



Civil Service Competency Framework

2012 - 2017

Level 2 – EO or equivalent

Level 2



About this framework

The Civil Service competency framework supports the Civil Service Reform Plan and the performance management system. The competency framework sets out how we want people in the Civil Service to work. It puts the Civil Service values of honesty, integrity, impartiality and objectivity at the heart of everything we do. Civil servants work in a huge range of jobs across the country and overseas but one thing we have in common is that we are here to support the elected Government, providing advice to help shape its policies and ensuring seamless and practical implementation in line with those policies.

Competencies are the skills, knowledge and behaviours that lead to successful performance. The framework outlines 10 competencies, which are grouped into 3 clusters: Set Direction; Engage People and Deliver Results. For each competency there is a description of what it means in practice and some examples of effective and ineffective behaviours at all levels. The competencies are intended to be discrete and cumulative, with each level building on the levels below i.e. a person demonstrating a competency at level 3 should be demonstrating levels 1 and 2 as a matter of course. These indicators of behaviour are not designed to be comprehensive, but provide a clear and consistent sense of what is expected from individuals in the Civil Service.

The Civil Service Leadership Statement is embedded within the competencies to ensure they reflect the key characteristics we expect our Civil Service leaders to demonstrate: inspiring - about their work and its future; confident - in their engagement; and empowering - their teams to deliver.

What does it mean for me?

The framework is used for recruitment, performance management and development discussions and for decisions about progression. Your business objectives set out “what” you need to achieve over the year and the competency framework sets out “how” you need to work to achieve those objectives.

Most of you will need to focus on a number of competencies, usually around six, identified with your manager as being essential to your role. You are encouraged to discuss the framework with your line manager to identify the competencies that apply most to your job role.

This framework has been developed in partnership with Civil Service professions. If you work as part of a profession with a separate framework this complements your professional framework and should be used alongside it.





1. Seeing the Big Picture

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with and supports organisational objectives and the wider public needs. For all staff, it is about focusing your contribution on the activities which will meet Civil Service goals and deliver the greatest value. For leaders, it is about scanning the political context and taking account of wider impacts to develop long term implementation strategies that maximise opportunities to add value to the citizen and support economic, sustainable growth.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
1. Seeing the Big Picture	
Keep up to date with a broad set of issues relating to the work of the Department	Have a narrow view of their role, without understanding the Department's wider activities
Develop understanding of how own and team's work supports achievement of Departmental priorities and delivery to the citizen	Carry out own tasks without considering how their work impacts or interacts with other teams
Focus on the overall goal and intent of what they are trying to achieve, not just the task	Fail to identify occasions when professional judgement and personal initiative are called for in order to deliver business objectives
Take an active interest in expanding their knowledge of areas related to own role	Rely solely on the knowledge they have already established about their role



2. Changing and Improving

People who are effective in this area take initiative, are innovative and seek out opportunities to create effective change. For all staff, it's about learning from what has worked as well as what has not, being open to change and improvement, and working in 'smarter', more focused ways. For leaders, this is about creating and encouraging a culture of innovation and allowing people to consider and take informed decisions. Doing this well means continuously seeking out ways to improve policy implementation and build a leaner, more flexible and responsive Civil Service. It also means making use of alternative delivery models including digital and shared service approaches wherever possible.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
2. Changing and Improving	
Understand and apply technology to achieve efficient and effective business and personal results	Avoid use of technology and stick to tried and tested means of delivering business objectives
Take initiative to suggest ideas for improvements, sharing this feedback with others in a constructive manner	Be reluctant to consider ways to improve services in own area, even when improvements are urgently required
Conduct regular reviews of what and who is required to make a project/activity successful and make on-going improvements	Stick rigidly to the original brief, not adapting support/input to changing needs
Put aside preconceptions and consider new ideas on their own merits	Avoid considering different approaches, accepting the established way of doing things
Help colleagues, customers and corporate partners to understand changes and why they have been introduced	Dismiss colleagues' concerns about change and miss opportunities to discuss with them what is behind their concerns
Identify, resolve or escalate the positive and negative effects that change may have on own role/team	Implement change in a thoughtless and unstructured way, having not considered the possible effects it may have on others



3. Making Effective Decisions

Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff its about being careful and thoughtful about the use and protection of government and public information to ensure it is handled securely and with care. For leaders, its about reaching evidence based strategies, evaluating options, impacts, risks and solutions and creating a security culture around the handling of information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.

