

# Skills for Success - Competency Framework

## Competency Framework

The People Strategy sets out the conditions for individuals to thrive and be successful within Scottish Government. **Skills for Success** (SfS) is the competency framework that underpins career planning and skills development. It supports the People Strategy commitment to have “the right people in the right places, with the right skills at the right time” by underpinning our recruitment and performance management systems. It sets out what is fundamental to success in the Scottish Government from Band A to the Senior Civil Service.

The competency framework identifies a set of core skills that everyone should have and be able to demonstrate what ever job they do. As well as the core skills Professional Competency Frameworks support the development of professional groups.

To help you and your line manager understand what is expected of you for each competency, a descriptor outlines what performance should look like at each grade. Your job description and objectives set out **what** needs to be done. The competencies set out **how** it should be done.

The People Strategy talks about “consistently good people management” and the Business Strategy highlights the continued commitment to delivering outcomes for Scotland. To reflect this, the competencies are divided into two key categories **Management and Leadership** and **Delivering Outcomes**.

Review and assess your level of competency against the four descriptors in each competency. The descriptors are not exhaustive; they are a guide. They are not a tick list, but neither are they ‘optional extras’ — success is to continuously demonstrate all the competencies, in all aspects of our work.

## Four Stages of Development

Having an active commitment to your own development sits at the heart of the People Strategy. Use SfS to take stock of your **core** and **professional skills** and identify strengths and gaps.

To help you assess your level of competency, you and your line manager should reflect on your overall expertise in each of the competencies using the **Four Stages of Development** table. This will help you take stock of your skill level and to develop a learning journey that builds year on year.

<b>Developing</b>	<ul style="list-style-type: none"> <li>• <b>Aware</b> of core skill, but needs some support</li> <li>• New in post or limited opportunity to demonstrate</li> </ul>
<b>Competent</b>	<ul style="list-style-type: none"> <li>• Capable <b>practitioner</b>, managing autonomously</li> <li>• Needs support to deal with non-standard situations</li> </ul>
<b>Broadening</b>	<ul style="list-style-type: none"> <li>• Is an <b>expert</b>, copes with non standard issues</li> <li>• Experienced in all aspects of core skill</li> <li>• Needs little or no guidance to deliver results</li> </ul>
<b>Advanced</b>	<ul style="list-style-type: none"> <li>• Recognised as an <b>innovator</b> in core skill area</li> <li>• Respected by peers, acts as a <b>coach and mentor</b></li> </ul>

The People Strategy sets out learning and development that can help to build your **Skills for Success**. At the core of these are ‘on the job’ experiences such as work shadowing, team sessions, conferences, secondments and project working. Mentoring, action learning sets and peer networks are highly effective in building skills and growing awareness. These should be at the heart of the development plan that you discuss with your line manager, drawing on formal training opportunities where necessary.

# SKILLS FOR SUCCESS – Band A Core Skills



<i>Managing and Leading</i>		<i>Delivering Outcomes</i>		
<b>Self Awareness</b>	<b>Team Work</b>	<b>Customer Service</b>	<b>Information Management</b>	<b>Communications and Engagement</b>
Responsible for personal behaviour and is accountable for own actions, health and wellbeing.	Knows and understands the contribution the team makes to the Directorate Plan and Government Purpose.	Knows and understands internal and external customers & how they fit into the SG and the wider public sector.	Uses a range of corporate systems and is aware of security and organisational procedures.	Contributes views, ideas and experience, identifying appropriate methods of communication and target audience.
Aware of personal strengths, takes pride and responsibility for performance at work and is responsive to constructive feedback.	Can be relied on to deliver agreed personal objectives and is aware of how their work connects with the work of others.	Understands customer needs and expectations and responds in a helpful and professional way.	Accesses, manages, stores, retrieves information through effective use of SG Management Information Systems.	Identifies and sources information to produce accurate numeric work and concise, well structured written work using SG guidance.
Adaptable, contributes to and embraces new ways of doing things, seeking the support of others when needed.	Builds networks and maintains good working relationships with colleagues, valuing their contribution and open to different points of view.	Builds positive working relationships with customers and works to agreed time scales and standards of quality.	Shares and presents information of all kinds in an appropriate format, accurately and on time.	Verbal communication is confident, contributing ideas in a clear and concise way.
Identifies personal development needs and actively manages own development plan.	Contributes views, ideas and experience to improve the team's performance, offering and/or seeking practical help when necessary.	Takes responsibility to review and improve customer service, listening to and acting on feedback.	Contributes to the continuous improvement of Management Information Systems.	Inquisitive and actively listens, responding appropriately using clarifying questions to test understanding.

