An Roinn Caiteachais Phoiblí
Sheachadadh PFN agus Athchóirithe
Department of Public Expenditure
NDP Delivery and Reform

14/05/2025

Circular 14/2025

Interdepartmental Competition for Promotion to

Higher Executive Officer (HEO) Oversight Delivery in the Policing & Community Safety Authority (PCSA)

Introduction

I am directed by the Minister for Public Expenditure, NDP Delivery and Reform to say that the Policing & Community Safety Authority (PCSA) will hold an interdepartmental competition for **Higher Executive Officer Oversight Delivery*.***

The Role

The PCSA are seeking a **Higher Executive Officer** (HEO) to work within the area of **Oversight Delivery** within this directorate of the PCSA. This management position in Oversight Delivery function of the PCSA will have responsibility to conduct inspections and performance assessments of An Garda Síochána. The key deliverable for these areas within the broader oversight function will be to contribute to the assessment of how An Garda Síochána is delivering its policing service function.

The inspection teams will conduct inspections of specific aspects of the operation and administration of An Garda Síochána relating to policing services, which will vary in duration and nature. The performance assessment team will contribute to the assessment of policing performance with reference to the Policing Priorities, annual Garda Síochána Policing Plan (Service Plan) and having regard to thematic areas within policing that impact public confidence. These activities provide a valuable input into oversight monitoring and reporting. The successful candidate will also play a key role in the PCSA by influencing its capacity to perform its statutory functions effectively in a complex environment.

Are you who we are looking for?

We are looking for people with ambition to develop themselves both personally and professionally, who want to play an active role in helping to shape the new Policing and Community Safety Authority (PCSA) and fulfil its statutory mandate.

We are growing as an organisation and one of the first roles we are seeking to fill is that of **Higher Executive Officer** within the area of **Oversight Delivery**. This management position (Higher Executive Officer) offers an opportunity for an ambitious, enthusiastic and committed professional - with a strong commitment to serving the public interest to influence and contribute to the development of the PCSA. S/he will support the shaping of the PCSA's **Oversight Delivery** services in Ireland to meet the challenges of a dynamic multicultural and modern society. This person must believe in the purpose of our organisation, align with our values and want to support our ambitious growth over the next three years.

The Policing and Community Safety Authority

The PSCS Act 2024 commenced on 2nd April 2025 and provides for the establishment, and functions, of the PSCA – see Policing, Security and Community Safety Act 2024 (irishstatutebook.ie). The PCSA's primary objective is to oversee and assess the performance of An Garda Síochána in providing a policing service to the benefit of the safety of the public.

The establishment of the PCSA also provides for an exciting opportunity for the establishment of an outstanding policing oversight and inspection regime in Ireland. Broadly speaking, the PCSA incorporates the roles of the Policing Authority and the Garda Síochána Inspectorate, bringing oversight and inspection together in a single organisation.

Purpose and Values

We are looking for people to join us whose personal values align with our purpose and corporate values, and want to be part of an organisation which adheres to these guiding principles.

The purpose of the PCSA defines not just what it does, but how it does these things and the positive impact on society in Ireland that it is aiming to have. It will provide a clear context for daily decision making and will unify and motivate our staff and stakeholders.

The PCSA purpose is also to help achieve an effective policing service that meets the needs of communities in Ireland in all their diversity through our oversight role.
The PCSA will hold An Garda Síochána to account for the delivery of policing services, ensuring a focus on human rights across all areas of policing and promote excellence in the delivery of policing services to all communities. We will work with community stakeholders and our inter-agency partners to promote effective collaboration in support of policing and community safety outcomes.
Our work will be conducted in an open and transparent manner.
Our findings and recommendations will be evidence-based, and we will draw on recognised good practice and, standards of police accountability from other jurisdictions and our research.

PCSA Values

These values are what we stand for; they guide the organisation's behaviour and the types of decisions it will make.

Independent and Impartial
We will conduct our business in a manner that is independent in both thought and action. We will act with the utmost integrity at all times. We will be robust and evidence-based in our work and be fair and impartial in our processes, engagements and assessments.
Determined and Transparent
We will be determined and persistent in our efforts We will be transparent in the performance of our functions, and will be accountable to the public. We will build trust with key stakeholders through active, open and honest communication.
Adaptive and Excellent
We will act and deliver to the highest professional standards, always seeking to learn, improve and adopt best practice in policing oversight and inspection. We value curiosity and continuous improvement within the PCSA and among those we work with.