Effective Behaviour

People who are effective are likely to...

Ineffective Behaviour

People who are less effective are likely to...

3. Making Effective Decisions

Demonstrate accountability and make unbiased decisions

Avoid making decisions that lie within own remit; continually push decisions up

Examine complex information and obtain further information to make accurate decisions

Miss important evidence or make hasty judgements

Speak with the relevant people in order to obtain the most accurate information and get advice when unsure of how to proceed

Encounter problems by failing to check issues and relevance of information before using it

Explain clearly, verbally and in writing, how a decision has been reached

Share decisions in a way that leads to frustration or additional work

Provide advice and feedback to support others to make accurate decisions

Provide limited or no assurance that the right decisions are being made in team/work area

Monitor the storage of critical data and customer information to support decision making and conduct regular reviews to ensure it is stored securely, accurately, confidentially and responsibly

Take little care with data and information storage; allow inaccuracies and mishandling to occur





4. Leading and Communicating

At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity and enthusiasm. It's about championing difference and external experience, and supporting principles of fairness of opportunity for all. For leaders, it is about being visible, establishing a strong direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.

Effective Behaviour	Ineffective Behaviour
People who are effective are likely to...	People who are less effective are likely to...
4. Leading and Communicating	
Display enthusiasm around goals and activities – adopting a positive approach when interacting with others	Express limited interest in goals and activities
Listen to, understand, respect and accept the value of different views, ideas and ways of working	Adopt a biased, exclusive or disrespectful manner in their dealings with others
Express ideas effectively, both orally and in writing, and with sensitivity and respect for others	Demonstrate no awareness of the impact of their behaviour on others nor consider the potential reactions of others to the ideas put forward
Confidently handle challenging conversations or interviews	Unable to deal objectively with conflicts and disputes when they arise
Confront and deal promptly with inappropriate language or behaviours, including bullying, harassment or discrimination	Avoid challenging inappropriate language or behaviours



5. Collaborating and Partnering

People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people inside and outside the Civil Service, whilst having the confidence to challenge assumptions. For leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable.

Effective Behaviour

People who are effective are likely to...

Ineffective Behaviour

People who are less effective are likely to...

5. Collaborating and Partnering

Demonstrate interest in others and develop a range of contacts outside own team to help get the job done	Ignore the knowledge and expertise that a wider network of colleagues and partners can bring to the work of the team
Actively encourage team working, changing ways of working to facilitate collaboration for the benefit of the team's work	Continue to work in set ways that make it difficult for colleagues to contribute to or benefit from the team's work
Proactively seek information, resources and support from others outside own immediate team in order to help achieve results	Take a narrow approach to resolving resourcing issues in own area and fail to explore other resourcing opportunities and possibilities
Readily identify opportunities to share knowledge, information and learning and make progress by working with colleagues	Rarely share information, or restrict it to immediate colleagues only
Listen attentively to others and check their understanding by asking questions	Show a lack of interest or skill in interacting with others
Take responsibility for creating a working environment that encourages equality, diversity and inclusion	Adopt a biased, exclusive or disrespectful manner in their dealings with others



6. Building Capability for All

Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it's being open to learning, about keeping one's own knowledge and skill set current and evolving. For leaders, it's about investing in the capabilities of our people, to be effective now and in the future as well as giving clear, honest feedback and supporting teams to succeed. It's also about creating a learning and knowledge culture across the organisation to inform future plans and transformational change.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
6. Building Capability for All	
Take ownership of team and individual development by identifying capability needs and consistently achieving development objectives	Fail to address own capability needs or identify learning opportunities
Take responsibility for the quality of own work and seeking opportunities for improvement through continuous learning	Resist opportunities to broaden work responsibilities
Proactively support the development plans of others	Resist learning and development requests from others
Take account of the diverse contributions of team members and delegate work to improve capabilities of all	Tend to keep work to themselves that could be a helpful development opportunity for a team member, failing to ensure equality of opportunity
Encourage and be open to developmental feedback from others	Be disinterested in giving or receiving constructive feedback



7. Achieving Commercial Outcomes

Being effective in this area is about maintaining an economic, long-term focus in all activities. For all, it's about having a commercial, financial and sustainable mindset to ensure all activities and services are delivering added value and working to stimulate economic growth. For leaders, it's about identifying economic, market and customer issues and using these to promote innovative business models, commercial partnerships and agreements to deliver greatest value; and ensuring tight commercial controls of finance, resources and contracts to meet strategic priorities.