# SKILLS FOR SUCCESS – Band B Core Skills



<b>Managing and Leading</b>		<b>Delivering Outcomes</b>			
<b>Self Awareness</b>	<b>People Management</b>	<b>Communications and Engagement</b>	<b>Improving Performance</b>	<b>Analysis and Use of Evidence</b>	<b>Financial Management</b>
Responsible for personal behaviour and is accountable for own actions, health and wellbeing.	Prioritises and agrees objectives aligned with the Directorate Plans to engage staff, manage workloads and build capacity to deliver.	Engages and is credible with stakeholders and is connected to a range of internal and external networks.	Demonstrates ongoing use of relevant performance improvement tools and techniques including skills development.	Use evidence to assess, measure and evaluate projects and policies, considering the impact on other policies and government outcomes.	Uses accurate and relevant financial data to create objectives and targets relevant to budget responsibilities.
Aware of personal strengths and takes pride and responsibility for performance at work and responsive to constructive feedback.	Credible with staff, creating conditions to build confident effective teams that empower, value, develop and motivate people.	Communicates clear & creative ideas that meet the needs of a range of audiences, ensuring objectives & outcomes are achieved.	Uses SG Programme and Project Management Principles effectively and proportionately.	Engages with analytical specialists at appropriate stages of policy and programme development.	Takes responsibility for the monitoring and controlling of expenditure.
Adaptable and embraces new ways of doing things, contributing ideas and energy to continuous improvement.	Raises performance using constructive challenge, feedback and coaching skills, seeking support and advice from HR professionals when needed.	Produces concise, clear, well structured written work using SG guidance.	Adapts quickly to fit skills and resources to changing circumstances and expectations.	Interrogate analytical and management information to draw out key messages and findings to support decisions.	Understand & apply the principles of Budgeting, Financial Management & Resource Accounting outlined in the Scottish Public Finance Manual.
Takes control of personal and professional development, actively managing own Personal Learning Plan as well as supporting the development of others when needed.	Aware of impact on others and creates a positive environment for innovation, is aware of diversity and equality and supports health and wellbeing.	Considers and communicates the impact of decisions on wider policies and programmes.	Applies risk management principles to decision making and controls opportunities and threats to achieving objectives.	Organises and collates robust information from a variety of sources in decision making, sharing knowledge and information across the wider system.	Maintains regular contact with relevant finance staff, and knows when to seek advice from audit, risk, procurement and finance professionals.

