

## Public Appointments Service (PAS) - Public Service Competency Model of PAS.

### Clerical Officer Level Competencies – Performance Indicators

#### Clerical Officer (CO)

- Teamwork
- Information Management / Processing
- Delivery of Results
- Customer Service & Communication Skills
- Specialist Knowledge, Expertise and Self Development
- Drive & Commitment to Public Service Values

Teamwork	<ul style="list-style-type: none"> <li>• Shows respect for colleagues and co-workers</li> <li>• Develops and maintains good working relationships with others, sharing information and knowledge, as appropriate</li> <li>• Offers own ideas and perspectives</li> <li>• Understands own role in the team, making every effort to play his/her part</li> </ul>
Information Management / Processing	<ul style="list-style-type: none"> <li>• Approaches and delivers all work in a thorough and organised manner</li> <li>• Follows procedures and protocols, understanding their value and the rationale behind them</li> <li>• Keeps high quality records that are easy for others to understand</li> <li>• Draws appropriate conclusions from information</li> <li>• Suggests new ways of doing things better and more efficiently</li> <li>• Is comfortable working with different types of information, e.g. written, numerical, charts, and carries out calculations such as arithmetic, percentages etc.</li> </ul>
Delivery of Results	<ul style="list-style-type: none"> <li>• Takes responsibility for work and sees it through to the appropriate next level</li> <li>• Completes work in a timely manner</li> <li>• Adapts quickly to new ways of doing things</li> <li>• Checks all work thoroughly to ensure it is completed to a high standard and learns from mistakes</li> </ul>

	<ul style="list-style-type: none"> <li>• Writes with correct grammar and spelling and draws reasonable conclusions from written instructions</li> <li>• Identifies and appreciates the urgency and importance of different tasks</li> <li>• Demonstrates initiative and flexibility in ensuring work is delivered</li> <li>• Is self reliant and uses judgment on when to ask manager or colleagues for guidance</li> </ul>
Customer Service & Communication Skills	<ul style="list-style-type: none"> <li>• Actively listens to others and tries to understand their perspectives/ requirements/ needs</li> <li>• Understands the steps or processes that customers must go through and can clearly explain these</li> <li>• Is respectful, courteous and professional, remaining composed, even in challenging circumstances</li> <li>• Can be firm when necessary and communicate with confidence and authority</li> <li>• Communicates clearly and fluently when speaking and in writing</li> </ul>
Specialist Knowledge, Expertise and Self Development	<ul style="list-style-type: none"> <li>• Develops and maintains the skills and expertise required to perform in the role effectively, e.g. relevant</li> <li>• technologies, IT systems, spreadsheets, Microsoft Office, relevant policies etc.</li> <li>• Clearly understands the role, objectives and targets and how they fit into the work of the unit</li> <li>• Is committed to self development and continuously seeks to improve personal performance</li> </ul>
Drive & Commitment to Public Service Values	<ul style="list-style-type: none"> <li>• Consistently strives to perform at a high level and deliver a quality service</li> <li>• Serves the Government and people of Ireland</li> <li>• Is thorough and conscientious, even if work is routine</li> <li>• Is enthusiastic and resilient, persevering in the face of challenges and setbacks</li> <li>• Is personally honest and trustworthy</li> <li>• At all times, acts with integrity</li> </ul>

## Executive Officer Level Competencies - Performance Indicators

### Executive Officer (EO)

- People Management
- Analysis and Decision Making
- Delivery of Results
- Interpersonal and Communication Skills
- Specialist Knowledge, Expertise and Self Development
- Drive & Commitment to Public Service Values

People Management	<ul style="list-style-type: none"> <li>• Consults and encourages the full engagement of the team, encouraging open and constructive discussions around work issues</li> <li>• Gets the best out of individuals and the team, encouraging good performance and addressing any performance issues that may arise</li> <li>• Values and supports the development of others and the team</li> <li>• Encourages and supports new and more effective ways of working</li> <li>• Deals with tensions within the team in a constructive fashion</li> <li>• Encourages, listens to and acts on feedback from the team to make improvements</li> <li>• Actively shares information, knowledge and expertise to help the team to meet it's objectives</li> </ul>
Analysis and Decision Making	<ul style="list-style-type: none"> <li>• Effectively deals with a wide range of information sources, investigating all relevant issues</li> <li>• Understands the practical implication of information in relation to the broader context in which s/he works – procedures, divisional objectives etc.</li> <li>• Identifies and understands key issues and trends</li> <li>• Correctly extracts &amp; interprets numerical information, conducting accurate numerical calculations</li> <li>• Draws accurate conclusions &amp; makes balanced and fair recommendations backed up with evidence</li> </ul>
Delivery of Results	<ul style="list-style-type: none"> <li>• Takes ownership of tasks and is determined to see them through to a satisfactory conclusion</li> <li>• Is logical and pragmatic in approach, setting objectives and delivering the best possible results with the resources available through effective prioritisation</li> <li>• Constructively challenges existing approaches to improve efficient customer service delivery</li> </ul>

