

# **Introduction to the New Public Service Capability Framework**

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## Learning Objectives

- Why the PSCF was introduced
- Understand the four Pillars
- How to apply it
- How does it support Performance and Development discussions
- Create a personal Capability Plan
  
- Q? What capability do you think will be most important for public servants in the next 5 years?

## Why the Framework Matters Now

- Increasing citizen expectations
- Digital transformation
- Cross-government challenges
- Need for workforce agility
- Rapid Policy change
- Increased accountability and transparency
  
- Q- Where are you seeing increased complexity in your role?

## Context for Change in Ireland

- Public service reform agenda
- Complex societal issues
- Greater accountability
- Focus on outcomes for citizens

## Context- why was the framework introduced?

- Support workforce recruitment and development
  - Enable mobility across the public service
  - Create consistency in talent management
  - Support future workforce planning
  - Build leadership capability
  - Improve service outcomes
- 
- Key Message: This is not simply another HR Tool it is a **STRATEGIC WORKFORCE DEVELOPMENT INITIATIVE**

## Traditional Competencies focus on

- Current Performance
- Job Specific Requirements
- Demonstrating Behaviours

## Capability Focus on The Person

- Future Potential
- Adaptability
- Learning
- Applying skills in unfamiliar situations
- Continuous development

## Capability vs Competency

- Competency = what someone can do
- Capability = behaviours + skills + knowledge + mindset
- Capability focuses on future performance

## Group Discussion

In your groups:

How have competencies traditionally been used?

What additional value does a capability approach provide?

## Understanding Capability

Behaviour- How we act

Strengths- personal and professional

Skills-What we can do

Values-What we believe in

Knowledge-What we know

Motivation-What drives and interests us

Mindset- How we think

Mindset- How we think

Q-What dimension is most difficult to develop?  
Why?

## Framework Structure

- 4 Capability Pillars
- Capabilities within each pillar
- Progressive proficiency levels

## The Four Capability Pillars

- Leading and Managing Change
- Delivering Evidence informed Results
- Engaging, Collaborating and Communicating
- Building future readiness through developing yourself and others

## Pillar 1- Leading and Managing-what does it involve?

- Sets direction
- Making decisions
- Manages performance
- Builds teams
- Leads change
- Demonstrates accountability

## Pillar 1- Leading and Managing-Strong indicators

- ✓ Takes ownership
- ✓ Makes informed decisions
- ✓ Leads through uncertainty
- ✓ Builds trust
- ✓ Encourages innovation

### **Reflection**

Think of a leader you admire.

What behaviours demonstrate capability?

## Leading and Managing in practice (In Groups)

Scenario:

Your department is implementing a new digital service.

Some staff are enthusiastic.

Others are resistant.

### **Questions**

What leadership behaviours are required?

What risks must be managed?

How can leaders build engagement?

## Pillar 2 - Delivering Results

### Delivering Results involves

- Focus on outcomes
- Evidence-based decisions
- Planning and prioritization
- Continuous improvement
- Maintaining Standards
- Prioritising Resources

### Strong Indicators

- ✓ Delivers commitments
- ✓ Uses evidence
- ✓ Focuses on citizens
- ✓ Monitors progress
- ✓ Drives improvement

### Discussion

What prevents public services from consistently delivering results?

## Pillar 2 - Delivering Results-In Practice

A service area is experiencing:

- Increased demand
- Budget pressures
- Citizen complaints

### Questions

What capabilities are needed?

What behaviours would demonstrate success?

## Pillar 3 - Engaging and Communicating

- Builds trust
- Collaborates effectively
- Influences stakeholders
- Communicates clearly
- Influencing
- Relationship Management

### **Reflection**

Who are your key stakeholders?

What are their expectations?

### **Strong Indicators**

- ✓ Listens actively
- ✓ Builds partnerships
- ✓ Communicates clearly
- ✓ Adapts communication style
- ✓ Influences effectively

## Pillar 3 - Engaging and Communicating \_In Practice

### **Scenario**

A new policy initiative requires engagement across multiple departments.

### **Discussion**

What communication challenges might arise?

What capabilities are critical?

## Pillar 4 - Developing Self and Others

- Continuous learning
- Self Awareness
- Coaching and mentoring
- Knowledge sharing
- Growth mindset

### **Strong Indicators**

- ✓ Seeks feedback
- ✓ Learns continuously
- ✓ Supports colleagues
- ✓ Shares expertise
- ✓ Reflects regularly

## Pillar 4 - Developing Self and Others\_In Practice

### **Scenario**

You have been asked to mentor a new colleague.

### **Discussion**

What behaviours demonstrate capability?

