalism and awareness
- Committed to continuous professional development, actively engaging in relevant courses, conferences and activities to keep knowledge 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**

- Relationship Building and Stakeholder Engagement
- Collaboration, Consultation and Cross-Functional Working

## Communicating & Influencing

### Communicating Effectively & Listening to Understand

- Communicates and presents in a clear, professional, engaging and efficient manner, across verbal, digital and written communications
- Demonstrates understanding 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

### 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 or negotiations
- Approaches difficult discussions, conflict or negotiations with respect, thoughtfulness, composure and self-assurance

### Key Skills Examples

- Languages – e.g., Gaeilge
- Written skills
- Presenting
- Active listening
- Facilitation and chairing skills
- Influencing and storytelling

## Engaging & Collaborating

### Relationship Building and Stakeholder Engagement

- Utilises interpersonal skills to build and maintain working relationships within and outside of own area, team and department and organisation
- Engages and consults regularly with relevant stakeholders, managing expectations and providing insightful, open and transparent updates

### Collaboration, Consultation and Cross-Functional Working

- Maximises opportunities to collaborate by asking the right questions, offering support, being proactive and showing understanding of others' objectives
- Proactively involves and consults with others, across all workplace arrangements such as remote, hybrid or blended or office-based

### Key Skills Examples

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