Effective Behaviour

People who are effective are likely to...

Ineffective Behaviour

People who are less effective are likely to...

7. Achieving Commercial Outcomes

Be able to identify and access departmental procurement and commercial expertise

Make poor quality commercial decisions or take actions without having engaged with departmental commercial experts

Understand and be able to explain departmental approach to assigning contractual and financial delegations

Enter into commercial arrangements without having the authority to do so

Recognise when deliverables and/or services derived from a commercial arrangement are not being delivered to the required level of quality or standard and take appropriate action

Not raise issues when cost or outcomes drift significantly from agreements

Fully meet commercial confidentiality and data security requirements in contracts

Put confidentiality and other security requirements at risk





8. Delivering Value for Money

Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve a good mix of quality and effectiveness for the least outlay. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money. For leaders it's about embedding a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the Civil Service maximises its strategic outcomes within the resources available.

Effective Behaviour	Ineffective Behaviour
People who are effective are likely to...	People who are less effective are likely to...
8. Delivering Value for Money	
Manage information and financial data so that it is accurate, easily located and reusable	Ignore financial management information procedures
Can account for expenditure and create well supported argument for extra expenditure e.g. overtime	Misunderstand basic financial concepts
Take opportunities to challenge misuse of resources in order to achieve value for money and sustainable ways of working	Favour the easiest method even if it is not the most cost effective – struggle to identify value for money opportunities
Understand that all actions have a cost and choose the most effective way to do something in a resource efficient way	Avoid using recommended tools and allow their team to do likewise
Ensure that recognised control procedures and practices are maintained	Use control and governance procedures and practices inappropriately or irregularly and allow their teams to do the same
Monitor resources against plans and budget, identify and flag up variances	Not manage resources against plan



9. Managing a Quality Service

Effectiveness in this area is about valuing and modelling professional excellence and expertise to deliver service objectives, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality and efficient service, applying programme and project and risk management approaches to support service delivery. For leaders, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services.

Effective Behaviour

People who are effective are likely to...

Ineffective Behaviour

People who are less effective are likely to...

9. Managing a Quality Service

Explain clearly to customers what can be done	Give customers and delivery partners an unrealistic picture of what is possible or focus on what cannot be done
Work with team to set priorities, create clear plans and manage all work to meet the needs of the customer and the business	Always rely on others to focus and plan their work
Ensure delivery of professional excellence and expertise	Focus on immediate service delivery problems and neglect overall quality or customer /end user needs
Keep internal teams, customers and delivery partners fully informed of plans and possibilities	Provide infrequent, unclear, insufficient updates to others in need of the information
Promote adherence to relevant policies, procedures, regulations and legislation, including security, equality and diversity and health and safety	Pay little attention to highlighting and explaining the reasons for compliance
Identify common problems or weaknesses in policy or procedures that affect service and escalate these	Show a lack of desire to improve the quality of service



10. Delivering at Pace

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. For leaders, it is about building a performance culture where staff are given the space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly.

Effective Behaviour People who are effective are likely to...	Ineffective Behaviour People who are less effective are likely to...
10. Delivering at Pace	
Create regular reviews of what and who is required to make a project/activity successful and make ongoing improvements	Fail to maintain pace and progress
Be interested and positive about what they and the team are trying to achieve	Display limited interest or positivity for their role or purpose
Take ownership of problems in their own area of responsibility	Avoid responsibility for dealing with problems
Remain positive and focused on achieving outcomes despite setbacks	Over control delivery so that teams don't have sufficient space or authority to meet their objectives
Check own and team performance against outcomes, make improvement suggestions or take corrective action when problems are identified	Neglect performance reviews and so be unable to give timely and constructive feedback
Set and achieve challenging goals and monitor quality	Blame others for poor quality work

For further information, please contact:

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