

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 or escalates if unable to help directly. Agrees and achieves a timeframe for completion of a work task or activity. Plans and prioritises workload to handle changing and conflicting demands. Uses all appropriate internal systems effectively e.g. SUN, TMS, CRM etc. Demonstrates flexibility and adaptability in the delivery of services. 	<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 seek assistance to meet agreed deadlines. Acts in a way which does not enhance the organisation's reputation or meet the needs of the customer. Fails to take ownership of role or activities. Fails to maintain a professional manner and image.

Maintaining Financial Viability

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> Promptly and accurately processes invoices and payments. Escalates potential concerns relating to financial processes. Demonstrates an understanding of value for money and takes into account the wider cost implications within all work activities. Collates information and keeps records to support monitoring of 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 keep records to support monitoring of resources. Fails to utilise appropriate financial systems.

Making Informed Decisions

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> Resolves clearly defined problems by applying policies and procedures. Uses initiative and sound judgement to resolve problems or suggest alternative solutions, but knows when to seek help and involves others. Demonstrates an awareness of the value of personal and restricted data together with the impact/ consequence of mishandling information. Contributes ideas and suggestions for improvements to working practices. 	<ul style="list-style-type: none"> Focuses on the problem rather than the solution. Identifies a problem, but does not seek to act on it. Does not seek to involve others when it is appropriate. Is unwilling to suggest solutions and fails to work with 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. • Builds productive working relationships. • Acts ethically and with integrity at all times. • Recognises the impact of own actions and behaviour on others. • Leads by example in work activities, behaviour and performance. 	<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 and skills with colleagues. • Does not take an active role in the team or work collaboratively. • Behaves in a way which offends others. • Fails to understand the impact of their own poor performance on 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 from the outset. • Suggests initiatives which benefit customers both internally and externally. • Deals politely and effectively with colleagues and customers ensuring their needs are met within the boundaries of the role. • Understands the importance of outstanding customer service on National School business. 	<ul style="list-style-type: none"> • Is unresponsive to customer queries or feedback. • Misses opportunities to enhance the customer experience. • Avoids contact with customers. • Takes actions which are easy for themselves and not in line with customer needs. • Shows little consideration or concern for team members or colleagues or customers.

Communicating Effectively

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> • Adopts a professional manner when dealing with colleagues and customers. • Listens to colleagues and customers to ensure understanding of their needs. • Demonstrates an open and honest communication style. • Provides regular and constructive feedback whilst being open to constructive feedback from others. 	<ul style="list-style-type: none"> • Does not use the most appropriate communication method to suit differing situations. • Uses jargon to convey messages. • Does not seek to communicate with others when it is appropriate to do so. • Fails to challenge inappropriate behaviour or actions personally or through 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"> Actively role models National School of Government values, behaviours and vision. Acts as an advocate for the National School of Government. Engages with key individuals and all colleagues to deliver as appropriate on the balanced scorecard. Follows up actions to achieve customer requirements. 	<ul style="list-style-type: none"> Does not actively share client knowledge and experience with others to benefit the organisation. Relies on out of date ideas and practices. Sees requests from customers and stakeholders as a disruption. Fails to actively participate in National School of Government's wider initiatives.

Leading the Business with Purpose and Direction

Effective Indicators	Ineffective Indicators
<ul style="list-style-type: none"> Demonstrates a consistent approach to innovation in the way in which they carry out their role. Takes opportunities to become involved 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. Welcomes opportunities to become involved in work which enhances on the National School of Government's strategy and reputation. 	<ul style="list-style-type: none"> Does not seek to suggest or develop new ways of working. Expresses reluctance about change or changing roles. Views objectives as isolated activities and not linked to corporate activity. Does not recognise opportunities to enhance the National School of Government's reputation with customers.

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. Demonstrates best practice in all work activities. Recognises the contribution of others. Willing to take on activities that support personal development and growth. 	<ul style="list-style-type: none"> Shows resistance to alternative views, advice or ways of working. 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.

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