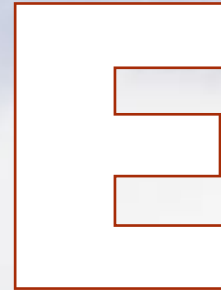




HM TREASURY

# Competence Framework



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 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 E

### THINKING SKILLS – Thinking Strategically

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

- Think creatively and develop practical solutions to long-term and short-term problems,
- Support and contribute to Treasury initiatives
- Consider the wider impact of policy development/issues arising within my area, both within and beyond government, including potential sensitivity, public perceptions and the practicality of applying the policy
- Take a strategic overview of work and prioritise activities and team resources
- Manage and mitigate against risks and consequences that could impact on delivery of my objectives

#### ... and I will be ineffective if I:

- ✘ Don't consider likely reactions from Ministers, or other internal and external stakeholders
- ✘ Judge issues without thinking through the practicalities of implementation and application of policy
- ✘ Am unnecessarily resistant to any suggested change
- ✘ Fail to actively identify connection with other people's work
- ✘ Over-analyse insignificant details/get caught up in the small details

## **THINKING SKILLS – Analysis and Use of Evidence**

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

- Give advice and develop solutions/ policy based on sound evidence and analysis,
- Apply critical reasoning and questioning skills to identify where further investigation and evidence gathering is required
- Identify a problem and structure a process to solve it
- Track progress, proactively share information, and keep relevant data and evidence in line with records management policies,
- Use information appropriately and critically define the quality of evidence at my disposal

### **... and I will be ineffective if I:**

- ✘ Take insufficient account of evidence in making decisions, or if I overlook evidence that does not match my thinking
- ✘ Do not achieve solutions or arrive at solutions which do not address the problem
- ✘ Fail to follow knowledge management procedures
- ✘ Make unqualified assumptions
- ✘ Do not gather sufficient breadth or depth of relevant information, or sift it adequately

## **THINKING SKILLS – Thinking and Developing Professionally**

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

- Seek opportunities to learn, developing specialist expertise, and applying relevant good practice for wider organisational benefit
- Develop myself as a manager
- Stand my ground when challenged, using my expertise to give a professional perspective
- Build internal and external professional networks to keep up-to-date with latest developments in my own area of work,
- Continually develop my knowledge of the workings of the Treasury, other departments, agencies, government and parliament, the EU, relevant international bodies and the role of the media

### **... and I will be ineffective if I:**

- ✘ Avoid development opportunities, or do not support colleagues to develop themselves and their staff
- ✘ Do not attempt or keep up to date with developments in my field
- ✘ Cannot respond to deal with unfamiliar requests
- ✘ Do not learn from previous experience (including others experience)
- ✘ Am constrained by traditional internal and external boundaries and do not consider how to work beyond them

## **DELIVERY SKILLS – Managing Resources**

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

- Promote an understanding of the implications of resource management decisions
- Contribute towards resource planning processes as they apply to my role and department
- Deliver to a high standard within the resources allocated (people, budget, time)
- Engage with finance individuals and know which information to provide them
- Set or contribute to targets which improve the value achieved from resource inputs (people, budget and assets)

### **... and I will be ineffective if I:**

- ✘ Fail to take account of resource planning requirements which apply to my role and department
- ✘ Pass resource management data to others when it is my responsibility to deal with it personally
- ✘ Ignore or break business rules with regards to finance and resource management
- ✘ Accept the return achieved on resource inputs without questioning how this could be improved
- ✘ Do not forecast, or fail to deliver against forecast for planned departmental spending

## **DELIVERY SKILLS – Achieving Results**

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

- Create achievable plans, and regularly monitor performance to achieve outcomes
- Challenge practices and procedures constraining performance and efficiency
- Prioritise & manage the balance between progressing own work/projects and managing the work of the team
- Use programme & project management techniques, e.g. breaking down overall goals into separate activities mapped to milestones, resource requirements and time-lines
- Identify objectives and remain focused on achieving them

### **... and I will be ineffective if I:**

- ✘ Carry out open-ended meetings with no clear purpose, or I am consistently late or do not attend meetings and appointments
- ✘ Fail to manage deadlines effectively
- ✘ Do not recognise when work goes off-track due to lack of monitoring
- ✘ Do not incorporate contingency, mechanisms for monitoring, clear mile-stones and time-scales in my plans
- ✘ Fail to build in evaluation of tasks or find time for review at key stages