Cohesive and Collaborative
We will work as one team sharing our skills, expertise, experience and insights. We will also work collaboratively with our external partners across government and society in order to drive and support the improvement of policing and community safety.

Empathetic and Respectful
We will treat everyone with empathy, humanity and respect. We will make sure people feel comfortable expressing their views and have an opportunity to be heard. We will do our best to ensure people are heard and that oversight is informed by the lived experiences of people in receipt of and delivering the policing service.

Committed to Human Rights
We will work to ensure an ethical policing service which has at its core the protection and vindication of human rights for all. We will promote equality, diversity, and inclusion in our own organization, in policing and in wider society.

Overview of the Role

The Role

We are seeking a **Higher Executive Officer** (HEO) to work within the area of **Oversight Delivery** within this directorate of the PCSA.This management position in Oversight Delivery function of the PCSA will have responsibility to conduct inspections and performance assessments of An Garda Síochána. The key deliverable for these areas within the broader oversight function will be to contribute to the assessment of how An Garda Síochána is delivering its policing service function.

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The successful candidate will also play a key role in the PCSA by influencing its capacity to perform its statutory functions effectively in a complex environment.

Key Role Responsibilities:

Reporting to the Assistant Principal, Oversight Delivery, The HEO will be part of a team responsible for developing and managing the PCSA oversight function including, but not limited to, the following responsibilities:

- Contributing to the management of staff and resources within the PSCA and supporting and role modelling the values of the organisation;
- Supporting the scoping, planning, management and delivery of inspections, collaborating closely with performance assessment and strategy and research colleagues to create an integrated approach to oversight;
- Supporting the scoping, planning, management and delivery of the performance assessment framework including contributions to the determination of Policing Priorities;

- Working cohesively with other functional teams within the PCSA to appropriately share knowledge and optimise the outcomes for oversight delivery;
- Preparing and managing Information Requests to the Garda Síochána and other stakeholders;
- Delivering briefings and debriefings, when required, to the wider PCSA team, covering the identification of findings and any performance issues identified;
- Participating in all aspects of the oversight work including interviews, focus groups and meetings to ensure these obtain necessary information/evidence;
- Supporting the development and drafting of, and at times authoring, inspection or oversight reports;
- Collaborating with other PCSA teams to access supporting information including areas such as policing practice, criminal legislation, the criminal justice system, and international best practice;
- Collating, analysing and summarising all findings and data;
- Overseeing the production of the final reports including copy editing, design, quality checking, printing and publication;
- Producing high quality notes and other related oversight reports, as requested, to include collation of observations and fact checking from relevant stakeholders;
- Proactively building robust and effective working relationships with a range of stakeholders including An Garda Síochána, Government departments, key state agencies and communities nationwide, identifying key issues to inform policing performance oversight;
- Contributing to the work of the PCSA overall by drawing on the outcomes of inspections or performance assessments and identifying where they are relevant to other areas of work e.g. the development of strategy and policy, policing priorities for the Garda Síochána, the identification of areas for inspection and performance assessment topics; and
- Such other functions as may from time to time be required to fulfil the business objectives of the PCSA.

Eligibility

On the closing date of 4th of June 2025, to be eligible for consideration, a candidate must satisfy all of the following requirements:

a) Be serving in a permanent, temporary or acting capacity in the Civil Service in a grade below that of Higher Executive Officer or equivalent
b) Have completed not less than two years' service in the Civil Service.
c) Temporary officers and officers serving in an acting capacity in the eligible grades may compete in the competition provided they fulfil the eligibility requirements set out above.
d) All forms of maternity leave, including extended maternity leave, constitute service for the purpose of calculating the two-year service requirement in the Civil Service (see Letter to Personnel Officers dated 10 March 2009 – Extension of Probation due to Maternity Leave and Competitions for Promotion).
e) Where an officer was acting or serving on a temporary contract and was subsequently appointed in a permanent capacity, eligibility may be based on the aggregate service, e.g. six months in an acting capacity or on contract and eighteen months in a substantive capacity, can be aggregated to give two years' service.

f) Have:
- A minimum of 3 years' experience in a similar role, preferably with experience in policing oversight, performance assessment and inspections;
- Excellent decision-making and critical analysis skills to deliver informed conclusions and

recommendations;
- Excellent oral communication skills combined with the confidence to engage and influence a range of stakeholders at different levels;
- Excellent written communication skills with an ability to write in plain English;
- The ability to prioritise and work under pressure;
- A track record in managing multiple projects and delivering results in a cross-functional environment; and
- Excellent organisational skills and an ability to organise and maintain databases of information.

