

National School of Government competence framework

Pay Band A	Pay Band B	Pay Band C
<p>Analysis and Use of Evidence</p> <ol style="list-style-type: none"> 1. Identifies and uses various sources of evidence and feedback to support outputs 2. Understands the validity, relevance and limitations of different sources of evidence 3. Uses evidence to evaluate policies, projects and programmes 4. Understands and can interpret the most commonly used methods for summarising data 5. Engages with relevant experts to gather and evaluate evidence 	<p>Analysis and Use of Evidence</p> <ol style="list-style-type: none"> 1. Gathers and analyses information to define a problem and propose appropriate solutions 2. Considers alternative options and provides convincing arguments to justify a course of action 3. Makes decisions based on sound analysis of available evidence 4. Takes considered risks in order to solve problems effectively 5. Evaluates the outcomes of actions taken to resolve problems and apply any lessons learned 	<p>Analysis and Use of Evidence</p> <ol style="list-style-type: none"> 1. Resolves well-defined problems by applying rules and procedures. 2. Uses initiative to identify problems and takes action to solve them 3. Remains focussed under pressure and shows determination to overcome problems 4. Knows when to seek help and involve others to help deal with problems 5. Contributes ideas and suggestions for improvements to the way things are done
<p>Financial Management</p> <ol style="list-style-type: none"> 1. Can describe the organisation's business model and identify own contribution to its financial objectives. 2. Ensures personal delivery against plan, and forecasts accurately. Sets and influences stretching targets for improving the value achieved from resource inputs (people, budget and assets). 3. Works confidently with financial data when making decisions: interpret trends, issues and risks in routine and, where appropriate, investment appraisals. 4. Leads by example when incurring expenditure and managing business relationships and risks. Promotes and enforces appropriate business rules. 5. Engages with finance experts, and knows when to provide them with routine or exceptional information. 	<p>Financial Management</p> <ol style="list-style-type: none"> 1. Considers the cost implications of plans and work activities 2. Adheres to guidance and applies correct procedures when dealing with the procurement or purchasing of goods and services 3. Ensures value for money in all business transactions 	
<p>People Management (roles with PM responsibilities)</p> <ol style="list-style-type: none"> 1. Understands and communicates the organisation's priorities, and ensures people's objectives are aligned with them 2. Coaches and develops individuals and manages own development 3. Employs a range of appropriate techniques to promote equality of opportunity and diversity 4. Recognises and rewards good performance, & tackles poor performance 5. Knows how and when to engage with HR experts in tackling people issues 	<p>People Management (roles with PM responsibilities)</p> <ol style="list-style-type: none"> 1. Conducts regular performance meetings with staff to set objectives, review progress, provide feedback and identify development needs 2. Encourages staff to develop and improve their performance 3. Recognises and values staff contribution and effort 4. Adapts management style to suit different people, cultures and situations 5. Delegates responsibility to staff and allows appropriate level of autonomy 	<p>Working with colleagues and customers</p> <ol style="list-style-type: none"> 1. Treats everyone fairly and with dignity and respect 2. Builds effective working relationships with colleagues and willingly helps out when colleagues are under pressure or in difficulty 3. Recognises impact of own actions, behaviour and language on colleagues and customers 4. Is approachable and helpful when dealing with customers 5. Actively works towards meeting customers needs, managing their expectations and offering alternatives if necessary

<p>Programme and Project Management</p> <ol style="list-style-type: none"> 1. Understands and uses PPM techniques, including risk management 2. Understands and contributes to definition and delivery of programme benefits and business case development 3. Plans and delivers strong relationships with stakeholders ensuring that the organization is a respected customer and provider 4. Understands the purpose and use of Peer and OGC Gateway Reviews™ 5. Engages with PPM experts, and, in acquisition projects, procurement / commercial experts 	<p>Programme and Project Management</p> <ol style="list-style-type: none"> 1. Influences discussions effectively to achieve clear outcomes 2. Monitors work in progress and takes action to keep on track 3. Suggests and implements ideas to improve personal, team and organisational effectiveness 4. Takes responsibility for own actions and the actions of any managed staff 5. Identifies own development needs and acts to address them 	<p>Delivering results and continuous improvement</p> <ol style="list-style-type: none"> 1. Communicates written and oral information clearly and concisely and in a format and style appropriate to the audience 2. Demonstrates determination and flexibility to deliver against objectives to time and quality standards 3. Can plan and prioritise workloads and handle changing or conflicting priorities 4. Pays attention to detail and ensures work is complete, accurate and is in accordance with established guidance when applicable 5. Learns from own mistakes, acts upon feedback, and able to identify areas for own development
<p>Leadership</p> <ol style="list-style-type: none"> 1. Provides the vision and direction that inspires others to follow 2. Takes responsibility for achieving strategic outcomes and makes tough decisions to achieve them when necessary 3. Seeks feedback from others and uses experience, self awareness and reflection to constantly learn and grow 4. Encourages people to make decisions and solve problems in their own way 5. Examines and challenges the way things are done to improve organisational effectiveness 	<p>Leadership</p> <ol style="list-style-type: none"> 1. Communicates and promotes adherence to the corporate vision and direction 2. Acts to promote people's commitment to new or different ways of working 3. Promotes a working atmosphere and environment that maximises individual's job satisfaction 	<p>Leadership</p> <ol style="list-style-type: none"> 1. Role models the organisation's values and vision
<p>Strategic thinking</p> <ol style="list-style-type: none"> 1. Keeps up to date with organisational, political, and relevant policy issues and developments, and identifies their potential impact 2. Formulates plans and operational objectives that comply with organisational strategies 3. Provides relevant information and considered opinion to influence strategic decision making 	<p>Strategic thinking</p> <ol style="list-style-type: none"> 1. Keeps up to date with unit and organisational issues and developments and recognises possible implications 2. Takes account of organisation's strategic direction when planning, making decisions and taking action 	<p>Wider perspective</p> <ol style="list-style-type: none"> 1. Keeps up to date with team and unit issues and developments and acknowledges possible implications 2. Demonstrates awareness of how own work contributes to team, unit and organisational achievement

Guidance on using this competence framework

This is a general competence framework for staff, based around the requirements for PSG as well as the specific requirements

The framework is cumulative, in that all staff should display the competences shown under Pay Band C. Band B staff should additionally display the competences shown under Pay Band B. Band A staff should display all competences shown in the framework

For development purposes this framework can be used to identify what competences staff should aspire to in order to perform at a higher level

The framework should be used for performance appraisals and for recruitment purposes

When used in performance appraisals, the competences shown under the relevant pay band should primarily be judged, with lower or higher level competences commented on in exceptional circumstances