

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"> • Demonstrates flexibility and determination to deliver high quality results on time in line with customer needs and expectations. • Takes positive action to ensure both personal and team delivery of results. • Deals with queries promptly and effectively offering alternatives if unable to help directly. • Manages resources to ensure team delivery against agreed targets. • Understands the importance of commercial, marketing and brand awareness in all business activity. 	<ul style="list-style-type: none"> • Is unwilling to create solutions and fails to implement new working practices. • 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 to enable the delivery of team and individual objectives. • Fails to ensure a professional manner and image is promoted personally and by others within the team. • Fails to utilise the appropriate internal systems to support the business e.g. VISION, 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. • 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 make informed decisions. • 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. • Ignores opportunities to enhance the National School of Government's business outcomes.

Making Informed Decisions

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> • Takes responsibility for decisions based on considered analysis of available evidence to achieve clear accountable outcomes. • Actively challenges accepted assumptions and processes to routinely implement better ways of working. • Takes ownership and acts as a point of reference for all personal and restricted data processing within their team ensuring Information Assurance and Data Protection Act guidelines are adhered to. • Takes a proactive approach to problem-solving. 	<ul style="list-style-type: none"> • Does not achieve effective solutions to problems. • Fails to research and identify key evidence when making decisions. • Fails to improve systems and processes which would lead to organisational efficiencies. • Fails to take personal responsibility for decisions made.

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"> Acting ethically and with integrity treats everyone with dignity and respect promoting full engagement and inclusion. Builds and promotes productive working relationships enabling collaborative working and the sharing of knowledge and skills. Effectively manages managers and recognises individual performance to ensure outcomes are delivered. Leads by example providing vision and clear direction whilst recognising the impact of own actions and behaviour on others. Coaches and develops talent to encourage 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. Fails to ensure the sharing of knowledge and skills with colleagues within the team. Does not allow the team to act collaboratively leading to silos and isolated working. Fails to tackle poor performance directly 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 through their team by proactively seeking to enhance the customer experience. Implements and promotes continuous review of customer processes to ensure the most appropriate systems. Demonstrates a rapport when working with key clients and stakeholders. Builds and manages 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 client queries directly leading to a loss of business. Fails to implement cross team initiatives that will enhance the customer experience or deliver the same with less. Avoids tackling instances of poor customer service with team members. Due to poor customer service fails to maximise opportunities to increase business.

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. Provides and promotes constructive feedback whilst being open to receiving constructive feedback. 	<ul style="list-style-type: none"> Fails to tackle instances of poor communication within the team resulting in mistakes or duplication. Fails to enable a culture of open and honest communication. Fails to promptly cascade information to team members. 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 opportunities and provides recommendations for collaborative working. Actively applies professional standards and embeds best practice into the teams' work activities. Engages with key stakeholders and all colleagues to deliver on the balanced scorecard. Follows up actions to achieve stakeholder requirements. 	<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 actively encourage team members to work professionally with colleagues and customers. Is unwilling to optimise contacts with stakeholders to the benefit of the organisation. Is unwilling to demonstrate to colleagues and customers 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"> Takes considered risks following convincing arguments supporting justifiable actions. Takes opportunities and actively encourages involvement in activities beyond the bounds of their team to the wider benefit of the strategic direction of the National School of Government. Strives to achieve personal and team objectives which are aligned to the business strategy. 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 take responsibility for the full implications for taking a particular course of action. Does not seek, or turns down, opportunities to take part in corporate activities either personally or on behalf of other team members. Fails to ensure objectives are aligned objectives to the business strategy and allows team members to work in conflict with the balanced scorecard. Does not seek to take forward opportunities to 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"> Communicates the purpose of change and encourages others to contribute to and participate in the change process. Recognises the contribution of others at all levels. Actively role models and embeds National School of Government values, behaviours and vision. Supports others in adapting to change and champions activities that support personal and team development and growth. 	<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, team 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