g) Be suitable from the point of view of performance, conduct, health and sick leave

h) Have received a performance evaluation of "Satisfactory" in their 2024 PMDS annual review

General matters:

- The eligibility requirements in this competition reflect those set out in General Council Agreed Report 1526 in respect of the cross-stream promotion arrangements to apply in the Civil Service;
- This is a promotional competition. Grades equivalent to the Higher Executive Officer grade (i.e. have the same maximum pay scale or higher), such as the grade of Administrative Officer, are not eligible to compete in this competition;
- If you apply for this competition and you subsequently choose to accept an offer of appointment under any other competition to the grade of Higher Executive Officer or equivalent, including to the grade of Administrative Officer, you will no longer be eligible for appointment from this competition;
- If you apply for this competition but subsequently retire, resign, etc. from your civil service post, you will no longer be eligible for appointment from this competition;
- Officers on probation in their current grade at the closing date are not eligible to compete, except in the case of a current Executive Officer or equivalent grade on probation following a recent promotion and who otherwise meets all other eligibility criteria;
- Officers on special leave with pay may apply if otherwise eligible. Officers on career-break may apply if their career break conforms to the terms of Department of Public Expenditure and Reform Circular 04/2013 and if they are otherwise eligible. Officers on special leave without pay (e.g. to serve with the EU) may be eligible; HR Units should check cases not covered by Department of Finance Circular 33/1991 with this Department.

NOTE: Qualifications/eligibility may not be verified by the PCSA until the final stage of the process. Therefore, those candidates who do not meet the eligibility requirements, and proceed with their application, are putting themselves to unnecessary effort/expense and will not be offered a position from this competition. An invitation to interview or any other element of the selection process is not an acceptance of eligibility.

Desirable Role Requirements

- Third level / professional qualification relevant to the area of oversight and / or inspections;
- Relevant policing expertise, knowledge and experience; and
- Oversight, inspections and / or regulatory experience.

Person Specification

In addition to the capabilities required for Higher Executive Officers, as set out in appendix 2, the person selected for this post will have:

- Proven ability to communicate effectively and to establish and develop effective relationships with a broad range of stakeholders and to engage with those stakeholders in person on a regular basis;
- Experience of managing multiple workload demands, and working to tight deadlines;
- A willingness and capacity to assume the levels of responsibility and accountability required to carry out a range of professional and operational functions;
- Leadership ability along with organisational and management skills which will inspire, motivate and develop people;
- Excellent verbal and written communication and the capacity to influence and work effectively with a broad range of stakeholders in a constructive manner;
- Sound judgement, problem solving and decision making skills are essential;
- Delivery focus, flexibility, and a hands-on as appropriate to a small agency;
- Self-motivation, commitment and energy, with a passion to serve and protect the public interest;
- Ambition to assist in delivering on demanding strategic development targets with strong personal and professional credibility; and
- It is desirable that the successful candidate will have at least 3 years relevant experience.

Applicants must demonstrate by reference to specific achievements that they possess the qualities, skills and knowledge required for the role of Higher Executive Officer as identified by the Public Appointments Service (PAS) capability framework.

If this sounds like you, then the application process is set out below.

Salary

The Higher Executive Officer (Standard) Salary Scale (rates effective from 1 March 2025) for the position are as follows:

Personal Pension Contribution (PPC)

€58,264 €59,967 €61,668 €63,366 €65,072 €66,769 €68,472 €70,928(LSI1) €73,378(LSI2)

This rate will apply where the appointee is an existing civil servant appointed on or after 6 April 1995 and is required to make a personal pension contribution.

Non-Personal Pension Contribution (Non-PPC)

€55,492 €57,093 €58,692 €60,304 €61,918 €63,545 €65,159 €67,483(LSI1) €69,815(LSI2)

This rate will apply where the appointee is a civil servant recruited before 6 April 1995 and who **is not required** to make a Personal Pension Contribution.

Long service increments may be payable after 3(LSI1) and 6(LSI2) years satisfactory service at the maximum of the scale.

Important Note

The terms of Circular 08/2019 – Revised Arrangements for Starting Pay will apply, as appropriate, to appointments under this competition.

