Professional Skills for Government Skills and Development Grid

This grid can help you plan your training and development. It shows the relevant training programmes mapped against PSG. We want to help you develop so you can demonstrate your abilities to their best advantage. With this in mind, we would aim for your training to increase your ability to demonstrate your skills and understanding effectively across some of these areas.

In the grid below, we've mapped PSG skills at Grade 7 level against the learning and development opportunities that we offer. You can use this to find the best fit for your development needs. The next section of the brochure gives you more detail, including the programme aims, objectives and dates available.

CORE SKILLS

		The Fast Stream Induction (FSIC)	Parliament, Government and the Civil Service (PGCS)	The Government Framework (TGF)	Induction Module for Government Economics (ECIC)	Introduction to Government Finance (ITGF)	Making Sensible Spending Decisions in Government (MSSD)	Finance for Non-Financial Managers (FNFG)	Communicating with Impact (COM1)	Negotiating Skills (NEGO)	Effective Meetings (EM)	Effective Briefing (EFFB)	Communication and Interpersonal Skills for Professional Advisers (ICG1)	Harmonising the Inner and Outer Self in Creating Resonance within Partnerships (HARM)	Communicating Effectively in a Policy Environment (COM2)	Strategic Communications for Policy Makers (SCPM)	Developing Deliverable Policy (DDP)	Government and Business (GBUS)	Turning Policy into Law (UML)	Introduction to Law (ILCS)	Overview of Private Office (OPOI)	Preparing for Private Office (PFPO)	Effective Speech Writing (EFSP)	Introduction to Project and Programme Management for the Fast Stream (FSPR)	Programme Management for Practitioners (PRG)	Running Small Projects (RSVP)	Analysis and Use of Evidence (AUE)	Refresher Programme in Statistical Analysis (RCSA)	European Fast Stream Intensive (EFSI)	European Union for the Fast Stream (EUFS)	Leading Strategically: Making Strategy Work (MASW)	Managing People for Fast Streamers (MTP1)	Leadership and People for Fast Streamers (MTP2)	Leadership and Self-Development in the Outdoors (MTPC)	Personal Effectiveness (PEFF)	Career Development for Senior Women Managers (CDSM)	Leadership Development for Senior Women Managers (LDSW)	Assessment Centres Demystified (ACD)	Fast Stream Line Manager Training (FSLM)	International Consultancy Assignments (INT)	The Raleigh International Expedition Programme (RAL)
Leadership																																								
Integrity	Self-awareness				■				■	■	■	■	■	■	■																									
	Self-confidence				■				■	■	■	■	■	■	■						■	■										■	■	■	■		■	■			
	Team working				■						■		■								■		■	■								■	■	■	■		■	■			
Direction	Inspires with vision								■	■								■														■	■	■	■		■	■			
	Seizes opportunities	■			■																											■	■	■	■	■	■	■		■	
	Takes tough decisions														■				■													■	■	■	■		■	■			
Results	Focuses on impact				■						■	■		■		■		■			■	■										■	■	■	■		■				
	Challenges and improves								■	■	■										■	■										■	■	■	■		■				
	Engages stakeholders				■				■	■	■	■	■	■	■	■		■			■	■										■	■	■	■		■				
Capability	Cultivates innovation				■											■		■			■	■										■	■	■	■		■		■	■	
	Gets the best from everyone				■				■	■		■	■		■			■	■	■	■											■	■	■	■		■				
	Grows from experience	■			■				■	■								■			■	■										■	■	■	■	■	■			■	
Analysis and Use of Evidence																																								
Understanding and using evidence to inform better decision-making	Identifies and uses various sources of evidence and feedback to support outputs						■					■	■		■			■	■									■	■			■	■	■	■						
	Understands the validity, relevance and limitations of different sources of evidence						■					■	■					■	■									■	■			■	■	■	■						
	Uses evidence to evaluate policies, projects and programmes						■						■					■	■									■	■			■	■	■	■						
Financial Management																																								
Understanding and using financial information to 'manage through numbers'	Can describe the organisation's business model and identify own contribution to its financial objectives			■		■	■	■																															
	Ensures personal delivery against plan, and forecasts accurately. Sets and influences stretching targets for improving the value achieved from resource inputs (people, budgets and assets)					■		■																															
	Works confidently with financial data when making decisions: interprets trends, issues and risks in routine and, where appropriate, investment appraisals					■		■																															
	Leads by example when incurring expenditure and managing business relationships and risks. Promotes and enforces appropriate business rules					■		■																															
	Engages with finance experts, and knows when to provide them with routine or exceptional information					■		■																															

