



COMPETENCY FRAMEWORK

| No. | LEVEL A | LEVEL B | LEVEL C |
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| 1. | <p>Leading, Supporting and Developing Others</p> <ul style="list-style-type: none"> • Sets an example to others and holds self to account for delivering on objectives and commitments • Demonstrates personal focus and discipline in managing self and sets stretching objectives for self and staff • Displays a mature and confident attitude in dealing with staff and stakeholders enabling constructive challenge • Engages with staff to drive high performances and takes prompt action to rectify under performance | <p>Leading, Supporting and Developing Others</p> <ul style="list-style-type: none"> • Sets an example to others and holds self to account for delivering on objectives and commitments • Demonstrates personal focus and discipline in managing self and sets stretching objectives for self and staff • Encourages the development of new skills through training and development • Coaches and develops staff so they can reach their maximum potential | <p>Leading, Supporting and Developing Others</p> <ul style="list-style-type: none"> • Provides and accepts constructive feedback • Actively contributes to a good team spirit and maintains a positive attitude • Willingly shares knowledge and expertise with colleagues • Offers additional help and support to colleagues when required |
| 2. | <p>Managing Change / Delivery</p> <ul style="list-style-type: none"> • Creates a climate where it is expected that stakeholder feedback is viewed as an essential source of data that influences quality improvements, innovation and different ways of thinking • Delivers to time, quality and cost in complex, multi-faceted and challenging assignments • Examines matter from a number of different perspectives and consider probable outcomes of different solutions | <p>Managing Change / Delivery</p> <ul style="list-style-type: none"> • Translates business plan activities into manageable tasks • Positively manages changing priorities, making best use of resources to meet operational objectives • Makes decisions based on the information available and takes responsibility for outcomes • Is flexible in attitude and adapts planned approach as necessary when issues and | <p>Managing Change / Delivery</p> <ul style="list-style-type: none"> • Consistently delivers a professional, helpful & responsive quality service to internal and external stakeholders • Plans, organises and prioritises workload effectively so agreed timescales are met • Takes ownership when dealing with stakeholder enquiries, requests and complaints • Understand when it is not appropriate to deal with an issue and escalate it to others |

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| | <ul style="list-style-type: none"> • Takes a long term perspective on business and organisational capability and translate into actions which develop others | challenges arise | as necessary |
| 3. | <p>Communications and Engagement</p> <ul style="list-style-type: none"> • Uses range of effective communication skills to develop and maintain wide and productive relationships with others • Understands personal references and styles of key contacts and fosters high levels of trust with those people • Critically evaluates how external forces such as political issues impact on the organisation and/or its stakeholders and make high quality strategic decisions in light of this • Has good working knowledge of Freedom of Information and Data Protection law & principles | <p>Communications and Engagement</p> <ul style="list-style-type: none"> • Actively listens and responds appropriately to individuals at all levels • Challenges others' points of view in a positive and constructive way • Recognises individuals' strengths, talent and diversity • Communicates promptly and clearly • Has good working knowledge of Freedom of Information and Data Protection law & principles | <p>Communications and Engagement</p> <ul style="list-style-type: none"> • Keeps stakeholders updated of how issues are progressing and of any unplanned delays • Shares and presents information in an appropriate format, accurately and on time • Understands basic Freedom of Information and Data Protection principles • Accesses and stores information in line with the organisation's policies, procedures and Records Management Plan |
| 4. | <p>Team Working</p> <ul style="list-style-type: none"> • Has awareness and knowledge of the statutory and regulatory environment the organisation operates within & an understanding of the key roles and organisations it interfaces with • Understands organisation's strategic aims and how role fits into these • Communicates and agrees measurable objectives with teams and staff, aligned with the organisation's priorities and business plan • Is approachable, listens to and provides constructive feedback on performance • Creates a vision that inspires enthusiasm and commitment from others | <p>Team Working</p> <ul style="list-style-type: none"> • Has awareness and knowledge of the statutory and regulatory environment the organisation operates within & an understanding of the key roles and organisations it interfaces with • Understands organisation's strategic aims and how role fits into these • Communicates and agrees measurable objectives with teams and staff, aligned with the organisation's priorities and business plan • Is approachable, listens to and provides constructive feedback on performance • Manages information in line with the organisation's policies, procedures and Records Management Plan including | <p>Team Working</p> <ul style="list-style-type: none"> • Has awareness and knowledge of the statutory and regulatory environment the organisation operates within & an understanding of the key roles and organisations it interfaces with • Understands organisation's strategic aims and how role fits into these • Manages time effectively to achieve tasks and objectives and give early notice to manager if timescales are likely to exceed original expectation • Shows initiative by making suggestions and/or improving the way tasks are carried out • Uses range of corporate systems and is aware of security and organisational |

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| | | overseeing retention, destruction, archiving and transfer arrangements | procedures |
| 5. | Self-Management <ul style="list-style-type: none"> • Takes responsibility for own work and demonstrates willingness to learn, develop and improve • Take personal responsibility for own actions • Is aware of own strengths and abilities • Takes control of own personal and professional development • Is aware of personal impact on others | Self-Management <ul style="list-style-type: none"> • Takes responsibility for own work and demonstrates willingness to learn, develop and improve • Take personal responsibility for own actions • Is aware of own strengths and abilities • Takes control of own personal and professional development • Is aware of personal impact on others | Self-Management <ul style="list-style-type: none"> • Takes responsibility for own work and demonstrates willingness to learn, develop and improve • Take personal responsibility for own actions • Is aware of own strengths and abilities • Takes control of own personal and professional development • Is aware of personal impact on others |
| 6. | Achieving Best Value <ul style="list-style-type: none"> • Implements ideas and strategies that create value for the organisation • Effectively scopes, plans and manages projects and ensure successful delivery to time, quality and budget • Ensures activities are aligned with overall business and strategic objectives • Makes informed decisions based on business priorities to direct resources and manage risk • Understands the wider public expenditure and financial decision making environment as outlined in the Scottish Public Finance Manual | Achieving Best Value <ul style="list-style-type: none"> • Shares knowledge and information to obtain best value across the wide public service • Takes responsibility for the monitoring and controlling of expenditure • Work confidently and accurately with financial data in decision making • Understand the wider public expenditure and financial decision making environment • Interpret trends and risks in financial and resource management reports | Achieving Best Value <ul style="list-style-type: none"> • Shares knowledge and information to obtain best value across the wide public service • Understands the wider public expenditure and financial decision making environment • Keeps track of spend and makes sure work is approved and signed off as necessary • Is careful with all types of resource and challenges others appropriately where they see wastage |