Subject to satisfactory performance, increments may be payable in line with current Government Policy.

Application Process

Persons interested in this role should submit an application to **recruitment@pcsaireland.ie** citing the title of the position for which you wish to apply, and including:

- A comprehensive CV, (see *CV Guidance Note* in Appendix 1 of this Booklet);
- A completed Key Capabilities Form, setting out specific examples demonstrating each capability. An overview of the relevant key competencies for this role, and the Key Capabilities Form, are provided in Appendix 2 of this Booklet; and
- A short cover letter (*no more than one page in length*) outlining why you wish to be considered for the post.

The deadline for the receipt of applications is **3:00pm on 4th June 2025** and late applications will not be considered.

Selection Process

The selection process for this post **may** include some or all of the following:

- Shortlisting on the basis of the information supplied by candidates in their application to select a number of candidates to be invited to competitive interview;
- A preliminary interview;
- A presentation exercise, to be undertaken as part of a preliminary or final competitive interview**,** work sample / role play, or any other tests or exercises that may be deemed appropriate; and
- A final selection interview if deemed necessary.

During any shortlisting exercise which may be employed, applications will be examined and assessed against pre-determined criteria based on the requirements of the position. The selection board will examine the information provided in your application and assess it against these criteria. It is therefore in your own interests to provide a detailed and accurate account of your qualifications and experience.

Candidates who are successful at the shortlisting stage will be invited to attend a competitive interview. Interviews are expected to take place during the month of January.

Candidates should ensure that they are available to participate, if shortlisted, at the interview stage.

While, we endeavour to give as much notice as possible for interview dates, the onus is on all applicants to make themselves available on the date(s) specified by the Authority for interview and to make whatever arrangements are necessary to ensure that they receive communications sent to them throughout the competition process.

Interviews may take place by attending in person at the offices of the PCSA or such other place as may be notified to the candidate.

Please note that we acknowledge receipt of all applications. If you do not receive an acknowledgement within 2 working days of the closing date for applications, please email recruitment@pcsaireland.ie

References

We request that you include in your CV the names of people you feel would be suitable referees that we might consult (two to three names and contact details), one of which should be your current employer. Please be assured that we will only contact your referees with your consent should you come under consideration for appointment.

Security Clearance

An applicant will be required to undergo a Garda Vetting process and other security clearance, as appropriate, should they come under consideration for appointment to the position.

Canvassing

Candidates should note that canvassing will disqualify and will result in their exclusion from the process. Candidates must not:

- knowingly or recklessly provide false information;
- canvass any person with or without inducements;
- personate a candidate at any stage of the process;
- attempt to influence a decision of any person in relation to that process; or
- interfere with or compromise the process in any way.

These actions will result in the disqualification of the candidate and their exclusion from the process.

Where the Authority is of the opinion that there may have been interference or attempted interference with an appointment process, it may investigate the matter or cause it to be investigated by a person authorised on its behalf. Authority Members, staff and selection board members are obliged by their Code of Conduct to report any approach to them by or on behalf of a candidate to the Chairperson, Chief Executive or Chair of the Audit and Risk Committee of the Authority, as appropriate.

Deeming of Candidature to be withdrawn

Candidates who do not attend for interview or other test, exercise or appointment when and where required by the Authority, or who do not, when requested, furnish such information or evidence as the Authority requires in regard to any matter relevant to their candidature, will be deemed to have withdrawn from the competition and will have no further claim to consideration.

Confidentiality and Data Protection

Protecting confidentiality is a priority for the Authority. All applications, tests, enquiries, and all aspects of the selection, vetting and appointments process are treated as strictly confidential, subject to the statutory framework and, unless required by law, are not disclosed to anyone other than those directly involved in the selection competition, clearance, or appointments process.

All data will be processed in accordance with the General Data Protection Regulation and relevant Data Protection law.

When an application form is received, a record will be created in the candidate's name which contains much of the personal information supplied. This personal record is used to process the application and is held in accordance with the General Data Protection Regulation (GDPR) and relevant data protection law. Certain items of information, not specific to any individual, may be extracted from records for general statistical purposes.

The Authority's Candidate Privacy Notice, which provides more detailed information on

what categories of candidate data are processed and how they are used, is available for download from our website.

Request for Review / Complaints

This competition is being undertaken in accordance with the Commission for Public Service Appointments (CPSA) Code of Practice for Appointment to Positions in the Civil Service and Public Service.