	<ul style="list-style-type: none"> <li>• Accurately estimates time parameters for project, making contingencies to overcome obstacles</li> <li>• Minimises errors, reviewing learning and ensuring remedies are in place</li> <li>• Maximises the input of own team in ensuring effective delivery of results</li> <li>• Ensures proper service delivery procedures/protocols/reviews are in place and implemented</li> </ul>
Interpersonal and Communication Skills	<ul style="list-style-type: none"> <li>• Modifies communication approach to suit the needs of a situation/ audience</li> <li>• Actively listens to the views of others</li> <li>• Liaises with other groups to gain co-operation</li> <li>• Negotiates, where necessary, in order to reach a satisfactory outcome</li> <li>• Maintains a focus on dealing with customers in an effective, efficient and respectful manner</li> <li>• Is assertive and professional when dealing with challenging issues</li> <li>• Expresses self in a clear and articulate manner when speaking and in writing</li> </ul>
Specialist Knowledge, Expertise and Self Development	<ul style="list-style-type: none"> <li>• Displays high levels of skills/ expertise in own area and provides guidance to colleagues</li> <li>• 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</li> <li>• Leads by example, demonstrating the importance of development by setting time aside for development initiatives for self and the team</li> </ul>
Drive & Commitment to Public Service Values	<ul style="list-style-type: none"> <li>• Is committed to the role, consistently striving to perform at a high level</li> <li>• Demonstrates flexibility and openness to change</li> <li>• Is resilient and perseveres to obtain objectives despite obstacles or setbacks</li> <li>• Ensures that customer service is at the heart of own/team work</li> <li>• Is personally honest and trustworthy</li> <li>• Acts with integrity and encourages this in others</li> </ul>

## Higher Executive Officer Level Competencies - Performance Indicators

### Higher Executive Officer (HEO)

- Team Leadership
- Judgement Analysis and Decision Making
- Management and Delivery of Results
- Interpersonal and Communication Skills
- Specialist Knowledge, Expertise and Self Development
- Drive & Commitment to Public Service Values

Team Leadership	<ul style="list-style-type: none"> <li>• Works with the team to facilitate high performance, developing clear and realistic objectives and addressing and performance issues if they arise</li> <li>• Provides clear information and advice as to what is required of the team</li> <li>• Strives to develop and implement new ways of working effectively to meet objectives</li> <li>• Leads the team by example, coaching and supporting individuals as required</li> <li>• Places high importance on staff development, training and maximising skills &amp; capacity of team.</li> <li>• Is flexible and willing to adapt, positively contributing to the implementation of change</li> </ul>
Judgement Analysis and Decision Making	<ul style="list-style-type: none"> <li>• Gathers and analyses information from relevant sources, whether financial, numerical or otherwise weighing up a range of critical factors</li> <li>• Takes account of any broader issues, agendas, sensitivities and related implications when making decisions</li> <li>• Uses previous knowledge and experience in order to guide decisions</li> <li>• Uses judgement to make sound decisions with a well reasoned rationale and stands by these</li> <li>• Puts forward solutions to address problems</li> </ul>
Management and Delivery of Results	<ul style="list-style-type: none"> <li>• Takes responsibility and is accountable for the delivery of agreed objectives</li> <li>• Successfully manages a range of different projects and work activities at the same time</li> <li>• Structures and organises their own and others work effectively</li> <li>• Is logical and pragmatic in approach, delivering the best possible results with the resources available</li> </ul>

