

# Higher Executive Officer (HEO) Competency Framework

<b>Team Leadership</b>	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.
<b>Judgement, Analysis &amp; Decision Making</b>	Is flexible and willing to adapt, positively contributing to the implementation of change
	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, agendas, sensitivities and related implications when making decisions
	Uses previous knowledge and experience in order to guide decisions
	Uses judgement to make sound decisions with a well-reasoned rationale and stands by these
<b>Management &amp; Delivery of Results</b>	Puts forward solutions to address problems
	Takes responsibility and is accountable for the delivery of agreed objectives
	Successfully manages a range of different projects and work activities at the same time
	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	
<b>Interpersonal &amp; Communication Skills</b>	Builds and maintains contact with colleagues and other stakeholders to assist in performing role
	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
<b>Drive &amp; Commitment</b>	Collaborates and supports colleagues to achieve organisational goals
	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
<b>Specialist Knowledge, Expertise &amp; Self Development</b>	Upholds high standards of honesty, ethics and integrity
	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