How can mentoring support organisational capability?

## How the Pillars work together

### Example

A major change programme requires:

Leading and Managing

+

Delivering Results

+

Engaging and Communicating

+

Developing Self and Others

### Key Message:

Capabilities are integrated.

Success rarely depends on one capability alone

## Proficiency Levels

### **Why Proficiency Levels Matter**

The Framework recognises that capability develops over time.

Individuals may demonstrate the same capability at different levels depending on:

- Experience
- Role requirements
- Complexity of work
- Scope of responsibility

## Proficiency Supports

- ✓ Development planning
- ✓ Career conversations
- ✓ Performance discussions
- ✓ Talent management

### **Key Message**

The goal is development, not perfection.

Think about a capability you have become stronger in over time.  
What helped you develop it?

## Capability Growth Journey

Capability growth is rarely linear.

Individuals develop through:

### **Experience**

Projects, assignments, challenges

### **Reflection**

Learning from successes and setbacks

### **Feedback**

Managers, peers and stakeholders

### **Learning**

Formal and informal development

### **Support**

Coaching and mentoring

## Capability Growth Journey

### Questions to Consider

What are my strongest capabilities?

What evidence supports this?

Which capability requires the most development?

What impact would improvement have?

### Exercise

Complete the Capability Reflection Worksheet

## Capability Assessment Sources

<b>Self-Assessment</b>	→	Personal reflection
<b>Manager Feedback</b>	→	Observations and evidence
<b>Peer Feedback</b>	→	Working relationships
<b>Stakeholder Feedback</b>	→	Impact on others
<b>Results and Outcomes</b>	→	Evidence of performance

## Group Exercise CASE Studies

Assign Cases to groups

Identify:

- Relevant capabilities
- Required behaviours
- Risks and challenges
- Development priorities

## Case Study 1: Policy Development

### . Scenario

A public-facing service is experiencing:

- Long waiting times
- Increased complaints
- Resource constraints

### Challenge

Senior management wants improvements within six months

## Case Study: Group Questions

### Group Questions

Which capabilities are critical?

What behaviours would demonstrate success?

What development needs might emerge

## Case Study 2: Group Questions

### Group Task

Identify:

- Priority capabilities
- Key behaviours
- Risk

## Case Study 3: Change and Reform Programme

### . Scenario

A new digital service platform is being introduced.

The programme will affect:

- Staff roles
- Processes
- Service users

### Challenge

Some resistance is emerging

## Case Study 3: Group Questions

### Questions

What leadership behaviours are required?

How can managers support capability development?

## Case Study 4: Cross Departmental Collaboration

### **Scenario**

Several departments are working together to address homelessness.

Success requires:

- Shared objectives
- Information sharing
- Stakeholder engagement

### **Challenge**

Different priorities and competing demands. Identify Critical Capabilities

## Common Themes

### **What Did We Notice?**

Successful public servants:

- ✓ Build relationships
- ✓ Focus on outcomes
- ✓ Adapt to change
- ✓ Learn continuously
- ✓ Demonstrate leadership

### **Reflection**

Which capability appeared most often?

Why?

## Transition to Performance and Development

### Discussion

How can the Framework help us:

- Improve performance?
- Support learning?
- Enable career growth?
- Build future capability?

### Key Message

The Framework is not simply a description of capability.  
It is a tool for developing capability

## Using the Framework in Performance Management

The Capability Framework provides a shared language for discussing:

- ✓ Performance
- ✓ Development
- ✓ Career aspirations
- ✓ Future capability requirements

### **Benefits**

For Employees:

- Greater clarity
- Better feedback
- Development focus

For Managers:

- More meaningful conversations
- Consistent expectations
- Better workforce planning

## Capability-Based Performance Conversations

### Traditional Discussion

Focuses on:

- What happened?
- Targets achieved?
- Tasks completed?



### Capability Discussion

Also explores:

- How outcomes were achieved
- Which capabilities were demonstrated
- Future development opportunities

### Key Message

Performance looks backwards.

Capability looks forwards.

Both are important

## Giving Effective Capability Feedback

### High-Quality Feedback Is:

- Specific
- Evidence-based
- Timely
- Development-focused
- Respectful



### Feedback Formula

- Situation
- Behaviour
- Impact
- Future Action

### Example

"In the stakeholder workshop last month, you actively encouraged contributions from all participants. This improved engagement and generated better ideas. Consider using the same approach in future consultations."

## Reflection Exercise

### Think About Recent Feedback

Ask yourself:

- What feedback have I received recently?
- What capability did it relate to?
- How did I respond?
- What actions did I take?

