

Professional Skills for Government Leadership and Core Skills for NICS Grade 5

Leadership		
Leadership	<p>The three roles the service expects leaders to play are:</p> <ul style="list-style-type: none"> • Provide/Set Direction – Inspire, seize opportunities, take tough decisions • Deliver results – Work with Stakeholders, Focus on impact, Challenge and Improve • Develop our people – Innovate, grow from experience, get the best from everyone 	<p>A leader is at the heart of the organisation, emphasising ‘live our values’ by:</p> <ul style="list-style-type: none"> • Self Awareness – knowing and being true to yourself • Self Confidence – being open to learning; using that learning to improve your own performance and that of your organisation • Team Working – using your ability to build relationships – with your teams, peers, partners, and stakeholders – to fulfil your role • Your recognition that collective, collaborative and corporate leadership across functional and organisational boundaries will be necessary to successfully deliver outcomes <p>Individuals in the civil service will have different leadership styles but the outcomes the service is aiming to achieve and the roles leaders are expected to play should be in common.</p>

Core Skills		
Analysis and use of Evidence	<p>Predicts and secures appropriate evidence as a basis for decisions, including testing for deliverability and preparing for evaluation</p>	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • how you manage the process of commissioning evidence • how you use existing mechanisms, or put them in place, to ensure decisions relating to policies, projects and programmes are informed by evidence <p>And provide evidence of:</p> <ul style="list-style-type: none"> • having commissioned, or discussed the commissioning of, evidence • using existing mechanisms, or putting such mechanisms in place
	<p>Links evidence with specific outputs to challenge decision-making and identifies ways to improve its quality and use</p>	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • how you systematically consider and review evidence informing decisions • how you work with evidence providers to identify the scope for improving the quality or usefulness of evidence in future <p>And provide evidence of:</p> <ul style="list-style-type: none"> • having provided appropriate feedback on the strengths and limitations of evidence to providers • having used different types of evidence in making proposals for decision, showing the link between the evidence and the proposal, including assessing how the decision would be delivered

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	Champions use of a variety of tools in collecting and analysing evidence, balancing needs and concerns of users and suppliers	To meet this requirement you need to be able to understand and explain: <ul style="list-style-type: none"> • how to manage the differing needs and interests of users and suppliers • the limitations of evidence, and how to manage risk and uncertainty And provide evidence of: <ul style="list-style-type: none"> • having brought together users and suppliers to discuss the quality and completeness of the evidence base • encouraging suppliers to describe the limitations of evidence when making or proposing a decision
	Ensures deployment of evidence is consistent with wider government requirements	To meet this requirement you need to be able to understand and explain: <ul style="list-style-type: none"> • what evidence is already available elsewhere in government • when to consult with others involved in related areas to ensure government gains maximum value from evidence, both in commissioning new evidence and in sharing results And provide evidence of: <ul style="list-style-type: none"> • liaising with others outside your own work area about existing evidence • systematic assessment of the potential to add value to newly commissioned evidence
	Works in partnership with a wide range of analytical experts to achieve organisation's goals	To meet this requirement you need to be able to understand and explain: <ul style="list-style-type: none"> • how to oversee a project in the way which makes the best use of the relevant experts And provide evidence of: <ul style="list-style-type: none"> • overseeing a project or a convincing account of how you would go about this
Financial Management	Influences the organisation's business model and is adept at communicating it to internal and external audiences	To meet this requirement you need to be able to understand and explain: <ul style="list-style-type: none"> • the strategic financial imperatives within the business model and underpinning strategies and policies • how your business area contributes to these financial imperatives • how you can influence the delivery of financial targets and future financial shape of the business And provide evidence that you have: <ul style="list-style-type: none"> • influenced the strategic development of the business plan, including the financial elements • set goals and budgets for your business area that are directly linked to the long - and short-term corporate plan • led regular team briefings to set direction and assess progress against the business plan, including financial performance and targets • undertaken external presentations to stakeholders which included the financial context for strategies, policies, or decisions
	Plans, agrees and monitors the delivery of stretching targets. Identifies and implements innovative ways to improve efficiency and effectiveness in the use of resource and assets	To meet this requirement you need to be able to understand and explain: <ul style="list-style-type: none"> • the underlying assumptions of the organisation's business plan • how to optimise the use of assets, working capital and cash in the delivery of targets And provide evidence that you have: <ul style="list-style-type: none"> • used comparative data (e.g. benchmarking) to develop and challenge performance levels • applied knowledge to cost behaviours to identify potential inefficiencies and taken action to reduce or control costs