If you are unhappy following the selection process, the CPSA's Code of Practice sets out the review and appeal mechanisms open to you. You can either request a review of a decision made during the selection process, under section 7 of the relevant code, or you can make a complaint that the selection process followed was unfair, under section 8. You must choose between requesting a review of a decision or making a complaint. You cannot choose both.

Request a review (section 7)

If you are unhappy with a decision made during a selection process, believe it was made on the basis of incorrect information or that documented procedure was not followed, you can ask for a review under section 7 of the code. The decision may be reversed if it is found to have been incorrect.

You must ask for a review within five working days of the selection decision. For more information on the review process and how to request a review, click here.

Make a complaint (section 8)

If you think the selection, process was unfair and in breach of the Code of Practice, you can make a complaint about the process under section 8 of the code. If the selection process is found to have been unfair, the decision will not be reversed. However, changes may be made to the process to ensure a breach does not happen again.

You must make a complaint within a reasonable timeframe. For information on how to make a complaint, click here.

Quality Customer Service

We aim to provide an excellent quality service to all our customers. If, for whatever reason, you are unhappy with any aspect of the service you receive from us, we urge you to bring this to our attention.

Candidates' Obligations

Candidates must ensure, in applying for a position, that they:

- Have the knowledge and ability to discharge the duties of the post concerned;
- Are suitable on the grounds of health and character; and
- Are suitable in all other relevant respects for appointment to the post concerned.

Candidates are required to:

- Provide any information required as part of the application process for the competition;
- Undertake any clearance process that may be required by the Authority; and
- Agree to perform the duties attached to the specified post and to accept the conditions under which those duties are or may be required to be performed.

Candidates are bound by the Code of Ethics for the Civil Service. 'Honesty and Integrity' is one of the key tenets of the Code. Candidates are expected to honour these values, both in how they

approach this competition and by agreeing to follow the rules and procedures laid down.

By undertaking any required online tests or exercises, you are confirming that you are the person named on the application and agreeing to complete the test or exercise honestly and without assistance. By accessing or attempting any test/exercise materials or attending for interview you are agreeing to be bound by the terms set out in the Statement of Practice for this competition.

Candidates should be aware that if the information provided by a candidate at any stage in the selection or clearance process was found to be inaccurate or incomplete this would also be taken into account in assessing the suitability of the candidate for appointment. Candidates who knowingly or recklessly provide false or misleading information will not be considered for appointment.

All test and other materials are subject to copyright and all rights are reserved. No part of the test and other materials (including any text, questions and/or potential answer options) or associated materials (including any practice and/or familiarisation materials) may be reproduced or transmitted in any form or by any means including electronic, mechanical, photocopying, printing, photographing, recording, written or otherwise, at any stage. To do so is an offence and may result in a candidate being excluded from the selection process. Any person(s) who contravenes this provision, whether an applicant or other, or who assists another person(s) in contravening this provision, is liable to prosecution and/or civil suit for loss of copyright and intellectual property.

Further information

Feedback will be provided to candidates on written request.

The PCSA will not be responsible for refunding any expenses incurred by candidates.

The PCSA is an equal opportunities employer.

A panel of candidates may be established by the Authority as a result of this competition, which will expire no later than one year from the date of its establishment. Being placed on a panel does not entitle a candidate to be appointed by the Authority.

The admission of a person to a competition, or invitation to attend interview, or a successful result letter, is not to be taken as implying that the PCSA is satisfied that such a person fulfils the requirements or is not disqualified by law from holding the position.

Prior to making an offer to a candidate as a result of this competition the PCSA will make all such enquiries that are deemed necessary to determine the suitability of that candidate.

Continuing Professional Development

The Authority supports participation in relevant training and professional development courses related to an employee's business activities.

Further information and circulation

If candidates have any queries about this circular, they should contact their HR Unit. Subsequent enquiries about their candidature should be addressed directly to the CSSO.

HR Units should bring this circular to the notice of all eligible officers serving in their Departments and associated Offices without delay, including eligible fixed term workers, officers on term time, secondment, maternity leave, career break, contract, and all other relevant forms of leave.

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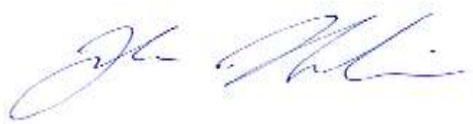

John Howlin
Assistant Secretary
Public Service Resourcing Division

Appendix 1

Guidance Note on Curriculum Vitae

Your CV should be no longer than 4 pages in length and should clearly state your relevant achievements and experience in your career to date.