## **DELIVERY SKILLS – Delivering Together**

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

- Negotiate, influence and persuade others to reach a successful outcome, including a willingness to take a step back or concede in order to move the situation forward
- Build effective working relationships with individuals at all Ranges to communicate issues up and down the management chain
- Establish trust with others internally and externally to facilitate collaborative working and maintain future working relationships
- Ensure customers and stakeholders are identified and engaged, understanding their perspective, asking them for their opinions and making them feel valued
- Identify when work requires input from other policy areas and departments, and seek this input

### **... and I will be ineffective if I:**

- ✘ Engage in 'game playing', or allow staff / contributors to undermine one another to advance their own interests
- ✘ Do not consult appropriately or consider who needs to be 'on board' before putting things forward to senior officials
- ✘ Demonstrate a highly individualistic approach to delivering work
- ✘ Appear arrogant or overly pushy in dealing with internal or external stakeholders and customers
- ✘ Engage stakeholders on an issue specific/project basis





## The Treasury competences – Range E

### **PEOPLE SKILLS – Appreciating People**

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

- Be approachable and actively encourage the views of others, whose viewpoint is different to mine
- Thank people privately and publicly and find varied ways to celebrate success, using financial and non-financial rewards to recognise achievement and effort
- Seek to maintain constructive relationships and achieve optimum outcomes, in spite of difficulties or disagreements
- Talk to people informally at work
- Show respect for individuals' circumstances and flexibility in the demands made of them
- Find out about people's work experience and skills

#### **... and I will be ineffective if I:**

- ✘ Fail to appreciate the abilities & objectives of others, or realise they differ from my own
- ✘ Make assumptions about causes of problems or issues without seeking the views of those involved
- ✘ Allow behaviour that devalues others to go unchallenged or contribute towards a blame culture in the work environment
- ✘ Dismiss or patronise others for their ideas
- ✘ Do not take account of alternative/ flexible working patterns and/or promote a long-hours working culture, without considering the impact on individuals

## **PEOPLE SKILLS –**

### **Managing People (For individuals with formal line management responsibilities)**

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

- Support the development of individuals and the team, considering and adapting my approach when coaching different people
- Hold regular one-to-one and team meetings to facilitate, development, knowledge sharing and delivery of objectives
- Praise people who perform well
- Take prompt action with individuals who are underperforming
- Delegate to the most appropriate level, reassessing workload and priorities if people are facing excessive demands
- Plan the induction of new people and the handovers for those moving on
- Develop a strategy for handling difficult management situations as soon as they become apparent, consulting my own manager, HR and others where appropriate
- Set and review stretching but achievable objectives and standards with clear success criteria
- Initiate and lead change dealing constructively with resistance to change

#### **... and I will be ineffective if I:**

- ✘ Double check every detail of work that has been delegated, or take over work that is sub-standard rather than tackling performance issues directly
- ✘ Do not prioritise ongoing development of staff, and rely on standard training courses for the development of staff rather than tailoring it to the individual
- ✘ Do not adopt an empowering, approach with my staff and colleagues
- ✘ Fail to delegate challenging or interesting work, or simply tell people what to do, not allowing for development
- ✘ Accept a low standard of work or step back from dealing with the problem when my initial approach to tackling a performance issue is unsuccessful, rather than trying a different approach

## **PEOPLE SKILLS – Managing People (For all individuals)**

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

- Build a team ethos within and beyond my own area, to deliver the team agenda of my senior manager/team leader
- Give clear, evidence-based feedback to help improve and develop performance
- Make changes to my own behaviour or ways of working in light of feedback

### **... and I will be ineffective if I:**

- ✘ Leave people to struggle without providing coaching, guidance or assistance
- ✘ Take credit for the work of others
- ✘ Delay feedback to others, focus exclusively on either positive or negative performance, and/or don't provide specific information the staff member can work with
- ✘ Engage in intimidating or bullying behaviour

## **PEOPLE SKILLS – Open Communication**

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

- Be open and honest in my communications within and beyond the Treasury
- Consider the impact of communication, and 'prepare the ground' in advance when conveying important / difficult messages
- Tailor style, formality of language, content and channel of communication to the needs and preferences of the audience,
- Demonstrate effective listening, and empathy with stakeholders' positions, before delivering my own response
- Formulate communication strategy and develop communication plans to cascade information

### **... and I will be ineffective if I:**

- ✘ Struggle to deliver difficult messages, particularly with senior, unfamiliar or expert people
- ✘ Use the same communication style and approach in different situations or with different people
- ✘ Produce communication which is misleading, incomplete or factually inaccurate
- ✘ Act as a communication block – preventing information and communication from flowing between different parties
- ✘ Do not demonstrate an appreciation of others' perspectives and ideas in my communications

## High Level Framework

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

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