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	Interprets a wide range of financial information (including corporate financial reports) to make management decisions. Competent when approving investment appraisals	To meet this requirement you need to be able to understand and explain: <ul style="list-style-type: none"> • the availability of internal and external financial data across the organisation and what to ask for to support your decision making and forecasting • how you would like management information to be developed to enhance future decision making • what constitutes a rigorous business case or policy proposal and the key financial variables you look for when reviewing cases And provide evidence that you have: <ul style="list-style-type: none"> • bid for appropriate budgets, and challenged bids from staff and peers • line-managed resources actively, assessing different sources and methods to maximise value achieved • demonstrated a bias for action and decision-making
Financial Management (continued)	Provides assurance to the Board on the achievement of the highest standards of internal controls and public sector governance	To meet this requirement you need to be able to understand and explain: <ul style="list-style-type: none"> • the role of internal and external audit • principles and methods of corporate governance • presentation of accounting information And provide evidence that you have: <ul style="list-style-type: none"> • encouraged ethical and soundly based business practice in your area of responsibility • worked with internal and external auditors on regularity audit • represented and advocated public sector values and practices to non-government organisations • provided Parliament and public with transparent financial data
	Works in partnership with finance experts to achieve organisation's goals	To meet this requirement you need to be able to understand and explain: <ul style="list-style-type: none"> • respective contribution of finance and other professional staff to departmental goals • the performance of your area of responsibility in financial terms both to Finance and your management team And provide evidence that you have: <ul style="list-style-type: none"> • involved finance professionals in strategy development and performance tasking for your area • reviewed financial accounting and reporting issues in your area with financial professionals • communicated openly
People Management	Able to develop team capability in line with business plan and organisational vision	To meet this requirement you need to be able to understand and explain: <ul style="list-style-type: none"> • how capabilities are linked to organisational success • short and long-term development strategy And provide evidence of: <ul style="list-style-type: none"> • effective workforce planning to meet requirements of business plan • how capabilities are linked to performance

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	Able to coach and develop individuals and teams for high performance	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • advanced techniques for coaching • the application of talent management planning • short and long-term development strategy • the organisation's values and how this affects the vision • how to create and maintain a positive working environment <p>And provide evidence of:</p> <ul style="list-style-type: none"> • active management of PSG standards and gateways • acting as a mentor for a higher performer • developing others leading to improved performance • successful delivery of development strategy
People Management (continued)	Champions equality and diversity, and promotes best practice	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • the benefits and barriers to promoting diversity initiatives • the need to take account of equal opportunities within all areas of people management <p>And provide evidence of:</p> <ul style="list-style-type: none"> • acting as a role model for promoting diversity • leading on diversity initiatives • reducing risk of discrimination through the application of departmental policy and legislation
	Able to manage change effectively identifying resistance, building engagement and involvement, and rewarding innovation	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • how to manage people effectively through the change process • the individual's 'change curve' • change management techniques and tools • the principles of organisational design • departmental policy and employment law to meet corporate and legislative requirements <p>And provide evidence of:</p> <ul style="list-style-type: none"> • advocating for change and leading by example • successful management of significant change requiring people's engagement • leading and facilitating focus groups • implementation of an improved team structure
	Works in partnership with HR experts to achieve organisation's goals	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • the role of HR Business Partner and how to work effectively together • the relationship with Trade Union side and their agenda • how to use HR systems, processes and technology to improve delivery <p>And provide evidence of:</p> <ul style="list-style-type: none"> • working in partnership with HR to resolve issues and find solutions

