

DELIVERY

The Achievement of Results and the Way in Which they Are Met.

Delivering Services and Achieving Results

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> Evaluates and implements improvements to delivery interventions maximising financial contribution and ensuring alignment to the strategy on a continuous basis. Demonstrates commercial, marketing and brand awareness in all activities. Demonstrates flexibility and determination to deliver high quality products on time in line with customer expectations. Deals with or delegates client queries promptly and effectively offering alternative options where appropriate. Delivers solutions or interventions which utilise technology. 	<ul style="list-style-type: none"> Is unwilling to develop interventions for clients in line with their expectations. Does not take active steps to stretch themselves in the delivery of programmes or events. Is unwilling to create innovative solutions and fails to implement new working practices or products. Ignores opportunities to enhance the National School of Government's business outcomes.

Maintaining Financial Viability

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> Evaluates and recommends improvements to business processes or interventions continuously ensuring optimum use of information and resources. Adheres to guidance and procedures when dealing with costing, pricing or tendering of business and in the procurement or purchasing of goods and services. Ensures value for money and takes into account the wider cost implications within all work activities. Leads by example and ensures personal delivery against financial plans and works confidently with financial data to maximise use of all resources. 	<ul style="list-style-type: none"> Does not ensure that products and services are financially viable against a backdrop of an overall breakeven target. Is unwilling to understand how Directorate costs impact on the whole organisation and failing to deliver against agreed targets. Does not seek financial advice or expertise where appropriate in the procurement or purchasing processes. Focuses on income, not viability and contribution. Fails to deliver against financial and reputational targets at an individual, team and organisational level.

Making Informed Decisions

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> Makes decisions based on considered analysis of available evidence to achieve clear accountable outcomes. Challenges accepted assumptions and processes to identify and implement better ways of doing things. Takes personal responsibility for decisions made. Takes responsibility for and acts as a point of reference for all personal and restricted data processing within their team ensuring that correct procedures are used when their team handle or share personal or restricted data. 	<ul style="list-style-type: none"> Is unwilling to use evidence to make an informed decision or is swayed unduly by other factors such as personal preference. Is unwilling to take responsibility for decisions that have led to a negative impact on the team or the organisation even when the decision was appropriate. Does not seek to improve systems and processes which would lead to organisational efficiencies. Fails to deliver proactive solution based problem solving.

Main links to Values & Behaviours

Making it Happen for our Customers • Excellence in Learning to Deliver Better for the Public

Main links to Balanced Scorecard

National School Excellence • Financial Viability

Main links to Professional Skills for Government

Financial Management • Analysis and Use of Evidence • Programme and Project Management • Customer Service

PEOPLE

The Way in Which you Interact with Colleagues, Customers, Clients and Stakeholders.

Working Together / Leading and Managing People

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> • Treats everyone with dignity and respect promoting full engagement and inclusion. • Builds productive working relationships enabling collaborative working and employee engagement. • Manages and recognises individual performance effectively to ensure outcomes are delivered. • Provides clear leadership and leads by example in work activities, behaviour and performance, providing clear vision and direction to empower team and maximise potential. • Coaches and develops talent to nurture progression and achievement. 	<ul style="list-style-type: none"> • Does not seek to recognise or demonstrate the importance of equality and diversity or National School of Government Values and Behaviours. • Is reluctant to share knowledge, skills and intellectual capital with colleagues preventing collaborative working. • Acts in a silo rather than as part of a collaborative team. • Fails to tackle poor performance or support team managers to do so. • Does not support the learning and development needs of individual team members and fails to utilise strengths to the benefit of the organisation.

