Competency Set – Administrative Officer, Grade 4

Task-Focused Competencies
Applying Expert/Systems Knowledge

Definition: Administrators provide admin expertise and help develop this expertise within their unit. They develop and set guidelines to ensure correct procedures are being followed, this may include training staff at all levels. Administrators understand the best use of various IT systems to automate work to create efficiencies.

Elements:
- Providing support and guidance on the application of Teagasc procedures.
- Application of IT and other systems to expedite work.
- Strong expertise relevant to their area.

Behavioural Anchors:
- Demonstrates a strong awareness of all relevant Teagasc procedures (e.g. HR, purchasing, procurement, H&S etc).
- Demonstrates skills in using IT packages (PowerPoint, Word, Excel).
- Keeps up to date with latest Teagasc information management systems (Integra, CIMS etc).
- Understands the regulations governing their area.
- Operates as an expert in own area where relevant (e.g. Finance/PR/HR).

Decision Making within the Business Context

Definition: Administrators need to be pro-active and exercise discretionary judgement in their work. They need to identify issues within their area of expertise that require consultation with other staff in order to develop an appropriate solution.

Elements:
- Full understanding of the purpose, structure and working systems of the organisation.
- Bringing discretion and judgement to bear on how they approach work issues.
- Proactively consulting and collaborating with others to achieve the best solutions to work issues.

Behavioural Anchors:
- Understands the organisation's structure – where to get information and who to distribute it to.
- Recognises where relevant expertise sits within the organisation.
- Understands their role and its contribution to the business.
- Understands the parameters around their own role (i.e. when to refer issues on).
- Knows when to seek assistance or to refer an issue to a supervisory level.
- Understands the financial implications of their actions/ information they are working with.

Managing Information

Definition: A core element of the administration role involves setting up information management systems. This includes designing the method of storage, training staff and customising reports that are useful for business users.

Elements:
- Effectively organising and structuring information management systems and processes.
- Ensuring that users of information and reporting systems are able to get the outputs that they require.
- Providing support, training and guidance to other staff in the use of information and reporting systems.

Behavioural Anchors:
- Keeps data management systems up to date.
- Gathers/distributes information appropriately.
- Inputs data accurately, checks and proof reads to ensure quality.
- Demonstrates strong attention to detail.
- Identifies anomalies in information and takes appropriate action (e.g. referral rather than direct action).
- Monitors the quality of information consistently.
- Complies accurately with instructions and guidelines on methods.

Promoting a Quality Service

Definition: Ensuring that the team delivers a quality service to the organisation by setting out clear standards and monitoring performance against these. This also involves actively seeking to improve existing processes.

Elements:
- Setting clear standards for the delivery of the service including quality, speed of response and follow up.
- Working with the team to track and monitor the adequacy of performance.
- Improving processes and systems on a continuous basis.

Behavioural Anchors:
- Strongly emphasises and promotes a strong customer service ethos.
- Develops policies and procedures to deliver better service.
- Sets out clear standards for all main work activities and core processes.
- Actively monitors the team's adherence to standards and procedural guidelines.
- Intervenes incisively to address shortfalls in quality or service levels.
- Comes up with initiatives to improve the service or core activity areas.
- Proactively applies best practice from elsewhere to improve service levels or productivity.
- Seeks feedback from customers and responds appropriately.

Managing Resources Efficiently

Definition: Adopting the most effective and efficient approach to achieving results within the resource allocation available. Plans and organises people and other resources to meet goals within agreed timescales. They should track and monitor work in progress in their area and take appropriate corrective action.

Elements:
- Planning, organising and prioritising the delivery of work by yourself and colleagues.
- Managing resources efficiently to get the best value output.
- Having a commercial outlook.

Behavioural Anchors:
- Makes the best use of the resources available.
- Justifies resources usage in a transparent way.
- Keeps a close rein on budgets.
- Considers the commercial implications of their work.
- Encourages the team to think commercially.
- Demonstrates efficiencies in resource usage.
- Uses technology to get things done efficiently.

Interpersonal Competencies

Promotion of Teamwork and Collaboration

Definition: Administrators need to work collaboratively with a range of teams and other stakeholders. They need to show high levels of collaboration, understanding and sensitivity in dealings with others. They make an active contribution to meeting the objectives of the team by applying their expertise and encouraging the sharing of ideas.

Elements:
- Builds rapport and collaboration by listening to and responding to the needs of others.
- Uses expertise and skills to support the overall contribution of the team.
- Encourages and supports the contribution of others.

Behavioural Anchors:
- Ensures the team are clear on expectations.
- Uses the PMDS process to develop and motivate staff.
- Supports others in their development and follows up on Personal Development Plans.
- Is comfortable giving feedback to others.
- Sees themselves as a supervisor and managing performance assertively.
- Celebrates individual and team achievement.
- Keeps the team focused and motivated.
- Delegates work effectively to develop and motivate others.

