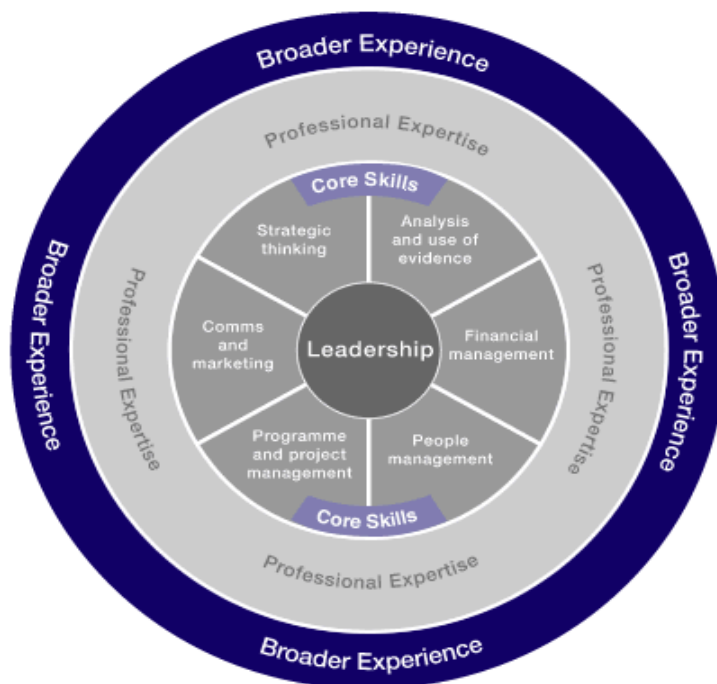


## Professional Skills for Government (PSfG) framework – guidance



**Leadership** qualities sit at the centre of the PSfG framework. The roles the NICS expects leaders to play are detailed in the accompanying tables.

Leadership is supplemented by six **core skills** which are applicable at all levels of the SCS:

- Analysis and use of evidence
- People management
- Financial management
- Programme and project management
- Communications and marketing
- Strategic thinking

The way each skill is used will vary from role to role. It is not the intention that they should act as a 'tick list' but should be used as a menu from which to identify those most critical and relevant to the job.

Each skill is broken down into evidence requirements and will be applied on a cumulative basis. This will mean that you may need to draw on skills that you have developed earlier in your career.

The difference in skills definitions between SCS grades is determined by:

- The scale on which the skill is being used;
- The contribution that the individual's use of the skill makes to the outcome;
- The degree of autonomy the individual has in using that skill

In some instances further differentiation is provided by the degree of underpinning knowledge an individual is required to have.

The framework also covers:

- **Professional expertise**, job specific professional skills. These will be defined in line with the specific requirements of your job;
- **Broader experience** - depth and breadth of experience are important if you are working in the SCS. Deep professional knowledge accumulated progressively during the course of a career is essential to operate at senior levels. Work is frequently complex in nature and requires a profound understanding of the impacts and interactions with individuals, organisations and other sectors of the economy.