



# TUSLA

An Ghníomhaireacht um  
Leanaí agus an Teaghlach  
Child and Family Agency

## Leading Self

The Tusla Leadership  
Competency Framework

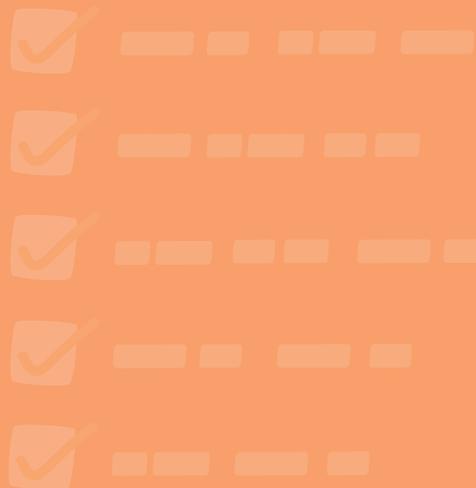
# Leading Self



## Leading Self

Applies to all levels within the agency. The behaviours describe what you need to do as an individual to have a positive impact in your everyday interactions.

**Personal Impact:** Being Accountable & Resilient  
Developing Personally & Professionally  
Making Judgements & Decisions



# 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 Self

I am accountable for the achievement of my agreed goals and objectives. I recognise how my work impacts others that I work with. I always follow through on my commitments.

I plan and prioritise work in terms of importance, timescales and other resource constraints, re-prioritising considering changing circumstances.

I recognise that new developments and changing work practices are a constant part of our service provision. I am clear about what is expected of me in my role.

I am enthusiastic and resilient, persevering in the face of challenges and setbacks staying firmly fixed on achieving my goals.

I put problems into perspective, this prevents me from being overwhelmed by them. I use supervision and team meetings as means to discuss work related challenges.

I recognise when I have met my limits and I ask for help in a timely manner. I participate in activities that promote self-care, availing of existing support services, as well as manager, peer, and colleague support.

I help where I see others that require assistance. I speak up when I see the need, and I feel safe to do so.

# 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 Self

I have knowledge and understanding of the vision, mission, outcomes, and key activities of the Agency. I understand my role, objectives and targets and how they fit into the work of my team, and the wider Agency.

I develop and maintain the knowledge, skills and expertise necessary to carry out my role to a high standard, role modelling and sharing this knowledge with others.

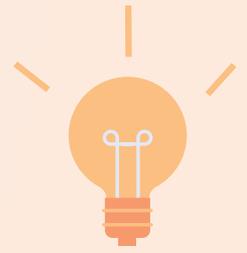
I am proactive in keeping up to date on issues, relevant evidence and key developments that may impact my own area, the Department and/or wider Agency.

I maintain a strong focus on self-development, through building self-awareness, seeking feedback and opportunities for growth. I use supervision, coaching and/or mentoring to help me in this regard.

I consistently review my own performance and set myself challenging goals and targets to support my continuous development.

I am committed to self-development and continuously seek to improve my personal performance.





# 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 Self

I take time to understand the context and root cause of the situation before I move to solution mode.

I gather information and evidence from enough sources, including existing practice, policies and procedures, research, data, and other people to make well-founded decisions.

I use my expertise and professional judgement to make sound decisions with a well-reasoned rationale, and I stand by these.

I work with others to enquire and find solutions based on the cause, to address problems.

I quantify the likely value-add of proposals and use this to influence evidence-informed decision-making.

I make decisions and solve problems in a timely manner before they accumulate. I know when it is time to escalate a decision.

I am resourceful and creative, generating original approaches when solving problems and making decisions.



# 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 Self

I actively listen to others, using questions to seek clarity and gain a shared understanding.

I tailor the communication method and the message to match the needs of the audience.

I anticipate and recognise the emotional reactions of others when delivering sensitive messages.

I speak and write in a clear, articulate and impactful manner, considering both the audience and the context.

I am respectful, courteous and professional, remaining composed, even in challenging circumstances. I maintain confidentiality with and for colleagues, service users, and other agencies.