	<ul style="list-style-type: none"> <li>• Delegates work effectively, providing clear information and evidence as to what is required</li> <li>• Proactively identifies areas for improvement and develops practical suggestions for their implementation</li> <li>• Demonstrates enthusiasm for new developments/changing work practices and strives to implement these changes effectively</li> <li>• Applies appropriate systems/ processes to enable quality checking of all activities and outputs</li> <li>• Practices and promotes a strong focus on delivering high quality customer service, for internal and external customers</li> </ul>
Interpersonal and Communication Skills	<ul style="list-style-type: none"> <li>• Builds and maintains contact with colleagues and other stakeholders to assist in performing role</li> <li>• Acts as an effective link between staff and senior management</li> <li>• Encourages open and constructive discussions around work issues</li> <li>• Projects conviction, gaining buy-in by outlining relevant information and selling the benefits</li> <li>• Treats others with diplomacy, tact, courtesy and respect , even in challenging circumstances</li> <li>• Presents information clearly, concisely and confidently when speaking and in writing</li> <li>• Collaborates and supports colleagues to achieve organisational goals</li> </ul>
Specialist Knowledge, Expertise and Self Development	<ul style="list-style-type: none"> <li>• Has a clear understanding of the roles, objectives and targets of self and team and how they fit into the work of</li> <li>• the unit and Department/ Organisation and effectively communicates this to others</li> <li>• Has high levels of expertise and broad Public Sector knowledge relevant to his/her area of work</li> <li>• Focuses on self development, striving to improve performance</li> </ul>
Drive & Commitment to Public Service Values	<ul style="list-style-type: none"> <li>• Strives to perform at a high level, investing significant energy to achieve agreed objectives</li> <li>• Demonstrates resilience in the face of challenging circumstances and high demands</li> <li>• Is personally trustworthy and can be relied upon</li> <li>• Ensures that customers are at the heart of all services provided</li> <li>• Upholds high standards of honesty, ethics and integrity</li> </ul>

## Assistant Principal Level Competencies - Performance Indicators

### Assistant Principal (AP)

- Leadership
- Judgement, Analysis and Decision Making
- Management and Delivery of Results
- Interpersonal & Communication Skills
- Specialist Knowledge, Expertise and Self Development
- Drive and Commitment to Public Service Values

Leadership	<ul style="list-style-type: none"> <li>• Actively contributes to the development of the strategies and policies of the Department/ Organisation</li> <li>• Brings a focus and drive to building and sustaining high levels of performance, addressing any performance issues as they arise</li> <li>• Leads and maximises the contribution of the team as a whole</li> <li>• Considers the effectiveness of outcomes in terms wider than own immediate area</li> <li>• Clearly defines objectives/ goals &amp; delegates effectively, encouraging ownership and responsibility for tasks</li> <li>• Develops capability of others through feedback, coaching &amp; creating opportunities for skills development</li> <li>• Identifies and takes opportunities to exploit new and innovative service delivery channels</li> </ul>
Judgement, Analysis and Decision Making	<ul style="list-style-type: none"> <li>• Researches issues thoroughly, consulting appropriately to gather all information needed on an issue</li> <li>• Understands complex issues quickly, accurately absorbing and evaluating data (including numerical data)</li> <li>• Integrates diverse strands of information, identifying inter-relationships and linkages</li> <li>• Uses judgement to make clear, timely and well grounded decisions on important issues</li> <li>• Considers the wider implications, agendas and sensitivities within decisions and the impact on a range of stakeholders</li> <li>• Takes a firm position on issues s/he considers important</li> </ul>

Management and Delivery of Results	<ul style="list-style-type: none"> <li>• Takes responsibility for challenging tasks and delivers on time and to a high standard</li> <li>• Plans and prioritises work in terms of importance, timescales and other resource constraints, re-prioritising in light of changing circumstances</li> <li>• Ensures quality and efficient customer service is central to the work of the division</li> <li>• Looks critically at issues to see how things can be done better</li> <li>• Is open to new ideas initiatives and creative solutions to problems</li> <li>• Ensures controls and performance measures are in place to deliver efficient and high value services</li> <li>• Effectively manages multiple projects</li> </ul>
Interpersonal & Communication Skills	<ul style="list-style-type: none"> <li>• Presents information in a confident, logical and convincing manner, verbally and in writing</li> <li>• Encourages open and constructive discussions around work issues</li> <li>• Promotes teamwork within the section, but also works effectively on projects across Departments/ Sectors</li> <li>• Maintains poise and control when working to influence others</li> <li>• Instills a strong focus on Customer Service in his/her area</li> <li>• Develops and maintains a network of contacts to facilitate problem solving or information sharing</li> <li>• Engages effectively with a range of stakeholders, including members of the public, Public Service Colleagues and the political system</li> </ul>
Specialist Knowledge, Expertise and Self Development	<ul style="list-style-type: none"> <li>• Has a clear understanding of the roles objectives and targets of self and the team and how they fit into the work of the unit and Department/ Organisation</li> <li>• Has a breadth and depth of knowledge of Department and Governmental issues and is sensitive to wider political and organisational priorities</li> <li>• Is considered an expert by stakeholders in own field/ area</li> <li>• Is focused on self development, seeking feedback and opportunities for growth to help carry out the specific requirements of the role</li> </ul>



