



TÚSLA

An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency

Leading Others

The Tusla Leadership
Competency Framework

Leading Others



Leading Others

Applies to all colleagues who directly or indirectly manage and lead others within the agency. The behaviours describe what you need to do as a manager of others to positively impact colleagues' performance and development.

Impacting Others: Communicating with Impact & Respect
Building Rewarding Relationships
Team Working & Collaboration



Being Accountable and Resilient

Is accountable and responsible, doing what we said we would do, always doing our best, asking for and providing help as needed.

Leading Others

I ensure team members are aware of their role and how it contributes to the bigger picture. I treat team members fairly and equitably, managing performance issues in a timely and constructive manner.

I take accountability for challenging tasks and am determined to see them through to a satisfactory conclusion.

I hold regular one-to-ones to keep team members informed, seek their views, and offer support, creating a psychologically safe space for team members to speak up.

I demonstrate and promote a culture of accountability and resilience within my team. I fully support team members who have done their best.

I am resilient, serving as a calming influence for colleagues when they encounter demanding situations. I support team members through supervision, and I create a team dynamic that helps us to build resilience as a team.

I look out for the welfare of colleagues, prioritising the workload and managing risks in the service of promoting stress management and self-care.

I value peer to peer learning and support, and I am not afraid to say I don't have the answer, or to ask for help when needed.

Developing Personally and Professionally

Seeks to continuously learn and develop specialist knowledge, expertise and broader skills. Uses reflection as a powerful means of learning from successes and challenges.

Leading Others

I have a clear understanding of my role, objectives and targets and how they support the service delivered by the unit and Department/ Agency and I communicate this to the team.

I participate in relevant professional networks and associations to enhance personal knowledge, skills and relationships, and I encourage my team to do likewise.

I lead by example, seeking feedback, and setting time aside for development initiatives for self and the team. I focus on developing my emotional intelligence (EQi) recognising its importance in effectively leading my team and others within the Agency.

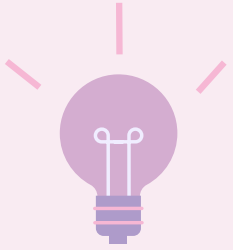
I facilitate staff development and knowledge sharing by providing support such as supervision, mentoring, coaching and formal development planning.

I apply my expertise, and the expertise of the team, to solving complex organisational / service challenges.

I take time to define the people-development needs for my part of the organisation for the short to medium term, in line with the people and change strategy.

Making Judgements and Decisions

Uses professional expertise and experience to understand and evaluate problems. Gathers information from a variety of sources before evaluating decisions. Demonstrates sound practical judgement and decisiveness.



Leading Others

I take a critically analytical approach to understanding complex issues quickly, accurately absorbing and evaluating the relevant data.

I identify key themes and patterns in and across different sources of information, drawing sound and balanced conclusions.

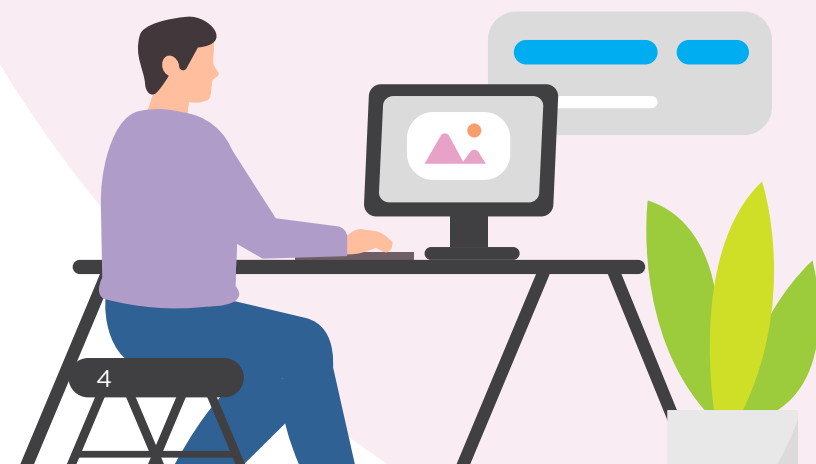
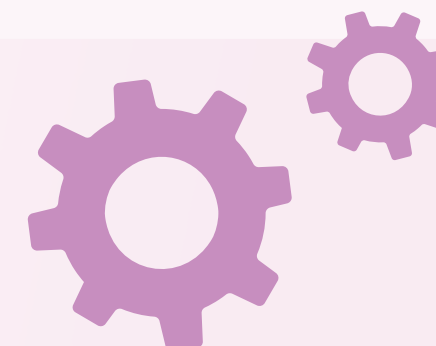
I confidently explain the rationale behind decisions when faced with opposition or competing demands.

I recognise that my decisions are key in supporting the delivery of front-line services, I make decisions in a transparent manner by involving and empowering others where appropriate.

I consider the wider implications, agendas and sensitivities within decisions and the impact on a range of stakeholders.

I communicate decisions comprehensively and ensure that others understand how to action them.

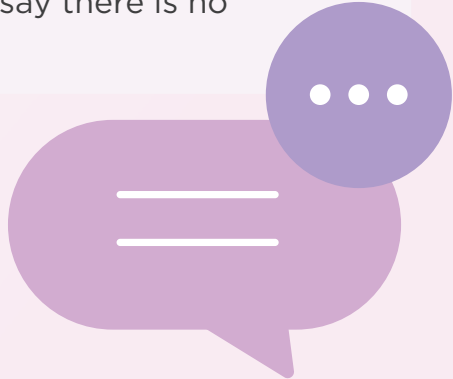
I challenge the established wisdom and adopt an open-minded approach.