I am assertive and professional when dealing with challenging issues.

I deliver presentations to groups with confidence and credibility. I share stories, analogies or examples to illustrate a point.

# 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 Self

I collaborate and work in partnership with my team, and others. I respect and value difference and diversity.

I actively network, building trust by taking time to get to know, and build rapport, with my stakeholders.

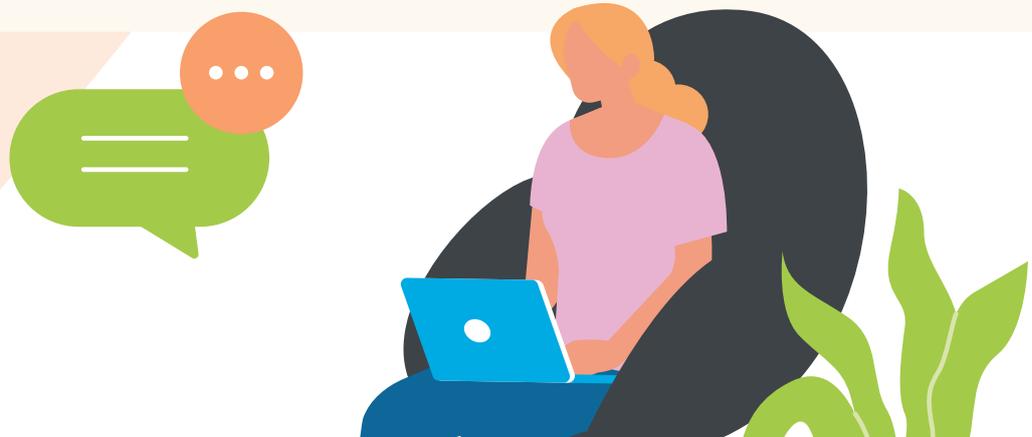
I actively listen, seeking to understand the perspective and position of others.

I identify when my approach is not working and take the time to reflect on and adopt a different approach.

I work to understand the dynamics at play and tailor my approach accordingly. I share my opinions when it is right to do so.

I establish strong personal credibility by demonstrating empathy, integrity and a high degree of competence within my profession.

I make credible evidence-informed arguments in support of proposals.



# 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 Self

I understand my role in the team, and I take ownership of things within my control and play my part in our team and contribute to my fullest.

I treat colleagues and co-workers with dignity and respect, embracing the value that diversity brings, and being inclusive of all.

I offer ideas, perspectives, and timely feedback for the greater good of the team, and I am open minded to considering other's ideas.

I react constructively to setbacks and avoid blaming individual team members.

I develop and maintain good working relationships with others, and actively share information, knowledge and expertise to help the team to meet its objectives.

I help team members out when they are in need and act as a buddy to others within the team.



# 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 Self

I have knowledge and an understanding of the work of the Agency. I understand the steps and processes that our service users go through and can clearly explain these.

I am honest, truthful, and responsible when providing our services. I always maintain ethical and professional standards.

I recognise that new developments and changing work practices are a constant part of our service provision. I adapt quickly to new ways of doing things.

I am guided by a clear set of personal values that align to our profession. I seek feedback and use it to inform how I can improve.

I build credibility and portray the profession in a positive light by being professional and well informed.

I demonstrate determination and initiative to achieve results and improve 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 Self

I understand the concerns and needs of my service-users and have these foremost in all my actions. I participate in learning and development programmes to keep myself up to date with the new ways of doing things.

I am aware of, and follow, the relevant policy, legislative and professional requirements to ensure appropriate standards in my area of responsibility.

I prioritise my work devoting energy and time to the most important task at any given time.

I consistently strive to perform at a high level and deliver a quality service, welcoming feedback as an opportunity to continuously improve.

I approach, and deliver, my work in a thorough and organised manner, working in a helpful and co-operative way with team members and others.

I demonstrate flexibility and openness to change, suggesting new ways of doing things better and more efficiently.



