



HM TREASURY

Competence Framework

AB

Through consultation with a wide range of Treasury staff we redesigned our competence frameworks to produce this framework, in use from 1 April 2007.

The redesign was to:

- build on what people like best in the previous competence frameworks and bring them up to date
- focus on meeting real Treasury business needs through the CSR period to 2011
- support the values launched in 2006 - *Challenging, Appreciative, Collaborative, and Open*
- build on our May 2006 Workforce and Skills Strategy especially the *people management behaviours*
- incorporate Professional Skills for Government in a way that is relevant for the Treasury
- make competences easy to understand and apply in day to day working.
- reflect the requirements of roles well at all levels so that staff find them helpful in supporting performance and development
- meet line manager needs, eg support key processes effectively such as performance management

In the Treasury we believe that to do a job well you need to be clear about what is expected of you. The Treasury's Competence Framework identifies the knowledge, skills and abilities you need to do your job well. The framework contains descriptions of behaviours – both effective and ineffective behaviours.

Challenging

Appreciative

Collaborative

Open





The Treasury competences – Range A/B

THINKING SKILLS – Thinking Strategically

To show I am effective at this, I need to:

- Identify where changes in my role might impact on the team and bring them to the attention of my manager
- Clearly understand the links between my work and Treasury objectives
- Consider how current tasks contribute to longer-term objectives
- Think creatively and put forward suggestions which take account of the “big-picture”
- Support and contribute to Treasury initiatives as well as priorities in my own area

... and I will be ineffective if I:

- ✘ Identify a problem but do nothing about it
- ✘ Consider work only in the here and now
- ✘ See my objectives as isolated activities
- ✘ Am not aware of the “big-picture”
- ✘ Fail to recognise the need for organisational change

THINKING SKILLS – Analysis and Use of Evidence

To show I am effective at this, I need to:

- Develop solutions to address a problem
- Keep relevant data and evidence, in line with records management policies
- Gather information and check facts pertinent to a situation
- Identify where a situation may require further investigation
- Draw together related information based on my previous experience and knowledge

... and I will be ineffective if I:

- ✘ Fail to create solutions or create solutions which do not appear to be supported by evidence
- ✘ Am unwilling or unable to draw conclusions based on my research and evidence gathering
- ✘ Do not appreciate the value of my own and others' previous experience
- ✘ Accept situations and evidence at face value
- ✘ Do not carry out adequate research

THINKING SKILLS – Thinking and Developing Professionally

To show I am effective at this, I need to:

- Show I am willing to take on activities that will stretch me
- Share my skills and knowledge with colleagues
- Know the limit of my knowledge and when to seek advice
- Develop relevant specialist knowledge, and apply it to work issues
- Seek out opportunities to learn and keep up-to-date with the latest developments in my area of work

... and I will be ineffective if I:

- ✘ Do not reflect on what I have learnt and repeat the same mistakes
- ✘ Do not admit to "gaps" in knowledge and avoid development opportunities
- ✘ Do not keep up to date with information relevant to my role
- ✘ Keep skills and knowledge to myself
- ✘ Do not put new learning into practice

DELIVERY SKILLS – Managing Resources

To show I am effective at this, I need to:

- Show that I understand value for money considerations and use time, money and other Treasury resources wisely
- Provide accurate and reliable resource information to others
- Collate information and keep records to help with monitoring and reviewing use of resources
- Liaise with the finance team and operate within financial rules and procedures, including using Treasury systems and resource tools
- Understand how my team's work fits with the financial aspects of the business planning process

... and I will be ineffective if I:

- ✘ Do not keep records to support resource management activities
- ✘ Do not follow the Treasury's systems and financial management processes
- ✘ Fail to seek advice from the finance team when I should
- ✘ Do not appreciate how my work fits with the team budget, financial framework and resource objectives

DELIVERY SKILLS – Achieving Results

To show I am effective at this, I need to:

- Organise my time to meet objectives and deadlines, alerting my line manager in time if alternative action is required
- Ask questions to clarify the objective, timescale and priority of tasks
- Take responsibility for making decisions
- Seek guidance for competing or changing priorities
- Deal with queries promptly and offer alternatives if I am unable to help directly

... and I will be ineffective if I:

- ✘ Do not meet objectives or deadlines, or tell others when they can't be met
- ✘ Am unwilling to adjust priorities as circumstances change
- ✘ Concentrate on the problem rather than the solution
- ✘ Do not ask questions so I am unclear about what needs to be done
- ✘ Am consistently late or do not attend meetings and appointments

DELIVERY SKILLS – Delivering Together

To show I am effective at this, I need to:

- Build effective working relationships, listen to and get to know others
- Follow-up actions with others to achieve objectives
- Share team workload, showing I am happy to support others to deliver work
- Engage others at the right time and communicate deadlines to deliver on time
- Know who my key internal and external customers and stakeholders are

... and I will be ineffective if I:

- ✘ See requests for assistance from others as disruption to my work
- ✘ Work on my tasks without appreciating how my work relates to that of others
- ✘ Am unable to collaborate effectively to achieve objectives
- ✘ Do not ask for support or help when I need it
- ✘ Do not appreciate that the individuals I interact with have a common interest in a successful outcome





The Treasury competences – Range A/B

PEOPLE SKILLS – Appreciating People

To show I am effective at this, I need to:

- Deal with people & issues honestly, fairly & with respect
- Be open and willing to listen to the views of others, whose viewpoint is different to mine
- Recognise and challenge inappropriate behaviour personally or through others
- Show respect for individuals' circumstances and flexibility in the demands I make of them
- Thank people privately and publicly and find varied ways to celebrate success
- Talk to people informally at work
- Find out about people's work experience and skills, understanding and showing commitment to diversity

... and I will be ineffective if I:

- ✘ Allow inappropriate behaviour to continue unchallenged
- ✘ Fail to appreciate the abilities & objectives of others
- ✘ Dismiss others' new ideas
- ✘ Offer criticism without offering any solutions
- ✘ Appear intolerant of alternative/ flexible working patterns

PEOPLE SKILLS – Managing People

To show I am effective at this, I need to:

- Make changes to my behaviour or ways of working in light of feedback
- Review my own performance and seek feedback from others
- Give clear, evidence-based feedback to help improve and develop performance
- Respond flexibly to change

... and I will be ineffective if I:

- ✘ Intimidate others or use bullying behaviour
- ✘ Show little concern in helping newcomers gain the skills or knowledge their job requires
- ✘ Do not seek feedback, or reject feedback when it's offered

PEOPLE SKILLS – Open Communication

To show I am effective at this, I need to:

- Ensure that what I write and say is clear and concise
- Communicate the right information, to the right people, at the right time
- Show that I am listening to colleagues and check back to ensure I have been understood
- Involve others in communication when appropriate
- Be open and honest in my communication

... and I will be ineffective if I:

- ✘ Fail to pass on messages or pass on inaccurate information
- ✘ Should involve others but do not
- ✘ Waste time with irrelevant discussions or information
- ✘ Always use one communication method regardless of circumstances
- ✘ Fail to provide open and honest information

High Level Framework

Thinking Skills	People Skills	Delivery Skills
Thinking Strategically	* Managing People	* Managing Resources New
New Analysis and Use of Evidence	Open Communication	Achieving Results
Thinking and Developing Professionally	Appreciating People	Delivering Together New

**Applies only to individuals with relevant financial or managerial responsibility*