Drive and Commitment to Public Service Values	<ul style="list-style-type: none"> <li>• Is self motivated and shows a desire to continuously perform at a high level</li> <li>• Is personally honest and trustworthy and can be relied upon</li> <li>• Ensures the citizen is at the heart of all services provided</li> <li>• Through leading by example, fosters the highest standards of ethics and integrity</li> </ul>
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## Principal Officer Level Competencies - Performance Indicators

### Principal Officer (PO)

- Leadership & Strategic Direction
- Judgement and Decision Making
- Management and Delivery of Results
- Building Relationships and Communication
- Specialist Knowledge, Expertise and Self Development
- Drive and Commitment to Public Service Values

Leadership & Strategic Direction	<ul style="list-style-type: none"> <li>• Leads the team, setting high standards, tackling any performance problems &amp; facilitating high performance</li> <li>• Facilitates an open exchange of ideas and fosters and atmosphere of open communication</li> <li>• Contributes to the shaping of Departmental / Government strategy and policy</li> <li>• Develops capability and capacity across the team through effective delegation</li> <li>• Develops a culture of learning &amp; development, offering coaching and constructive / supportive feedback</li> <li>• Leads on preparing for and implementing significant change and reform</li> <li>• Anticipates and responds quickly to developments in the sector/ broader environment</li> <li>• Actively collaborates with other Departments, Organisations and Agencies</li> </ul>
Judgement and Decision Making	<ul style="list-style-type: none"> <li>• Identifies and focuses on core issues when dealing with complex information/ situations</li> <li>• Assembles facts, manipulates verbal and numerical information and thinks through issues logically</li> </ul>

	<ul style="list-style-type: none"> <li>• Sees the relationships between issues and quickly grasp the high level and socio-political implications</li> <li>• Identifies coherent solutions to complex issues</li> <li>• Takes action, making decisions in a timely manner and having the courage to see them through</li> <li>• Makes sound and well informed decisions, understanding their impact and implications</li> <li>• Strives to effectively balances the sectoral issues, political elements and the citizen impact in all decisions</li> </ul>
Management and Delivery of Results	<ul style="list-style-type: none"> <li>• Initiates and takes personal responsibility for delivering results/ services in own area</li> <li>• Balances strategy and operational detail to meet business needs</li> <li>• Manages multiple agendas and tasks and reallocates resources to manage changes in focus</li> <li>• Makes optimum use of resources and implements performance measures to deliver on objectives</li> <li>• Ensures the optimal use of ICT and new delivery models</li> <li>• Critically reviews projects and activities to ensure their effectiveness and that they meet Organisational requirements</li> <li>• Instils the importance of efficiencies, value for money and meeting corporate governance requirements</li> <li>• Ensures team are focused and act on Business plans priorities, even when faced with pressure</li> </ul>
Building Relationships and Communication	<ul style="list-style-type: none"> <li>• Speaks and writes in a clear, articulate and impactful manner</li> <li>• Actively listens, seeking to understand the perspective and position of others</li> <li>• Manages and resolves conflicts / disagreements in a positive &amp; constructive manner</li> <li>• Works effectively within the political process, recognising &amp; managing tensions arising from different stakeholders perspectives</li> <li>• Persuades others; builds consensus, gains co-operation from others to obtain information and accomplish goals</li> <li>• Proactively engages with colleagues at all levels of the organisation and across other Departments//</li> <li>• Organisations and builds strong professional networks</li> </ul>

	<ul style="list-style-type: none"> <li>• Makes opinions known when s/he feels it is right to do so</li> </ul>
Specialist Knowledge, Expertise and Self Development	<ul style="list-style-type: none"> <li>• Develops and maintains skills and expertise across a number of areas that are relevant to his/her field and recognised by people internal and external to the Department/ Organisation</li> <li>• Keeps up to date with key departmental, sectoral, national and international policies and economic, political and social trends that affect the role</li> <li>• Maintains a strong focus on self-development, seeking feedback and opportunities for growth</li> </ul>
Drive & Commitment to Public Service Values	<ul style="list-style-type: none"> <li>• Consistently strives to perform at a high level</li> <li>• Demonstrates personal commitment to the role, maintaining determination and persistence while maintain</li> <li>• maintains a sense of balance and perspective in relation to work issues</li> <li>• Contributes positively to the corporate agenda</li> <li>• Is personally trustworthy, honest and respectful, delivering on promises and commitments</li> <li>• Ensures the citizen is at the heart of all services provided</li> <li>• Is resilient, maintaining composure even in adverse or challenging situations</li> <li>• Promotes a culture that fosters the highest standards of ethics and integrity</li> </ul>