Building Effective Customer Relationships

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> • Builds the reputation of the National School of Government by providing high quality products and services in line with customer requirements. • Proactive, pragmatic and hands on delivering interventions which are aligned to client needs. • Engages with clients with credibility, professionalism and in ways that build trust. • Builds effective working relationships with customers, clients and stakeholders to enhance National School of Government business opportunities. 	<ul style="list-style-type: none"> • Is unresponsive to customer queries and fails to deliver appropriate events or interventions. • Due to poor customer service fails to maximise opportunities to increase business. • Fails to optimise customer relationships to build further business for the organisation. • Fails to demonstrate high visibility with customers, clients or stakeholders.

Communicating Effectively

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> • Adopts appropriate and professional communication style to ensure clear understanding when dealing with colleagues, clients and stakeholders. • Actively engages with colleagues and customers. • Demonstrates and embeds open, honest and constructive communication. • Develops a culture where two-way constructive feedback is regularly offered and welcomed. 	<ul style="list-style-type: none"> • Fails to tackle instances of poor communication within the team resulting in mistakes or duplication. • Fails to cascade all appropriate communication to team members leading to a lack of knowledge or understanding within the team. • Fails to distil complex information into easily understood language. • Allows inappropriate behaviour to go unchallenged or behaves in a way which offends others.

Main links to Values & Behaviours

Respecting People • Honest and Ethical Behaviour • Making It Happen for our Customers

Main links to Balanced Scorecard

Reputation • National School Excellence

Main links to Professional Skills for Government

Leadership • People Management • Communications • Information and Communication Technology

VISION

Working Towards Planned Change and Future Performance Targets.

Building Reputation and Managing Stakeholder Relationships

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> Identifies beneficial collaborative opportunities with a creative approach to challenges. Actively role models National School of Government values, behaviours and vision. Demonstrates professional standards and embraces best practice. Engages and influences key stakeholders and all colleagues to deliver on the balanced scorecard. Maximises value for the public through making a positive difference to public services. Builds networks, connections and alliances to support the strategy of the National School of Government. 	<ul style="list-style-type: none"> Does not actively encourage the sharing of client knowledge and experience with others to enable collaborative working. Does not seek to keep up to date with information relevant to your role or activities impacting the organisation. Fails to showcase our wider capabilities. Is unwilling to optimise contacts with stakeholders to the benefit of the organisation. Does not seek to take forward opportunities to enhance the National School of Government's reputation with customers and stakeholders. Damages relations with key stakeholders through poor performance, behaviour or inappropriate interventions.

Leading the Business with Purpose and Direction

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> Takes considered risks following convincing arguments supporting justifiable actions. Identifies sustainable and long term opportunities to influence strategic direction. Develops operational objectives aligned to the business strategy encouraging engagement and commitment from others. Manages business operations by using management information, National School of Government systems and close liaison with other leaders Seeks out opportunities to develop formal or informal networks to enhance the National School of Government's business. 	<ul style="list-style-type: none"> Fails to consider the full implications for taking a certain course of action leading to significant negative impact on the team or organisation. Does not seek, or turns down, opportunities to develop long term and sustainable business opportunities which are aligned to the business strategy. Fails to align objectives to the business strategy and is unable to gain commitment from team members. Relies on out of date practices which negatively impact on National School of Government business.

Changing with Pace

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> Anticipates changing needs in delivering proactive and innovative solutions to build public service capability. Recognises changing/emerging customer requirements and adopts a strategy and plans to meet them. Adapts positively to change, recognising the contribution of others, championing activities supporting personal and team development. Drives continuous improvement both in self and delivery of interventions. 	<ul style="list-style-type: none"> Is not proactive in identifying solutions and interventions in line with public service priorities. Does not seek to keep up to date with emerging priorities and strategies and delivers interventions which contradict these. Undermines change by disengaging with the process. Does not seek to keep up to date with best practice and latest developments within their field and fails to use this knowledge to enhance interventions or ways of working.

Main links to Values & Behaviours

Shaping the Future Through Innovation and Collaboration

Main links to Balanced Scorecard

Building Public Service Capability

Main links to Professional Skills for Government

Professional Expertise • Broader Experience • Strategic Thinking • Knowledge and Information Management