



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 and development
- meet line manager needs, eg support key processes effectively such as performance management

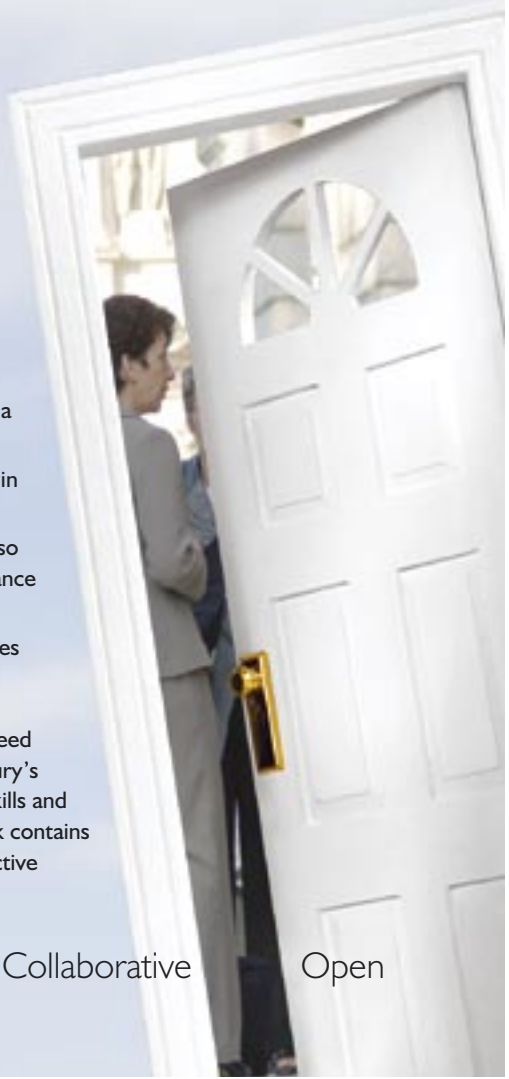
In the Treasury we believe that to do a job well you need to be clear about what is expected of you. The Treasury's Competence Framework identifies the knowledge, skills and abilities you need to do your job well. The framework contains descriptions of behaviours – both effective and ineffective behaviours.

Challenging

Appreciative

Collaborative

Open





## The Treasury competences – Range D

### THINKING SKILLS – Thinking Strategically

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

- Think creatively and develop practical solutions to long-term as well as short-term problems, and encourage others to do the same
- 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
- Manage and mitigate against risks and consequences that could impact on delivery of my objectives
- Take a strategic overview of work and projects and prioritise activities
- Support and contribute to Treasury initiatives as well as priorities in my own area

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

- ✘ Accept others' positions on an issue without question or consideration of their agenda
- ✘ Am cynical about new ideas, or resist change ("I have always done it this way")
- ✘ Judge issues from purely theoretical perspectives without thinking through the practicalities of implementation of policy
- ✘ Over-analyse insignificant details/get caught up in the small details
- ✘ Do not see the "bigger picture" and fail to consider others' perspectives

## **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
- Identify where a situation may require further investigation and ask the right questions to explore an issue and gather relevant evidence
- Identify a problem and structure a process to solve it
- Track progress, and keep relevant data and evidence in line with records management policies
- Research all angles of a problem or issue, making use of data from a wide range of sources (web-sites, networks, academic research and models, stakeholders, colleagues and previous work)

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

- ✘ Take insufficient account of evidence in making decisions, or overlook evidence that does not match my thinking
- ✘ Make unqualified assumptions
- ✘ Am unwilling or unable to draw conclusions based on my research and evidence gathering
- ✘ Do not follow knowledge management procedures
- ✘ Do not achieve solutions, or arrive at solutions which do not address the problem

## **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
- Build internal and external professional networks to keep up-to-date with latest developments in my own area of work
- Stand my ground when challenged, using my expertise to give a professional perspective
- Actively question the way things are done to ensure continuous improvement
- Demonstrate and 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:**

- ✘ Do not keep up to date with developments in my field
- ✘ Avoid development opportunities, and do not support or help people to develop themselves or others
- ✘ Refuse to consider alternative ways to solve problems or issues
- ✘ Do not learn from previous experience (including experience of others)
- ✘ Repeatedly make the same mistakes

## **DELIVERY SKILLS – Managing Resources**

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

- Consider the implications for resources in making decisions and seek more cost-effective ways of working
- Understand the organisation's business model and how my team contributes to its financial objectives
- Liaise with finance experts and use the Treasury's financial management processes and systems
- Deliver to a high standard within the resources allocated (people, budget, time)
- Ensure forecasting and delivery against objectives for any discretionary spending