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		<ul style="list-style-type: none"> • successful use of HR services • acting within framework of HR policy and supporting changes to meet organisational needs
Programme and Project Management	Takes responsibility for the definition and successful delivery of programme benefits through cost effective measurement processes. Can oversee the development and delivery of a viable business case	<p>You need to provide evidence that you have:</p> <ul style="list-style-type: none"> • agreed the definition of a programme's benefits • defined success criteria to assess performance • ensured that cost effective measurement processes are in place • overseen the development of a business case and challenged it where necessary, considering the impact of factors such as technology and market trends • ensured that the business case remains viable throughout the programme or project
	Anticipates, manages and monitors programme/project risks, including by using market knowledge and networks	<p>You need to provide evidence that you have:</p> <ul style="list-style-type: none"> • ensured programme and project risks are identified, analysed, and evaluated • developed and recommended options for reducing risk to a level of acceptability and ensured risk is controlled • reported progress to the next level of project/programme governance
	Ensures effective communications with stakeholders	<p>You need to provide evidence that you have:</p> <ul style="list-style-type: none"> • analysed, evaluated, and prioritised stakeholders with reference to their contribution, influence and interest • ensured effective stakeholder communications takes place and managed stakeholder expectations
	Ensures OGC Gateway reviews are commissioned and contributed to appropriately	<p>You need to provide evidence that you have:</p> <ul style="list-style-type: none"> • commissioned and/or contributed to the review of your programme or project
	Works in partnership with PPM experts to achieve organisation's goals	<p>You need to provide evidence that you have:</p> <ul style="list-style-type: none"> • approved an appropriate programme or project governance framework, including resourcing the right level of PPM expertise • reviewed, challenged and approved key programme/project documentation • ensured that PPM and commercial experts are consulted at an early stage, and their professional advice respected

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<p>Communications and Marketing</p>	<p>Uses communications and marketing to put the citizen at the heart of policy development and operations</p>	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • how to use research and insight to understand who the potential customers of your policy/service are • the relevance of your message to your audience • how to engage your customers and stakeholders in a continuous two way dialogue <p>And provide evidence of:</p> <ul style="list-style-type: none"> • mapping out all key stakeholders and ensuring end user perspectives and insights are built into all policy and operational processes • using market research to shape and inform policy/service development • sharing research across departments • a two-way dialogue between you and your team and the citizen/customer • direct and unmediated communication • productive working relationships with stakeholders and partners • cooperation with colleagues to produce policies/services which meet customer needs • evaluation findings being fed back into the beginning of the policy cycle to continuously improve delivery
	<p>Understands and uses cross departmental customer segmentation, identifies consumer/citizen needs and understands the range of communications channels</p>	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • how to access segmentation information on groups relevant to your policy/service area, available from other departments • how to segment by user need, perception and behaviour • the needs of your audiences, both internal and external • which communications methods of delivery are most relevant to your business • where you can best use your partners and stakeholders to engage your customers • the resource requirements of communications activity • the local and regional impact of your policy/delivery <p>And provide evidence of:</p> <ul style="list-style-type: none"> • how you have used segmentation to devise products and influence policy and service development to address citizen/customer needs • how you have used segmentation information about citizen/customer needs to shape policy and service delivery • your staff having opportunities to hone their understanding and awareness of segmentation, communications and marketing issues • your awareness of the full range of communications channels • securing appropriate resources for communications and marketing activity which provides VfM

