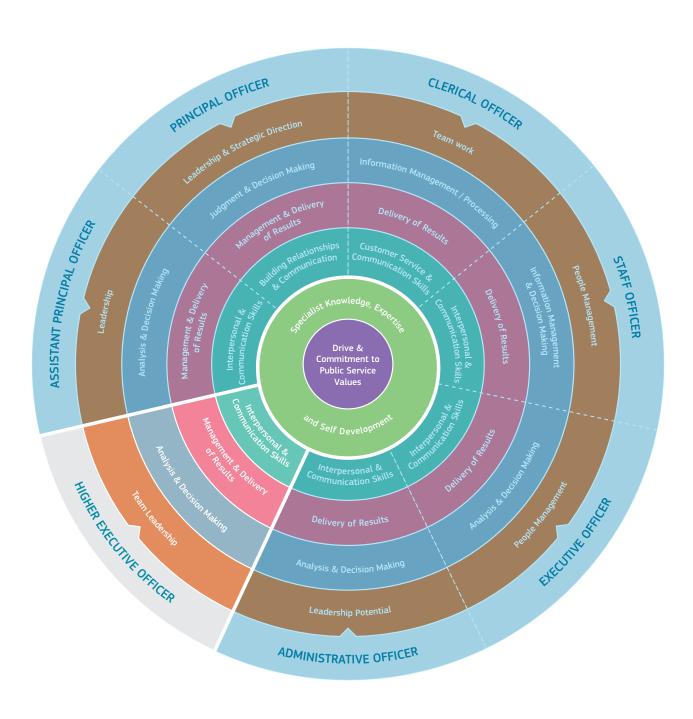
PAS Civil Service Competency Models

Higher Executive Officer Level



Irish Civil Service Higher Executive Officer Level Competency



Notes			



Higher Executive Officer Level Competencies

Effective Performance Indicators

Team Leadership	Works with the team to facilitate high performance, developing clear and realistic objectives and addressing and performance issues if they arise				
	Provides clear information and advice as to what is required of the team				
	Strives to develop and implement new ways of working effectively to meet objectives				
	Leads the team by example, coaching and supporting individuals as required				
	Places high importance on staff development, training and maximising skills & capacity of team.				
	Is flexible and willing to adapt, positively contributing to the implementation of change				
Analysis & Decision Making	Gathers and analyses information from relevant sources, whether financial, numerical or otherwise weighing up a range of critical factors				
	Takes account of any broader issues and related implications when making decisions				
	Uses previous knowledge and experience in order to guide decisions				
	Makes sound decisions with a well reasoned rationale and stands by these				
	Puts forward solutions to address problems				
Management	Takes responsibility and is accountable for the delivery of agreed objectives				
& Delivery of Results	Successfully manages a range of different projects and work activities at the same time				
Results	Structures and organises their own and others work effectively				
	Is logical and pragmatic in approach, delivering the best possible results with the resources available				
	Delegates work effectively, providing clear information and evidence as to what is required				
	Proactively identifies areas for improvement and develops practical suggestions for their implementation				
	Demonstrates enthusiasm for new developments/changing work practices and strives to implement these changes effectively.				
	Applies appropriate systems/ processes to enable quality checking of all activities and outputs				
	Practices and promotes a strong focus on delivering high quality customer service, for internal and external customers				
Interpersonal &	Builds and maintains contact with colleagues and other stakeholders to assist in performing role				
Communication Skills	Acts as an effective link between staff and senior management				
	Encourages open and constructive discussions around work issues				
	Projects conviction, gaining buy-in by outlining relevant information and selling the benefits				
	Treats others with diplomacy, tact, courtesy and respect , even in challenging circumstances				
	Presents information clearly, concisely and confidently when speaking and in writing				
Specialist Knowledge, Expertise and Self Development	Has a clear understanding of the roles, objectives and targets of self and team and how they fit into the work of the unit and Department/ Organisation and effectively communicates this to others				
	Has high levels of expertise and broad Public Sector knowledge relevant to his/her area of work				
	Focuses on self development, striving to improve performance				
Drive & Commitment to Public Service Values	Strives to perform at a high level, investing significant energy to achieve agreed objectives				
	Demonstrates resilience in the face of challenging circumstances and high demands				
	Is personally trustworthy and can be relied upon				
	Ensures that customers are at the heart of all services provided				
	Upholds high standards of honesty, ethics and integrity				





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