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

- ✘ Ignore or break business rules with regards to finance and resource management
- ✘ Do not liaise adequately with finance expert/colleagues to enable them to carry out their role
- ✘ Do not forecast, or fail to deliver against forecast for planned discretionary spending
- ✘ Fail to take account of resource planning requirements which apply to my role and immediate colleagues
- ✘ Fail to recognise the impacts of my financial decisions

## **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
- Identify objectives and remain focused on achieving them
- Identify risks that might affect progress and have contingency plans
- Be on time for meetings and appointments, and take a self-disciplined, self-starting approach to getting work done

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

- ✘ Jump into solving problems without taking time to scope requirements
- ✘ Am easily distracted, side-tracked or lose sight of the overall objectives
- ✘ Do not recognise when work goes off-track due to lack of monitoring
- ✘ Do not have clear mile-stones, time-scales and contingency in my plans
- ✘ Fail to manage deadlines effectively

## **DELIVERY SKILLS – Delivering Together**

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

- Build effective working relationships with individuals at all Ranges to communicate issues up and down the management chain
- Take time to explain shared objectives, and track progress so people move forward together
- Build and manage effective partnerships with stakeholders/customers
- Develop trust to maintain reciprocal stakeholder relationships, contacting them informally rather than only because I want something
- Create a collaborative culture, involving others by asking for advice and comments

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

- ✘ Do not involve stakeholders early enough or in an appropriate manner
- ✘ Engage in 'game playing' to advance my own interests
- ✘ Handle stakeholders inappropriately, e.g. being overly firm or making unrealistic demands
- ✘ Come across as arrogant or overly pushy in dealing with internal or external stakeholders
- ✘ Do not think in advance who needs to be involved beyond my own team





## The Treasury competences – Range D

### PEOPLE SKILLS – Appreciating People

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

- Show commitment to diversity; actively promoting and supporting work-life balance, fairness & equality of opportunity
- Be approachable and actively encourage the views of others, whose viewpoint is different to mine
- Recognise and challenge inappropriate behaviour
- Show respect for individuals' circumstances and flexibility in the demands made of them
- Thank people privately and publicly and find varied ways to celebrate success, using financial and non-financial rewards to recognise achievement and effort
- Talk to people informally at work
- Find out about people's work experience and skills

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

- ✘ Allow behaviour that devalues others to go unchallenged or contribute towards a blame culture in work environment
- ✘ Talk to other people about private / personal discussions
- ✘ Fail to appreciate abilities & objectives of others, or do not realise they differ from my own
- ✘ Dismiss or patronise others for their new ideas
- ✘ Make assumptions about another person's level of knowledge

## **PEOPLE SKILLS –**

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

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

- Identify and support the development of individuals and the team, considering and adapting my approach when coaching diverse people
- Hold regular one-to-one and team meetings to facilitate development, ensure knowledge sharing and encourage a focus on objectives
- 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
- Praise people for work well done
- Take prompt action with individuals who are underperforming
- Set and review stretching but achievable objectives and standards with clear success criteria
- Work to understand the reasons for change & help engage others in the change process

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

- ✘ Do not set objectives for staff or make time when they want to discuss their performance
- ✘ Do not 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 does not succeed, rather than trying a different approach
- ✘ Fail to, or do not understand when to seek advice from HR for staff management issues
- ✘ Double check every detail of delegated work, or take over work that is sub-standard rather than tackling performance issues directly

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

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

- Review my own performance and seek feedback from others
- 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 assistance
- ✘ Dismiss feedback provided by others or react to it in a hostile manner
- ✘ Intimidate others or use bullying behaviour
- ✘ Take credit for the work of others

## **PEOPLE SKILLS – Open Communication**

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

- Tailor communication (briefing, presentation, etc) to the audience
- Provide a professional and credible view when representing the team and department
- Listen effectively, and show empathy with others' positions
- Create and present material/policy effectively and in a balanced manner, highlighting constraints
- Communicate in a clear, structured, succinct and specific manner to build credibility

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

- ✘ Produce communication which is misleading, incomplete or factually inaccurate
- ✘ Do not show an appreciation of others' perspectives in my communications
- ✘ Struggle to deliver difficult messages, particularly with senior, unfamiliar or expert people
- ✘ Act as a communication block – preventing information flowing between different parties
- ✘ Do not appreciate who else needs to be involved in communication activities

## 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*