Communicating with Impact and Respect

Ensures that regular two-way communication happens within the service and with service-users. Communicates in a clear and effective manner, listening and ensuring that messages are clearly understood.

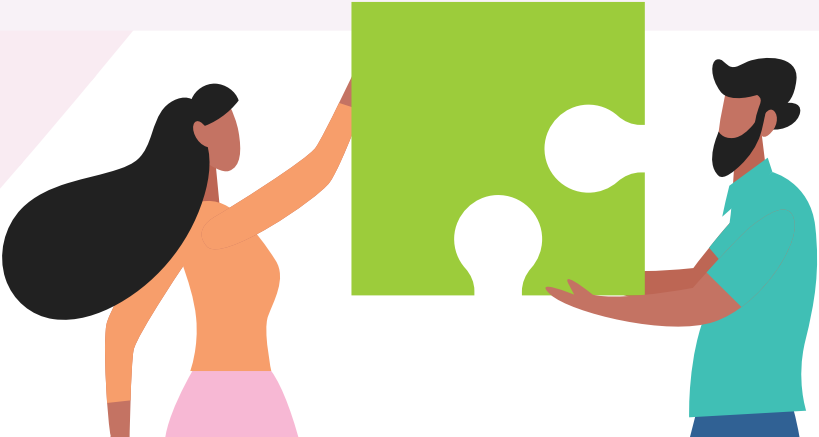
Leading Others
I facilitate two-way communication, acting as an effective link between colleagues and senior management.
I put practices in place to promote and improve communication in my area of responsibility. I listen to how the story is told and use the language and voice to appropriately interpret the message.
I am compassionate in explaining decisions even when the decision is difficult.
I describe complex information in simple terms, avoiding unnecessary jargon.
I maintain poise and control when working to influence others. I project conviction, gaining buy-in by outlining “the why” and service-user/colleague benefits.
I collaborate and support colleagues to achieve organisational goals, negotiating, where necessary, to reach a satisfactory outcome.
I understand that you can never over communicate, I provide ongoing updates especially in times of change, even if it is to say there is no new update.



Building Rewarding Relationships

Builds mutually rewarding relationships to support the implementation and advancement of our services for our service users and colleagues alike. Involves and consults with stakeholders tactfully.

Leading Others
I positively engage with colleagues at all levels of the organisation and across other Departments/ Organisations and build strong professional networks.
I practice different approaches to influence people and events within my profession and organisation.
I use my understanding of the audience to effectively manage meetings to achieve desired outcomes, even in very difficult situations.
I am assertive and stand up for our function/department and the Agency when challenged by others.
I have a thorough understanding of the internal and external dynamics of the organisation and how to achieve results.
I engage effectively with a range of stakeholders, including service-users, and Public Service Colleagues, I develop and maintain a network of contacts to facilitate problem solving and information sharing.
I advocate and express evidence and ideas in a convincing manner to engage and positively influence different stakeholder groups.



Teamworking & Collaboration

Instils pride and a common sense of purpose in the team. Takes steps to ensure that all team members are treated with dignity and respect and that people combine effectively to achieve the team objectives.

Leading Others
I ensure the team is appropriately resourced, embracing the value of diversity, and working to ensure we, as a team, are inclusive of all.
I celebrate successes by acknowledging team contributions and ensuring that credit falls where it is due.
I instil a sense of pride and commitment in the team by positively promoting its work and that of the wider department and Agency.
I consult and encourage the full engagement of the team, encouraging open and constructive discussions around work issues.
I encourage, listen to, and act on feedback from the team to make improvements, supporting new and more effective ways of working.
I develop the capability of team members through feedback, coaching and creating opportunities for knowledge and skills development.



Creating the services of the future

Builds and communicates a vision for the future of the Agency. Demonstrates energy and enthusiasm for the work of the Agency. Motivates staff towards the provision of a quality service.

Leading Others
I provide clear direction for staff in relation to the purpose and goals of our team/function and how they fit within the wider agency outcomes and strategy.
I adapt my leadership style to suit the demands of the situation and the people involved. I recognise the need for generational awareness in how I motivate my colleagues.
I support colleagues in understanding the need for and operationalising organisation change, ensuring each team member is clear about their role and expectations.
I consult with frontline services for feedback and recommendations, and I accept accountability for standards of performance in my areas of responsibility.
I lead the team, by role modelling high standards, facilitating high performance, and managing performance issues in a timely manner.
I strive to keep staff directed towards the longer-term change agenda and agency outcomes, while maintaining efficiency of day-to-day service.



Delivering Quality Services

Is a champion for the service user, assuring high standards in the service today. Plans and manages resources and services optimally. Reviews and evaluates what we are doing and if we are doing it effectively.

Leading Others
I put measures in place to ensure an accurate and regular review and evaluation of the extent to which our services meet the needs and outcomes of our service-users.
I work with direct reports to implement policies and establish measures and controls to ensure standards are maintained.
I articulate expectations of the standards that are required, clearly and unambiguously, to all working in the area, and I ensure colleagues have the resources they need to do their work.
I facilitate regular review meetings with the team to keep track of progress and seek ways to improve the service provided.
I analyse key performance indicators against relevant business / service plans taking action to rectify where gaps exist.
I identify efficiencies in cross-disciplinary team-working by ensuring boundaries are clear and communications are structured.



