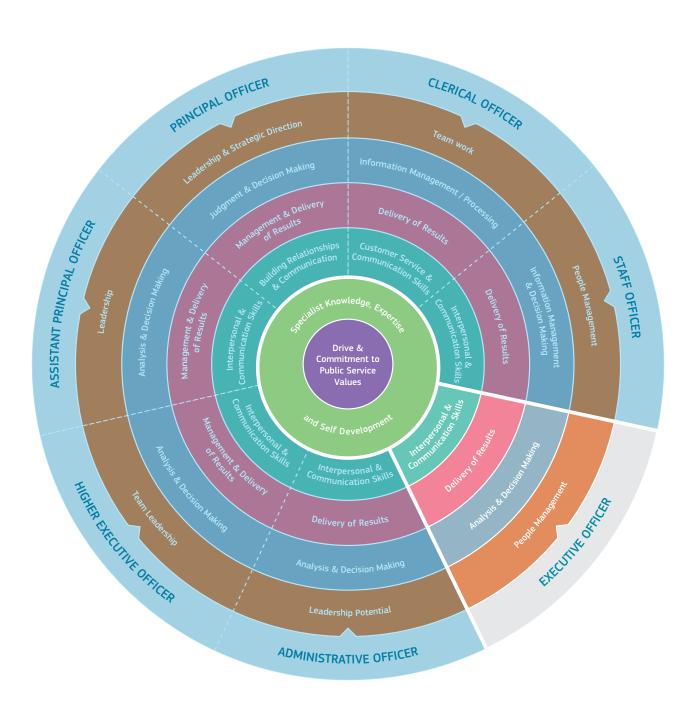
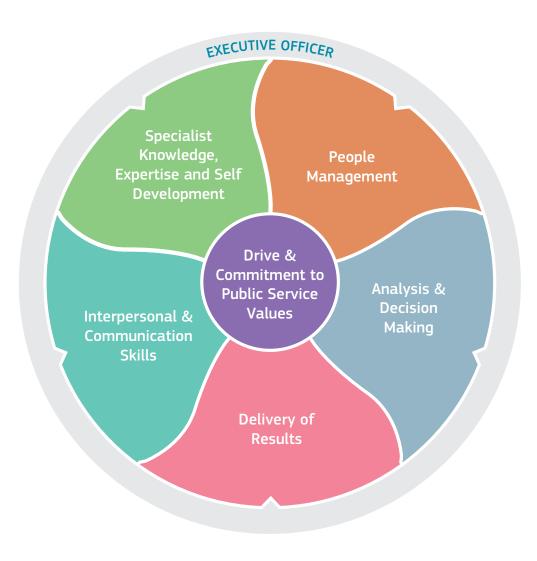
PAS Civil Service Competency Models

Executive Officer Level



Irish Civil Service Executive Officer Level Competency



| Notes | | | | |
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Executive Officer Level Competencies

Effective Performance Indicators

| People Management | Consults and encourages the full engagement of the team, encouraging open and constructive discussions around work issues | | | | |
|---|--|--|--|--|--|
| | Gets the best out of individuals and the team, encouraging good performance and addressing any performance issues that may arise | | | | |
| | Values and supports the development of others and the team | | | | |
| | Encourages and supports new and more effective ways of working | | | | |
| | Deals with tensions within the team in a constructive fashion | | | | |
| | Encourages, listens to and acts on feedback from the team to make improvements | | | | |
| | Actively shares information, knowledge and expertise to help the team to meet it's objectives | | | | |
| Analysis & Decision Making | Effectively deals with a wide range of information sources, investigating all relevant issues | | | | |
| | Understands the practical implication of information in relation to the broader context in which s/he works – procedures, divisional objectives etc | | | | |
| | Identifies and understands key issues and trends | | | | |
| | Correctly extracts & interprets numerical information, conducting accurate numerical calculations | | | | |
| | Draws accurate conclusions & makes balanced and fair recommendations backed up with evidence | | | | |
| Delivery of | Takes ownership of tasks and is determined to see them through to a satisfactory conclusion | | | | |
| Results | Is logical and pragmatic in approach, setting objectives and delivering the best possible results with the resources available through effective prioritisation | | | | |
| | Constructively challenges existing approaches to improve efficient customer service delivery | | | | |
| | Accurately estimates time parameters for project, making contingencies to overcome obstacles | | | | |
| | Minimises errors, reviewing learning and ensuring remedies are in place | | | | |
| | Maximises the input of own team in ensuring effective delivery of results | | | | |
| | Ensures proper service delivery procedures/protocols/reviews are in place and implemented | | | | |
| Interpersonal & | Modifies communication approach to suit the needs of a situation/ audience | | | | |
| Communication Skills | Actively listens to the views of others | | | | |
| | Liaises with other groups to gain co-operation. | | | | |
| | Negotiates, where necessary, in order to reach a satisfactory outcome | | | | |
| | Maintains a focus on dealing with customers in an effective, efficient and respectful manner | | | | |
| | Is assertive and professional when dealing with challenging issues | | | | |
| | Expresses self in a clear and articulate manner when speaking and in writing | | | | |
| Specialist Knowledge, Expertise and Self Development | Displays high levels of skills/ expertise in own area and provides guidance to colleagues | | | | |
| | Has a clear understanding of the role, objectives and targets and how they support the service delivered by the unit and Department/ Organisation and can communicate this to the team | | | | |
| | Leads by example, demonstrating the importance of development by setting time aside for development initiatives for self and the team | | | | |
| Drive & Commitment to Public Service Values | Is committed to the role, consistently striving to perform at a high level | | | | |
| | Demonstrates flexibility and openness to change | | | | |
| | Is resilient and perseveres to obtain objectives despite obstacles or setbacks | | | | |
| | Ensures that customer service is at the heart of own/team work | | | | |
| | Is personally honest and trustworthy | | | | |
| | Acts with integrity and encourages this in others | | | | |



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