

## Assistant Principal (AP) Competency Framework

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|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Leadership</b>                                             | Actively contributes to the development of the strategies and policies of the Department/ Organisation                                                      |
|                                                               | Brings a focus and drive to building and sustaining high levels of performance, addressing any performance issues as they arise                             |
|                                                               | Leads and maximises the contribution of the team as a whole                                                                                                 |
|                                                               | Considers the effectiveness of outcomes in terms wider than own immediate area                                                                              |
|                                                               | Clearly defines objectives/ goals & delegates effectively, encouraging ownership and responsibility for tasks                                               |
|                                                               | Develops capability of others through feedback, coaching & creating opportunities for skills development                                                    |
|                                                               | Identifies and takes opportunities to exploit new and innovative service delivery channels                                                                  |
| <b>Judgement Analysis &amp; Decision Making</b>               | Research, issues thoroughly, consulting appropriately to gather all information needed on an issue                                                          |
|                                                               | Understands complex issues quickly, accurately absorbing and evaluating data (including numerical data)                                                     |
|                                                               | Integrates diverse strands of information, identifying inter-relationships and linkages                                                                     |
|                                                               | Makes clear, timely and well-grounded decisions on important issues                                                                                         |
|                                                               | Considers the wider implications of decisions on a range of stakeholders                                                                                    |
|                                                               | Takes a firm position on issues s/he considers important                                                                                                    |
| <b>Management &amp; Delivery of Results</b>                   | Takes responsibility for challenging tasks and delivers on time and to a high standard                                                                      |
|                                                               | Plans and prioritises work in terms of importance, timescales and other resource constraints, re-prioritising in light of changing circumstances            |
|                                                               | Ensures quality and efficient customer service is central to the work of the division                                                                       |
|                                                               | Looks critically at issues to see how things can be done better                                                                                             |
|                                                               | Is open to new ideas initiatives and creative solutions to problems                                                                                         |
|                                                               | Ensures controls and performance measures are in place to deliver efficient and high value services                                                         |
|                                                               | Effectively manages multiple projects                                                                                                                       |
| <b>Interpersonal &amp; Communication Skills</b>               | Presents information in a confident, logical and convincing manner, verbally and in writing                                                                 |
|                                                               | Encourages open and constructive discussions around work issues                                                                                             |
|                                                               | Promotes teamwork within the section, but also works effectively on projects across Departments/ Sectors                                                    |
|                                                               | Maintains poise and control when working to influence others                                                                                                |
|                                                               | Instils a strong focus on Customer Service in his/her area                                                                                                  |
|                                                               | Develops and maintains a network of contacts to facilitate problem solving or information sharing                                                           |
|                                                               | Engages effectively with a range of stakeholders, including members of the public, Public Service Colleagues, and the political system                      |
| <b>Drive &amp; Commitment</b>                                 | Is self-motivated and shows a desire to continuously perform at a high level                                                                                |
|                                                               | Is personally honest and trustworthy and can be relied upon                                                                                                 |
|                                                               | Ensures the citizen is at the heart of all services provided                                                                                                |
|                                                               | Through leading by example, fosters the highest standards of ethics and integrity                                                                           |
| <b>Specialist Knowledge, Expertise &amp; Self Development</b> | Has a clear understanding of the role's objectives and targets of self and the team and how they fit into the work of the unit and Department/ Organisation |
|                                                               | Has a breadth and depth of knowledge of Department and Governmental issues and is sensitive to wider political and organisational priorities                |
|                                                               | Is considered an expert by stakeholders in own field/ area                                                                                                  |
|                                                               | Is focused on self-development, seeking feedback and opportunities for growth to help carry out the specific requirements of the role                       |