			FSIC	PGCS	TGF	ECIC	ITGF	MSSD	FNFG	COM1	NEGO	EM	EFFB	ICG1	HARM	COM2	SCPM	DDP	GBUS	UML	ILCS	OPOI	PFPO	EFSP	FSPR	PRG	RSVP	AUE	RCSA	EFSI	EUFS	MASW	MTP1	MTP2	MTPC	PEFF	CDSM	LDSW	ACD	FSLM	INT	RAL
CORE SKILLS	**People Management**																																										
	Getting the best from people in order to achieve organisational objectives	Understands and communicates the organisation's priorities, and ensures people's objectives are aligned with them																																								
		Coaches and develops individuals and manages own development																																								
		Employs a range of appropriate techniques to promote equality of opportunity and diversity																																								
		Recognises and rewards good performance, and tackles poor performance																																								
		Knows how and when to engage with HR experts in tackling people issues																																								
	Project and Programme Management																																								
	Using PPM techniques appropriately to achieve results from policy development through to delivery of services	Understands and uses PPM techniques, including risk management																																								
		Understands and contributes to definition and delivery of programme benefits and business case development																																								
		Plans and delivers strong relationships with stakeholders ensuring that the organisation is a respected customer and provider																																								
		Engages with PPM experts, and, in acquisition projects, procurement/commercial experts																																								
PROFESSIONAL EXPERTISE	**Policy**																																								
	Policy Design	Can build a team with appropriate skills and inter disciplinary working and involves relevant expert individuals and organisations in policy design, including those with expertise in delivery																																								
		Designs policies that take account of legal environment, EU considerations and guidance on policy/regulatory appraisal including effective anticipation of risk																																								
		Knows who the customers are and their concerns																																								
		Understands delivery mechanisms and demonstrates awareness of what is effective in delivering policy outcomes on the ground																																								
		Generates a range of policy options and appraises them based on evidence																																								
	Sector knowledge	Keeps up to date with developments that affect the sector and anticipates what may affect it in future																																								
		Understands regulatory and other policy impacts in your area																																								
	Partnership working and stakeholder management	Ensures your team understands and anticipates the needs of ministers, and influences effectively, as appropriate, at EU level																																								
		Ensures your team knows how to engage effectively with partners/stakeholders, understands their needs and aspirations and develops appropriate solutions/improvements																																								
		Makes creative use of communication mechanisms to inform, consult, and influence partners/stakeholders																																								
		Develops and encourages relationships between individuals, teams and business units inside your organisation and beyond, and knows how and when to contribute to cross-cutting policy																																								
	Strategy	Creates strategy using evidence-based best practice																																								
		Uses and tests new strategic tools and frameworks																																								
		Understands the wider strategic environment and makes appropriate resource decisions																																								
		Constructively challenge existing strategies																																								
		Applies lessons learned from success and failure																																								
	Policy delivery	Demonstrates an understanding of the Parliamentary process, public accountability, and the roles of ministers and civil servants																																								
		Develops innovative but realistic delivery plans in line with Regulatory Impact Assessment (RIA) requirements																																								
		Ensures policies, programmes and services stay on track and delivers desired outcomes efficiently																																								
		Provides advice on the presentation and implementation of policies that is consistent with the principles and mechanisms of accountability																																								
		Produces influential advice and briefings																																								