### Discussion

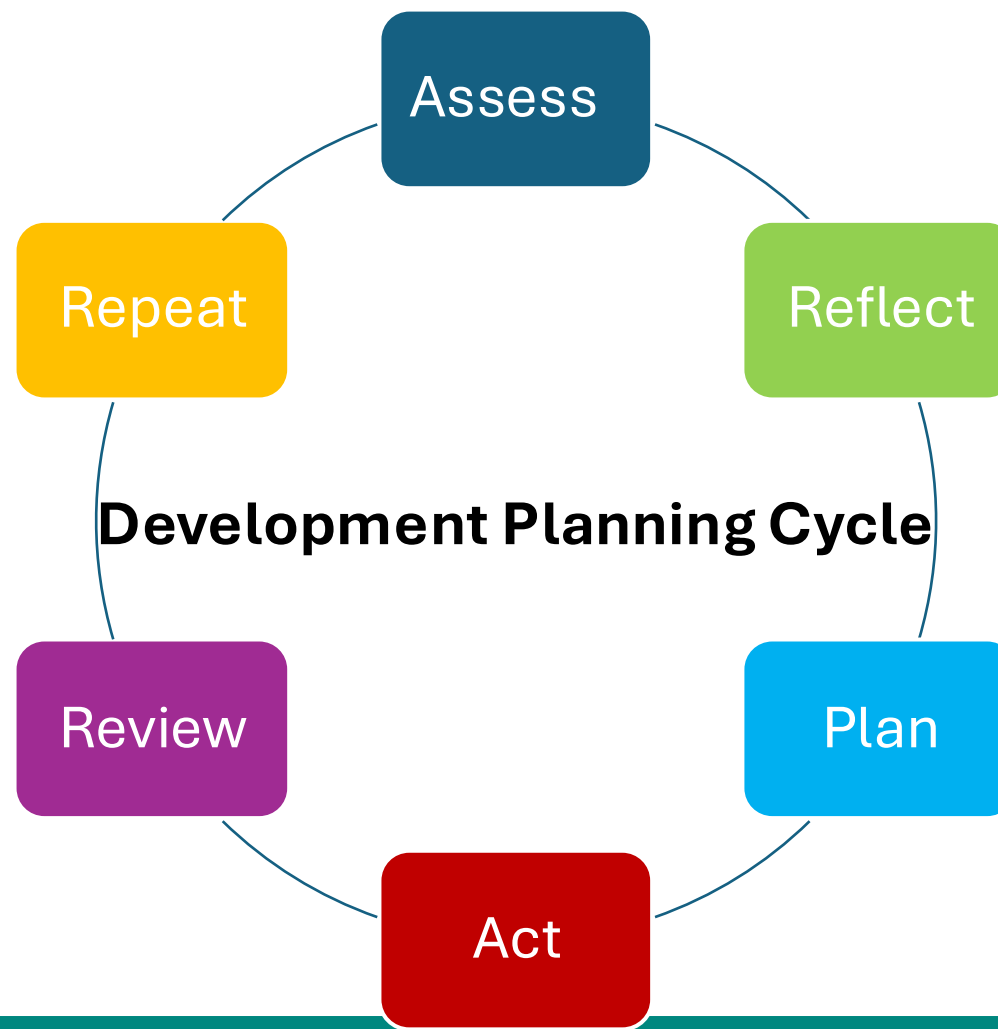
What helps people receive feedback positively?

## Using the Framework for Development Planning

### **Development Planning Questions**

- What capability is most important for my role?
- What evidence demonstrates my current level?
- What capability gaps exist?
- What development actions should I prioritise?

## Using the Framework for Development Planning



## Creating a Personal Development Plan

### **Step 1**

Identify a capability priority

### **Step 2**

Define development goals

### **Step 3**

Identify learning opportunities

### **Step 4**

Measure progress

### **Discussion**

What often prevents development plans from succeeding?

# Career Conversations

## Why Career Conversations Matter

Career conversations help employees:

- Understand future opportunities
- Explore mobility options
- Identify development priorities
- Increase engagement

## Key Message

Career development is a shared responsibility.

## Capability and Career Mobility

### **The Framework Supports Mobility**

Capabilities are transferable across roles.

Examples:

### **Engaging and Communicating**

Valuable in:

- Policy
- Operations
- HR
- Customer Services

### **Delivering Results**

Relevant across all public service functions.

## Career Development Reflection

### Questions

- Where do I want to be in three years?
- What capabilities will I need?
- Which capability is most important for my future career?
- Who can support my development?

### Activity

Complete the Career Reflection Worksheet.

## Career Development Reflection

### **Capability Development Happens Every Day**

Many people think development happens primarily through training.

Research suggests otherwise.