Communicating and Influencing

Definition: Administrators implement effective and efficient communication systems. They are able to persuade and influence others to appropriate courses of action. At times they may need to skilfully negotiate with customers and suppliers.

Elements:
- Putting in place effective and efficient systems to share information.
- Gets moderately complex information across to others in a succinct and understandable manner.
- Ability to persuade and influence others to appropriate courses of action.

Behavioural Anchors:
- Sets up structures for sharing information with others in a timely and efficient way.
- Chairs team meetings effectively.
- Is confident presenting or giving a talk to small groups.
- Gets his/her message across clearly and in an engaging way.
- Makes a well argued and persuasive case to colleagues across the organization in order to elicit their cooperation or agreement.
- Makes a persuasive case using a combination of good content and enthusiasm.
- Negotiates effectively with external suppliers to achieve the best deals for Teagasc.

Promoting Customer Service Orientation

Definition: Accepts full responsibility for achieving customer objectives and will take all necessary measures to achieve quality results. Anticipates changing needs of our internal and external customers and is pro-active at developing effective solutions. Actively promotes a strong customer service ethos in their area.

Elements:
- Understanding and anticipating the range of customer needs.
- Is proactive and fully committed in follow through to meet customer needs.
- Encourages and supports a strong customer service orientation on others.

Behavioural Anchors:
- Empathises with customers
- Takes time to understand customer needs
- Takes action to address customer concerns
- Exceeds customer expectations
- Adds value by providing suggestions to customers (rather than simply responding to queries)
- Demonstrates a strong customer service ethic with both internal/external customers
- Takes personal responsibility for following through in a thorough and reliable way on customer issues

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Positive and Supportive Leadership

Definition: Administrators empower colleagues to work towards team goals using a balance of clear direction and guidance, participation and devolved decision making. Ensuring that the team are motivated and supported in their development. They lead by example and give encouragement and feedback to colleagues.

Elements:
- Give the team a clear sense of purpose and focus.
- Keeping the team encouraged and motivated.
- Developing the team through participation and involvement in decision making.

Personal Qualities Competencies

Flexibility and Change
Definition: Administrators identify changing requirements and shifting work priorities and put in place an appropriate response. They are skilful in eliciting co-operation and buy in from colleagues to new initiatives and ways of working. Elements: • Identifying and proactively responding to changing requirements or priorities. • Providing and implementing suggestions for improvement in how work is done. • Encouraging an openness to change and new ways of working. Behavioural Anchors: • Open to new ways of doing things. • Willing to adapt to changing business requirements. • Adapts to changing requirements/demands flexibly. • Shifts focus between requirements as needed. • Helps others to adapt to change and new challenges. • Sees change as an opportunity to develop new skills. • Actively provides suggestions for improvements in processes.

Initiative and Action Orientation
Definition: Actively suggests and implements improvements to work processes. Works with a high degree of independence yet knows when the involvement of others is required. Elements: • Adopting a positive, constructive and proactive approach at work. • Taking the initiative to address issues or suggest improvements. • Achieves a good balance between independent and collaborative initiatives. Behavioural Anchors: • Demonstrates commitment to the organisation. • Engages in their work with enthusiasm and energy. • Works on own initiative to progress issues. • Proactively handles issues (rather than waiting to be told what to do). • Presents possible solutions rather than problems. • Adopts a positive, "can- do" mentality to work. • Acts quickly when a problem arises and doesn't let it fester. • .Takes personal responsibility for solving routine problems.

Personal Coping Skills
Definition: The administrator is frequently managing multiple priorities and competing demands. They need to be resourceful and appropriately assertive in order to ensure that demands can be reasonably met. They need to be resilient and sustain performance and composure when under high demands. Elements: • Shows resilience and composure in sustaining work levels and standards under high demand levels. • Works smart to maximise delivery. • Supports others to maintain a consistent level of performance under varying demand. Behavioural Anchors: • Makes the best use of time available. • Focuses in on the essentials when working to tight deadlines. • Maintains a positive performance level when working under high demand. • Shows persistence and determination when he/she encounters obstacles or difficulties. • Maintains perspective in challenging situations. • Keeps calm and collected in a crisis. • Maintains composure and self-discipline in difficult interpersonal situations.

Continuous Professional Development
Definition: Develops own knowledge and potential through consistent review and updating and with the support of the PMDS framework. Looks to broaden his/her contribution areas through further training or qualifications. Gives example to others and supports colleagues to further develop their contribution. Elements: • Working to broaden and improve skill, knowledge and contribution levels on an ongoing basis. • Maximises the training and development opportunities that arise within the PMDS process. • Encourages and supports the learning and development of colleagues. Behavioural Anchors: • Puts time into updating own knowledge base and expertise. • Identifies and effectively follows through on relevant development plans from the PMDS process. • Seeks to improve own performance in critical job areas. • Actively looks for feedback from others about own performance and acts on it. • Attends training and learning events and actively contributes. • Learns from colleagues on the job. • Practises new skills until they are well honed.