A selection board will examine applicants' CVs and assess them against the requirements for the position. It is therefore in your own interests to ensure your CV clearly and accurately reflects your track record of achievement in the areas relevant to the post, as set out in this information booklet.

Your career history is best presented in reverse chronological order so that the most recent roles appear first. Positions held more than 15 years ago require only a summary description. If you were involved in a project or piece of work with other individuals, please ensure that your CV specifies the precise nature of your role/contribution.

Education Details:

Please specify status of award if not complete. Should you come under consideration for appointment, you may be required to provide evidence of any qualifications awarded.

At the end you may want to briefly note other achievements that you feel may be relevant to the particular role, for example:

- Other roles you may hold;
- Key presentations;
- Language skills (including level of fluency);
- Industry / sectoral recognitions;
- Publications / reports

Appendix 2

Capability Framework

The following Key Capabilities have been identified for effective performance at Higher Executive Officer Level:

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.

Digital Focus, Innovation & Upskilling for the Future

Digital Focus

- Maximises the use of technology and digital solutions to drive efficiencies and support better service delivery

Innovation & Creative Solutions

- Encourages and delivers innovative ideas, creative solutions and useful suggestions, with a good understanding of the practicalities
- Tries new or different approaches, demonstrating the flexibility to learn from mistakes, adapt and improve

Upskilling for the Future

- Proactively seeks development opportunities, building on strengths and addressing weaknesses or gaps with a positive attitude and willingness to learn
- Committed to building knowledge and skills for the future
- Understands what the team needs to do, to build future readiness and skills

Key Skills Examples

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

Strategic Awareness & Change

Strategic Awareness & Future Focus

- Contributes to the development of policy, strategy and future planning for their area
- Works with management to identify links between the broader organisational and departmental strategy and the yearly objectives of their team

Contextual Awareness

- Keeps up to date with wider Civil Service Policies and developments relevant to their own area
- Considers the wider impact of policies and strategies, including who or what they affect

Facilitating Change

- Supports others through change, highlighting the benefits of change, innovation or new technology
- Identifies and makes recommendations for change based on their analysis, expertise and insights

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 effectively manage resources, using relevant information to evaluate the delivered outcome to ensure maximum benefit for the people we serve.

Delivering Excellence

Managing Work & Resources

- Manages, plans and prioritises workload to ensure targets and deadlines are met
- Works in a systematic, organised and efficient manner, getting up to speed with new tasks at an appropriate pace
- Manages resources effectively to deliver best outcome possible

Delivering Quality Outcomes & Service

- Sets high standards and goals for self and team with commitment to meeting these
- Has good oversight of their teams work and puts procedures in place to track progress and quality
- Practices and promotes delivering excellence in customer service and prioritises the customer experience
- Seeks feedback on work and evaluates delivery against required outcomes

Attitude, Initiative & Flexibility

- Demonstrates ownership, initiative and responsibility over own work, while also supporting the team
- Maintains resilience and a 'can-do' attitude when working under pressure or constraints, seeking support when necessary
- Ensures self and team are flexible and agile in the face of challenges or changing demands

Key Skills Examples

- Project management
- Risk management
- Customer service
- Goal setting
- Project evaluation

Analysis, Judgement & Decision Making

Gathering, Analysing & Utilising Information

- Gathers, understands and analyses data from a range of sources, to identify key information or core issues
- Ensures systems are in place to appropriately gather, manage and utilise data
- Analyses and evaluates complex verbal and numerical information in an accurate and timely manner

Problem Solving

- Solves problems in a logical manner, gathering relevant information and data, exploring different solutions and escalating issues where necessary

Informed Judgement & Decision Making

- Makes balanced judgements and decisions, drawing from evidence, experience and relevant policies and procedures.
- Makes appropriate and timely decisions, communicating the rationale and seeking support, where required
- Exhibits good judgement in dealing with difficult, ambiguous situations and 'on-the-spot' issues

Key Skills Examples

- Evaluating information
- Data management & visualisation
- Data analytics
- Critical thinking

Leading and 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, Motivating & Developing

Developing, Motivating & Supporting Performance

- Motivates high performance by providing recognition, guidance, coaching and regular feedback
- Effectively utilises both formal and informal performance management techniques
- Understands team members strengths and development needs and allocates work appropriately, ensuring all members have exposure to developmental opportunities