# SKILLS FOR SUCCESS – Band C Core Skills



<b>Managing and Leading</b>		<b>Delivering Outcomes</b>			
<b>People Management</b>	<b>Leading Others</b>	<b>Communications and Engagement</b>	<b>Improving Performance</b>	<b>Analysis and Use of Evidence</b>	<b>Financial Management</b>
Prioritises and agrees objectives aligned with the Directorate Plans to engage staff. Responsive to change, managing workloads and building capacity to deliver.	Communicates a clear vision which supports actions and engages others.	Contributes to and develops clear, creative and detailed policy communication strategies to achieve SG outcomes.	Uses relevant tools, techniques and skills development to facilitate continuous improvement.	Develops policy options and decisions using a range of evidence and research, to ensure that policies are aligned to outcomes.	Interprets and uses accurate financial data to inform decision-making, investment appraisals and risk management implications.
Credible with staff, creating conditions to build confident and effective teams that empower, value, develop and motivate people.	Takes responsibility to deliver consistent services, managing risk and resources to support continuous improvement.	Manages internal and external relationships, creating positive networks and maintaining trust and credibility.	Understands SG Programme and Project management Principles and uses PPM effectively and proportionately	Uses relevant evidence, recognising validity and limitations, in evaluations & assessment of risks against desired outcomes, engaging analytical specialists appropriately.	Delivers objectives within budget, applying procurement policies & procedures and knows when to seek advice from audit, risk, procurement and finance specialists.
Raises performance issues using constructive challenge, feedback and coaching skills, seeking support and advice from HR professionals when needed.	Promotes collaborative working and is able to respond creatively to tough challenges.	Knows when to engage with Communications specialists and considers the impact on other policies and programmes across SG & wider system.	Adapts quickly to fit skills and resources to changing circumstances and expectations.	Captures and securely organises knowledge & information for wider use across the organisation.	Set targets to improve the value achieved from resources, utilising financial data in business cases for change and monitors outcomes using performance measures.
Self aware, recognises impact on others and creates a positive environment which supports diversity and equality and promotes health and wellbeing.	Actively manages authorising environment, making connections across boundaries to build strong networks and partnerships.	Communicates complex information clearly, presenting strategic ideas in a clear and positive way.	Maintains and promotes risk management processes to improve strategic planning and resource allocation.	Shares knowledge and information across the wider system, to obtain best value from it across the wider public service.	Understands the wider public expenditure and financial decision making environment as outlined in the policies of the Scottish Public Finance Manual.

# SKILLS FOR SUCCESS – SCS Core Skills



<i>Managing and Leading</i>			<i>Delivering Outcomes</i>			
<b>People Management</b>	<b>Leading Change</b>	<b>Strategic Thinking</b>	<b>Communications and Engagement</b>	<b>Improving Performance</b>	<b>Analysis and Use of Evidence</b>	<b>Financial Management</b>
Shapes the Directorate Plan to engage and align staff, manage workloads & ensure capacity to deliver.	Communicates a clear vision which supports action and engages others.	Understands, influences and translates strategy into outcome focused solutions.	Understands, influences and translates the wider communications agenda.	Provides a framework to embed continuous improvement, including skills development.	Identifies evidence and analysis requirements for short and long term decision making.	Plans and monitors targets. Identifies & implements ways to improve resource & assets efficiency.
Credible with staff, creating conditions to build confident and effective teams that empower, value, recognise, inspire and motivate people.	Sets a standard by taking responsibility for delivery. Managing risk and resources to drive continuous improvement.	Reframes issues & problems to create opportunities for creative thinking to deliver new ways of working.	Develops clear and creative communications objectives and measurement criteria.	Uses Portfolio, Programme & Project Management effectively and proportionately, including rigorous evaluation of effectiveness.	Works with a wide range of analytical experts to achieve outcomes and goals.	Interprets a wide range of financial information & options to underpin sound decisions, sharing implications for public expenditure with the wider system.
Raises performance using constructive challenge, feedback and coaching skills, using advice from HR when needed.	Leads a way through complex issues and conflicting perspectives.	Accountable for developing and delivering strategic Directorate Plans that continuously raise expectations.	Uses customer insight to deliver policy, identifying appropriate communication channels to target audience needs.	Uses skills and resources effectively to meet changing circumstances and expectations.	Links evidence with specific outputs and outcomes to challenge norms, and identify new ways of working.	Uses a variety of tools and techniques and knows when to seek advice from audit, risk, procurement and finance specialists.
A resilient and self aware role model. Recognises impact on others, creating an environment which supports diversity & equality, health & wellbeing.	Leads & manages the authorising environment, making connections across boundaries to build strong networks and partnerships.	Works collaboratively in the wider system to improve outcomes and deliver high quality public services.	Works with specialists to devise communications strategies and shares experience across the wider system.	Oversees risks to strategic objectives, influencing others to enhance outcomes and aid continuous improvement.	Ensures knowledge and processes are captured and shared across the wider system through wide range of networks.	Assures the highest standards of value for money, internal controls and public sector governance as outlined in the Scottish Public Finance Manual.