

# What is the Competence Framework?

**Competencies are abilities that help define what an individual should be doing and how they should be doing it to meet the requirements of their Band. The competence framework forms part of:**

- **Performance management discussions** - Whilst the Core Values and Behaviours will support the assessment of the way in which you delivered your objectives, the Competence Framework provides a basis for performance discussions. It should be used to identify key individual development requirements and assess whether improvement in certain areas is required to support progression.
- **Recruitment and selection process** - The Competence Framework will also be used during the recruitment and selection process to assess the suitability of candidates for roles advertised at the National School of Government.

Our Competence Framework sets out the competencies required by everyone in the National School of Government and is linked to:

- > Balanced Scorecard
- > Core Values and Behaviours
- > Professional Skills for Government

**The philosophy supporting the new Competence Framework is of collaboration, ownership and accountability, underpinned by professionalism and credibility in delivering our vision to our customers through our people. The competencies are set out in 3 core areas which are then subdivided:**

## DELIVERY

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

Delivering Services and Achieving Results

Maintaining Financial Viability

Making Informed Decisions

## PEOPLE

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

Working Together / Leading and Managing People

Building Effective Customer Relationships

Communicating Effectively

## VISION

Working Towards Planned Change and Future Performance Targets.

Building Reputation and Managing Stakeholder Relationships

Leading the Business with Purpose and Direction

Changing with Pace

The new Competence Framework is set out by Band and enables us to understand how success in each of the competencies can be demonstrated. To find out what this looks like for you please refer to the relevant part of the framework.



# Definitions of Colleague, Client, Customer and Stakeholder

The People section within the Competence Framework focuses on the way in which you interact with colleagues, clients, customers and stakeholders. To enable a better understanding of the terminology and in order to discuss and measure performance, these are defined as:

## **Colleague**

Someone who works internally at the National School, either within your own team, or in another department or directorate.

## **Customer**

Someone who buys our services on their own behalf, usually a person who purchases one of our open programmes for example. This may also be a member of staff using internal services.

## **Client**

Someone who commissions a specific piece of tailored work from us. Occasionally, they are also the person who holds the budgetary fund and “buying power”.

## **Participant (or Student)**

Someone who takes part in one of our learning events.

## **Stakeholder**

Someone who has a vested interest in the inputs to or outcomes from the National School.

In practice the term is used broadly to represent a senior individual of influence with which you, your directorate or the organisation has a relationship. For example:

- Executive Management Board
- Civil Service Capability Board
- Government Legal Service
- Heads of Profession of Civil Service
- Senior Learning and Development community
- National School of Government Senior Leadership Team
- National School of Government Heads of Practice





## National School of Government Capability Framework