Empowerment, Trust & Honesty

- Empowers their team, encourages autonomy, values others' input and opinions and delegates tasks with trust
- Creates an inclusive, safe and open team environment
- Leads with integrity, honesty and accountability

Social & Emotional Intelligence

- Prioritises wellbeing for self and others, showing consideration, empathy and support
- Demonstrates good self-awareness and ability to manage own emotions and behaviour, particularly in challenging situations

Key Skills Examples

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

Leading with Specialist Insight

Specialist Expertise & Professional Development

- Demonstrates a high degree of specialist expertise and knowledge in their area
- Committed to continuous professional development, engaging in relevant courses, conferences and activities to keep knowledge up to date

Leading, Advocating & Knowledge Sharing

- Leads and advocates in their area of expertise, through openly sharing insights, knowledge, evidence and rationale
- Creates opportunities to share and transfer knowledge
- Capable of describing technical terms in an easily understandable manner

Balancing Autonomous Work, Cross-Functional Work & Teamwork

- Capable of working independently, as well as with their team and with other areas or functions
- Has a clear understanding of what work needs to be done and how to do it, with the ability to self-motivate, setting own goals and targets

Key Skills Examples

- Specialist skills in own area of expertise
- Communication and influencing skills
- Research skills

Communicating and 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 & Influencing

Communicating Effectively & Listening to Understand

- Communicates and presents in a clear, professional and engaging manner, across verbal, digital and written communications
- Shares the appropriate level of detail and presents relevant information and data in an accessible and understandable format
- Demonstrates understanding of own communication approach, adjusting style as appropriate for the audience
- Prioritises diversity and makes an active effort to involve and listen to different people and perspectives

Influencing & Negotiation Skills

- Tactfully influences and persuades others and considers compromise when necessary
- Style of influencing, negotiating and managing conflict is appropriate and respectful at all times
- Approaches difficult discussions, questions or negotiations with consideration, composure and sensitivity

Key Skills Examples

- Other languages – e.g., Gaeilge
- Written skills
- Presenting
- Active listening
- Influencing and negotiation skills

Engaging & Collaborating

Networking, Engaging & Consulting

- Builds useful networks within and outside of the organisation and department
- Prioritises engaging and consulting with relevant stakeholders

Collaboration, Teamwork & Building Relationships

- Promotes and engages in collaboration, cross-functional and teamwork, creating opportunities to work together where relevant
- Utilises interpersonal skills to build positive and effective working relationships, even in a blended or hybrid environment
- Keeps their team, colleagues and manager appropriately informed, involved and updated

Key Skills Examples

- Collaboration and teamwork
- Interpersonal skills
- Cross-functional working
- Networking
- Relationship building

Appendix 3

Key Capabilities Form

NB: Please consider carefully the information provided in the Candidate Information Booklet before completing this section.

In the following section of the application form we are interested in finding out what you consider to be **the key strengths and achievements** which make you particularly suitable for the role of Principal Officer in the context of the specific capabilities identified for the role. Therefore, please:

- Summarise your experience to date under each capability heading; and
- Describe one example that illustrates your capability under the heading, briefly describing the background / nature of the task, problem, objective, what you did and the outcome.

The information you provide will be used to help structure your interview.

The interview board may question you in detail about the information you provide, with particular reference to the actions you took and your reasoning for doing so.

Key Capabilities Form

1. Building Future Readiness

1 (a) Summarise your experience to date (**relevant to this role**) under this capability.

(Do not exceed 200 words.)

1 (b) Describe one specific example that illustrates your capability (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

2. Evidence Informed Delivery

2 (a) Summarise your experience to date (**relevant to this role**) under this capability.

(Do not exceed 200 words.)

2 (b) Describe one specific example that illustrates your capability (**relevant to this role**) under the heading, briefly describing the background / nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

3. Leading and Empowering

3 (a) Summarise your experience to date (**relevant to this role**) under this capability.

(Do not exceed 200 words.)

3 (b) Describe one specific example that illustrates your capability (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)

4. Communicating and Collaborating

4 (a) Summarise your experience to date (**relevant to this role**) under this capability. (Do not exceed 200 words.)

4 (b) Describe one specific example that illustrates your capability (**relevant to this role**) under the heading, briefly describing the background/nature of the task, problem, objective, what you did and the outcome. (Do not exceed 200 words.)