

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"> • Deals with queries promptly and effectively offering alternatives if unable to help directly. • Takes ownership of work activities and delivers with drive and determination. • Plans and prioritises own workload and that of others to handle changing and conflicting demands. • Knows when and how to delegate appropriate tasks to others with agreed outcomes and timeframes. • Demonstrates flexibility and adaptability to enable the delivery of results personally and through others. 	<ul style="list-style-type: none"> • Does not seek to stretch themselves to ensure results are delivered or queries dealt with effectively. • Fails to manage own workload or that of others and does not seek assistance when appropriate. • Acts in a way which does not enhance the organisation's reputation or meet the needs of the customer. • Fails to maintain a professional manner and image. • Fails to utilise the appropriate internal systems effectively e.g. SUN, TMS, CRM etc.

Maintaining Financial Viability

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> • Adheres to guidance and procedures when dealing with costing, pricing or tendering of business and in the procurement or purchasing of goods and services. • Demonstrates an understanding of value for money and takes into account the wider cost implications within all work activities. • Collates information and keeps records in the monitoring of resources. • Continuously evaluates and recommends improvements to business processes ensuring optimum use of information and resources. 	<ul style="list-style-type: none"> • Does not follow financial guidance and procedures. • Is unwilling to understand how Directorate costs impact on the whole organisation. • Does not seek financial advice or expertise where appropriate in the procurement or purchasing processes. • Fails to utilise appropriate financial systems.

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. • Uses initiative and sound judgement to resolve problems or provide alternative solutions. • Processes personal and restricted data in line with Information Assurance and Data Protection Act guidelines whilst ensuring all team members work in line with the protocols. • Takes a proactive approach to problem-solving. 	<ul style="list-style-type: none"> • Does not deliver solutions which address the problem. • Fails to identify and use key evidence when making decisions. • Does not seek to involve others or escalate issues when it is appropriate. • Is unwilling to create solutions and fails to implement new working practices.

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, acting ethically and with integrity at all times. • Builds productive working relationships enabling collaborative working. • Effectively manages and recognises individual performance to ensure outcomes are delivered. • Leads by example providing clear direction whilst recognising the impact of own actions and behaviour on others. • Recognises strengths and development needs of team members and takes appropriate action. 	<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. • Does not encourage the sharing of knowledge and skills with colleagues. • Does not take an active role in the team and fails to promote collaborative working. • Fails to tackle poor performance. • Shows little consideration or concern for team members or colleagues and behaves in a way which offends others.

Building Effective Customer Relationships

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> • Builds reputation of the National School of Government by providing outstanding customer service both personally and through others. • Proactive and hands on, implementing practical initiatives which benefit customers both internally and externally. • Builds effective working relationships with colleagues, customers and clients. • Promotes the continuous review of customer processes. 	<ul style="list-style-type: none"> • Is unresponsive to customer queries or feedback and does not identify customer needs. • Fails to seek opportunities to enhance the customer experience. • Does not seek to support the needs of the customer in line with their needs and expectations. • Fails to tackle instances of poor customer service.

Communicating Effectively

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> • Adopts appropriate and professional communication style to ensure clear understanding. • Listens to colleagues and customers to ensure understanding and disseminate to others where appropriate. • Actively engages with an open, honest and constructive communication style. • Provides and promotes constructive feedback whilst being open to receiving constructive feedback. 	<ul style="list-style-type: none"> • Fails to utilise a variety of communication methods when dealing with differing situations. • Uses and permits jargon in communication. • Actively avoids one to one communication with team. • Allows inappropriate behaviour to go unchallenged.

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"> Actively role models National School of Government values, behaviours and vision. Acts as an advocate for the National School of Government. Engages with key stakeholders and all colleagues to deliver on the balanced scorecard. Achieves stakeholder requirements by following up actions. 	<ul style="list-style-type: none"> Does not actively share client knowledge and experience with others to benefit the organisation. Does not actively encourage team members to work professionally with colleagues and customers. Sees requests from customers and stakeholders as a disruption. Is unwilling to understand how the National School of Government operates strategically.

Leading the Business with Purpose and Direction

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> Sets out convincing arguments to justify taking considered risks. Takes opportunities and actively encourages involvement in activities beyond the bounds of their team to the wider benefit of the National School of Government. Strives to achieve personal and team objectives which are aligned to the business strategy. Actively seeks out opportunities to become involved in work which enhances the National School of Government's strategy and reputation. 	<ul style="list-style-type: none"> Fails to consider the full implications for taking a particular course of action. Does not seek, or turns down, opportunities to take part in corporate activities. Fails to align objectives to the business strategy and sees tasks as isolated activities and not linked to corporate activity. Is unwilling to take forward opportunities that enhance the National School of Government's reputation with customers and stakeholders.

Changing with Pace

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> Open and receptive to changes in working practices, implementing these where appropriate. Recognises the contribution of others at all levels. Champions activities that support personal and team development and growth. Demonstrates professional standards and embraces best practice. 	<ul style="list-style-type: none"> Fails to manage others effectively through change. Is not proactive in understanding the wider organisational context. Undermines change by disengaging with the process. Does not seek to keep up to date with information relevant to the role or activities impacting the organisation.

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