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<p>Communications and Marketing (continued)</p>	<p>Aligns policy and delivery with clear communications objectives and measurement criteria</p>	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • how your business objectives and communications objectives link together and add value to each other • how and why sharing information at an early stage leads to better, more efficient working • how internal communications can be used to engage staff to help deliver the business <p>And provide evidence of:</p> <ul style="list-style-type: none"> • developing motivating, added value customer propositions and messages • communication being integrated at an early stage to help identify opportunities, handle risk and solve problems • collaborating with communications colleagues to produce integrated communications strategies • how you have aligned your policy/operational activity with the department's overarching corporate communication strategy • staff in your business area engaging with and understanding key communications and marketing objectives • ensuring your resources for communications and marketing activity includes funds for evaluation
	<p>Understands the wider ministerial and communications agenda across the department and government</p>	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • the impact of propriety issues relating to communications • the ministerial context – needs and demands • the environment in which communications will take place • the news value of your work • your role as spokesperson for your policy/service internally and externally, as appropriate <p>And provide evidence of:</p> <ul style="list-style-type: none"> • devising business objectives grounded in a realistic environment • identifying and sharing information on the issues for those affected/possibly affected by your policy/service area • contributing your knowledge of external agendas and issues to communications strategies • identifying risks early on to decrease the need for reactive communications activity • having realistic expectations of media coverage • working in conjunction with communications colleagues to shape and convey key messages to build a story about your policy area/service • how you have facilitated joined up communication that tells a story involving several departments/initiatives

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<p>Communications and Marketing (continued)</p>	<p>Works in partnership with communications and marketing to achieve organisation's goals</p>	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • the role of communications and marketing • your role as an intelligent customer • intelligent evaluation of the work of communications and marketing colleagues <p>And provide evidence of:</p> <ul style="list-style-type: none"> • productive working relationships with communications and marketing colleagues so that you engage citizens/customers in a trusted, relevant and timely way • your staff providing communications and marketing colleagues with information necessary to do their job • your staff involve communications colleagues in the right issues at the right time
<p>Strategic Thinking</p>	<p>Knows how to influence department's strategy and priorities</p>	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • the process of strategy development within the department • the department's strategic priorities and the underlying analysis and rationale <p>And can provide evidence that you have:</p> <ul style="list-style-type: none"> • contributed to the department's strategy and priorities by identifying the trade-offs, tensions and conflicts that need to be managed
	<p>Knows about and understands government priorities, wider policy, environment and institutional constraints, and how to translate these into overall strategic direction of the department and government as a whole into effective delivery of own work area</p>	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • the Government's priorities, including how they have been reached • the institutional constraints within which your department and others work • how the overall strategic direction of your department and government informs and drives your work area <p>And can provide evidence that you have:</p> <ul style="list-style-type: none"> • attended events (for example, networking) that would allow you to understand government priorities, and their related rationale • made the link between your work area and the department's overall strategic direction
	<p>Knows how to identify, understand and take account of key strategic drivers affecting the delivery system, including the potential impact of ICT</p>	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • what the key strategic drivers affecting the delivery system are and how they affect the system • the evidence that supports your analysis of the key strategic drivers <p>And can provide evidence that you have:</p> <ul style="list-style-type: none"> • considered the wide range of potential drivers affecting the delivery system • taken account of the key strategic drivers in the way the delivery system is designed (for example, by pointing to scoping documents, implementation plans etc)

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Strategic Thinking (continued)	Knows and deploys a range of strategic analysis tools	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • the different features and purposes of a range of strategic analysis tools • the circumstances in which each strategic analysis tool is most useful • the advantages and drawbacks associated with the range of strategic analysis tools <p>And can provide evidence that you have:</p> <ul style="list-style-type: none"> • taken steps to better understand the range of strategic analysis tools available • deployed appropriate tools on specific projects
	Work in partnership with internal and external strategy experts to achieve organisation's goals	<p>To meet this requirement you need to be able to understand and explain:</p> <ul style="list-style-type: none"> • who the relevant strategy experts are in your area, and what they contribute in the way of new knowledge to your work area <p>And can provide evidence that you have:</p> <ul style="list-style-type: none"> • made links with all of the relevant internal and external strategy experts • used the knowledge gleaned from the relevant internal and external strategy experts in your day-to-day work