Development comes through:

- Experience
- Relationships
- Formal Learning

### **Key Message**

Learning is a continuous process.

## The 70:20:10 Model

70% Learn through experience

20% Learn through others

10% Formal Learning

### Key Message

Learning is a continuous process.

## The 70:20:10 Model

70%

Projects, Stretch Assignments, Acting Roles

20%

Coaching , Mentoring, Feedback

10%

Courses, Workshops, Online Learning

## Coaching

**A structured conversation that helps individuals:**

- Think differently
- Solve problems
- Build capability
- Improve performance

**Coaching Is Not X**

- Giving advice
- Providing solutions
- Telling people what to do

- What outcome are you seeking?
- What options exist?
- What obstacles might arise?
- What will you do next?

## Mentoring

### **Mentoring involves:**

- Sharing experience
- Providing guidance
- Supporting career development
- Building confidence

### **Benefits:**

#### For the Mentee:

- ✓ Learning
- ✓ Insight
- ✓ Networks

#### For the Mentor:

- ✓ Leadership development
- ✓ Knowledge sharing

## Stretch Assignments

### **Why Stretch Assignments Matter**

Development often occurs when people:

- Leave their comfort zone
- Take on new challenges
- Work with new stakeholders
- Lead unfamiliar projects

### **Examples**

- Project leadership
- Cross-functional teams
- Policy development
- Acting assignments
- Secondments

## Building Capability Through Everyday Work

### Practical Development Actions

- Seek feedback
- Volunteer for projects
- Shadow colleagues
- Join communities of practice
- Mentor others
- Reflect regularly
- Take ownership of learning

### Key Message

- Capability is built through deliberate practice.
- Not simply through attendance at training programmes.

## Personal Capability Development Workshop (20 Minutes)

Identify one capability you wish to strengthen

Identify evidence of current performance.

Choose three development actions.

Identify support required.

Commit to a timeline.

## The Manager's Role in Building Capability

### **Managers Create the Conditions for Growth**

Managers play a critical role in:

- ✓ Providing feedback
- ✓ Supporting development
- ✓ Creating learning opportunities
- ✓ Encouraging reflection
- ✓ Building confidence
- ✓ Modelling capability

### **Discussion**

Think about the best manager you have worked with.  
What did they do that helped you develop?

## Building a Capability Culture

### What Does a Capability Culture Look Like?

People:

- ✓ Learn continuously
- ✓ Share knowledge
- ✓ Seek feedback
- ✓ Collaborate effectively
- ✓ Support each other's development

Managers:

- ✓ Encourage experimentation
- ✓ Develop talent
- ✓ Reward learning
- ✓ Create opportunities

### Key Message

Capability development should become part of everyday work.

## Common Barriers to Capability Development

### Organisational Barriers

- Time pressures
- Competing priorities
- Limited resources
- Risk aversion
- Lack of feedback

### Individual Barriers

- Fear of failure
- Comfort zones
- Lack of confidence
- Limited self-awareness
- Resistance to change

**Question: What barriers exist within your organisation?**

## Overcoming Development Barriers

### Practical Solutions

- Prioritise learning
- Schedule reflection time
- Seek regular feedback
- Create development partnerships
- Use stretch assignments
- Leverage peer learning

**Question:** Which barrier will you tackle first?

# Personal Capability Action Plan

**My Priority Capability**

**Why Is It Important?**

**Development Actions**

1.

2.

3.

**Support Required**

**Review Date**

## 90-Day Development Challenge

### The Next 90 Days

Choose:

- One capability
- One stretch opportunity
- One learning action
- One feedback conversation

## Commitment Statement

"In the next 90 days I will..."

## Peer Accountability

### Why Accountability Matters

Research shows development is more likely when:

- ✓ Goals are written down
- ✓ Commitments are shared
- ✓ Progress is reviewed
- ✓ Support is available



### Activity

Identify an accountability partner.  
Schedule a follow-up conversation.

## Key Messages From Today

### **Capability is About More Than Performance**

Capability includes:

Behaviour

Skills

Knowledge

Mindset



**Capability Can Be Developed**  
Everyone can grow.

### **Development Happens Every Day**

Learning occurs through work, feedback and experience.

## Capability Reflection Exercise

### Looking Back

What has been your biggest insight today?

What challenged your thinking?

What capability matters most for your future success?

### Looking Forward

What will you do differently?

## Resources

<https://www.publicjobs.ie/en/information-hub/capability-framework>

<https://www.publicjobs.ie/en/information-hub/our-recruitment-process/interview-advice>

### **Key Message**

Future public service excellence depends on capability across all four pillars.

Q/A

**Thank You**