Operational Delivery		FSIC	PGCS	TGF	ECIC	ITGF	MSSD	FNFG	COM1	NEGO	EM	EFFB	ICG1	HARM	COM2	SCPM	DDP	GBUS	UML	ILCS	OPOI	PFPO	EFSP	FSPR	PRG	RSVP	AUE	RCSA	EFSI	EUFS	MASW	MTP1	MTP2	MTPC	PEFF	CDSM	LDSW	ACD	FSLM	INT	RAL
Customer service	Champions customer service within the team, describing what the future looks like in terms of service improvements and modernisation																																							
	Regularly meets with customers (and relevant staff) to understand their needs at a local level and raises awareness of products and services								■		■																														
	Identifies opportunities for service improvements to take account of customer needs																																							
	Shares and implements customer service best practice with internal and external peers																																							
	Meets agreed performance standards for customers																																						■	
Change management	Is open to department change initiatives and encourages team to embrace and contribute where possible																■				■	■													■		■				
	Evaluates the impact of changes on the business, current processes and systems																■				■	■																		
	Implements changes successfully, on time and on budget																■				■	■																		
	Supports your team through periods of change, overcoming any resistance																■	■			■	■													■		■				
Partnership working and stakeholder management	Ensures team understands partner/stakeholder needs and aspirations and develops appropriate solutions/improvements				■							■		■	■		■	■																				■	■	■
	Develops and encourages relationships between individuals, teams and business units inside your organisation				■							■	■	■	■		■	■																					■	■
	Raises difficult issues with partners/stakeholders with a view to positive resolution				■							■		■	■		■	■																					■	■
	Develops and uses a variety of communication mechanisms to inform, consult and influence partners/stakeholders				■							■		■	■		■	■																					■	■
Organisational performance management	Understands the strategic environment in which the service is delivered																			■																				
	Identifies information needs and, where possible, ensures systems are in place to deliver it																																							
	Structures business unit to deliver key objectives and obtains and allocates resources																																							
	Ensures operational continuity and resilience through effective risk management																																							
	Sets targets for delivery and ensures team's delivery against them, in excess of targets where possible																																							
	Manages delivery of internal projects, ensuring delivery to plan and budget																																							
Information and communications technology	Understands drivers and constraints for successful IT delivery																																							
	Makes business and efficiency improvements through use of IT																																							
	Broadly understands the whole-life cost of IT, including costs relating to ongoing operation of systems and possible future infrastructure enhancements																																							
	Identifies and manages business change activities required to support the successful implementation of new or changed IT solutions																																							

Operational Delivery

If you're looking to take up a post delivering services direct to the public, you may want to build your skills to give you confidence in the operational development environment. You'll need to be able to deal with people. Leadership, communication, people management and partnership working are all key skills when you're responsible for motivating large numbers of staff and for customer service. You might also be thinking about strategic business planning and how you can use project and programme management skills to manage risk. Then there's change management, procurement, budgeting, financial planning, marketing and, importantly, avoiding and coping with crises. The National School offers a number of programmes to help you, some of which are described in this brochure.

You can also take a look around our website for more ideas visit **nationalschool.gov.uk**. And if it's top tips you're after, or you want to share your experiences, why not start a discussion on the Fast Stream E-Learner Support System site (see page 5) and support each other?

Corporate Services

If you're working in a Corporate Services role, you might be looking for learning and development that takes you beyond the Core Skills. Unlike Policy Delivery and Operational Delivery, the Corporate Services career grouping covers a number of different professions, including human resources management, learning and development, IT and finance. The National School can help you here too – there's information on our website on the learning and development we can offer, and you can always contact us for ideas and recommendations.

Don't forget that building your personal 'soft skills' can be as important a part of your development in terms of leadership, relationship building and people management as gaining specific qualifications.

Finally, in the coming months, keep a look out for information on special events we're intending to offer to help your development for roles in both the Operational Delivery and Corporate Services career groupings. Remember to book early!

Aspiring to the Senior Civil Service

As someone aspiring to the Senior Civil Service, you will also want to consider linking your development to aspects of the PSG framework that are not minimum requirements, including broader experience, and the further Core Skills in Communications and Marketing and Strategic Thinking.

For more information, take a look at **nationalschool.gov.uk**