

Utility Regulator Competence Framework

About this framework

The competency framework will support a number of key initiatives in the HR Strategy, including the implementation of a new performance management system, improved staff resourcing, leadership development and learning and development.

The competency framework sets out how all of us in the Utility Regulator (UR) should work. It puts values of best practice, united team, collaborative, cooperate, Listen, explain, make a difference, integrity at the heart of everything we do, and it aligns to the three high-level leadership behaviours that every civil servant needs to model as appropriate to their role and level of responsibility: Set Direction; Engage People and Deliver Results.

Competencies are the skills, knowledge and behaviours that lead to successful performance. The framework outlines ten competencies, which are grouped into three clusters as set out above. For each competency there is a description of what it means in practice, and some examples of effective and ineffective behaviours at all levels.

The framework is made up of ten competencies. Below is a list of all of the competencies with a high-level summary of each one.

Strategic Cluster – Setting Direction

1. Seeing the Big Picture

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with, and supports, organisational objectives and the wider public needs. For all staff, it is about focusing your contribution on the activities which will UR strategy and work-plan goals and deliver the greatest value. At senior levels, it is about understanding the political context and taking account of wider impacts, including the broader legislative agenda, to develop long term implementation strategies that maximise opportunities to add value to the citizen, support economic, sustainable growth and help to deliver the UR's priorities.

2. Changing and Improving

People who are effective in this area are responsive, innovative and seek out opportunities to create effective change. For all staff, it is about being open to

change, suggesting ideas for improvements to the way things are done, and working in 'smarter', more focused ways. At senior levels, this is about creating and contributing to a culture of innovation and allowing people to consider and take managed risks. Doing this well means continuously seeking out ways to improve policy development and implementation and building a more flexible and responsive UR. It also means making use of alternative delivery models including digital and shared service approaches where possible.

3. Making Effective Decisions

Effectiveness in this area is about being objective, using sound judgement, evidence and knowledge to provide accurate, expert and professional advice. For all staff, it means showing clarity of thought, setting priorities, analysing and using evidence to evaluate options before arriving at well reasoned, justifiable decisions. At senior levels, leaders will be creating evidence based strategies, evaluating options, impacts, risks and solutions. They will aim to maximise return while minimising risk and to balance political, legislative, social, financial, economic and environmental considerations to provide sustainable outcomes.

People Cluster – Engaging People

4. Leading and Communicating

At all levels, effectiveness in this area is about leading from the front and communicating with clarity, conviction and enthusiasm. It is about supporting principles of fairness of opportunity for all and a dedication to a diverse range of citizens. At senior levels, it is about establishing a strong direction and a persuasive future vision, managing and engaging with people with honesty and integrity, and upholding the reputation of the UR.

5. Collaborating and Partnering

People skilled in this area create and maintain positive, professional and trusting working relationships with a wide range of people within and outside the NICS, to help to achieve business objectives and goals. At all levels, it requires working collaboratively, sharing information and building supportive, responsive relationships with colleagues and stakeholders, whilst having the confidence to challenge assumptions. At senior levels, it is about delivering business objectives through creating an inclusive environment, encouraging collaboration which may cut across departmental, organisational and wider boundaries. It requires the ability to build constructive partnerships and effective relationships with senior stakeholders.

6. Building Capability for All

Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it is about being open to learning and keeping their knowledge and skill set current and evolving. At senior levels, it is about ensuring a diverse blend of capability and skills is identified and developed to meet current and future business needs. It is also about creating a learning and knowledge culture across all levels in the organisation to inform future plans and transformational change.

Performance Cluster – Delivering Results

7. Delivering Value for Money

Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve a good mix of quality and effectiveness for the least outlay, thus reducing the risk of fraud and error. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money. At senior levels, effective people embed a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the UR maximises its strategic outcomes within the resources available.

8. Managing a Quality Service

Effectiveness in this area is about being organised to deliver service objectives and striving to improve the quality of service, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality and efficient service, applying programme and project management approaches appropriately and effectively to support service delivery. At senior levels, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services.

9. Delivering at Pace

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it is about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. It is also about leaders providing the focus and energy to drive activities forward through others and encourage staff to perform effectively during challenging and changing times. At senior levels, it is about building a performance culture to deliver outcomes with a firm

focus on prioritisation and addressing performance issues resolutely, fairly and promptly.

10. Achieving Outcomes through Commercial Partners and Contracts

Being effective in this area is about maintaining an economic, long-term focus in all activities. For all, it is about having a commercial, financial and sustainable mindset to ensure all activities and services are delivering added value and working to stimulate economic growth. At senior levels, it is about identifying economic, market and customer issues and using these to promote innovative business models, commercial partnerships and agreements to deliver greatest value; and ensuring tight commercial controls of finances, resources and contracts to meet strategic priorities.

Competencies	Descriptor
Strategic Cluster - Setting Direction	<p>Strategy - Shaping and delivering UR strategy and work-plan</p> <p>Governance - Contributing and conforming to highest standards of business governance and managing risk</p> <p>Regulation Knowledge/Skills - Understands regulation/legislation framework within which the organisation operates and its impact on the organisation's purpose</p> <ol style="list-style-type: none"> 1. Seeing the Big Picture 2. Changing and Improving 3. Making Effective Decisions
People Cluster - Engaging People	<p>People - Develop teams and individuals to enhance performance and meet business objectives</p> <p>Relationship Management - Builds and sustains internal and external relationships to foster a climate of openness, respect, cooperation and positive challenge</p> <ol style="list-style-type: none"> 4. Leading and Communicating 5. Collaborating and Partnering 6. Building Capability for All

Competencies	Descriptor
Performance Cluster - Delivering Results	<p>Analytical Rigour - Using analysis to find effective innovative solutions</p> <p>Managing Resources - Efficiently manage a variety of resources to deliver quality outputs</p> <ul style="list-style-type: none">7. Delivering Value for Money8. Managing a Quality Service9. Delivering at Pace10. Achieving Outcomes through Commercial Partners and Contracts

Strategic Cluster – Setting Direction

Shaping and delivering UR strategy and work-plan

1. Seeing the Big Picture

Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with, and supports, organisational objectives and the wider public needs. For all staff, it is about focusing your contribution on the activities which will UR strategy and work-plan goals and deliver the greatest value. At senior levels, it is about understanding the political context and taking account of wider impacts, including the broader legislative agenda, to develop long term implementation strategies that maximise opportunities to add value to the citizen, support economic, sustainable growth and help to deliver the UR's priorities.

Strategy - Shaping and delivering UR strategy and work-plan

Regulation Knowledge/Skills - understands regulation/legislation framework within which the organisation operates and its impact on the organisation's purpose

Grade: Senior Management Team

Effective Behaviour – People who are effective are likely to...	Ineffective Behaviour – People who are ineffective are likely to...
<ul style="list-style-type: none"> Anticipate and predict the long-term impact of national and international developments, including economic, political, legislative, environmental, social and technological, on own business area. Identify and shape how own business area fits within and supports the work of the UR. 	<ul style="list-style-type: none"> Have limited insight into the change and developments surrounding own business area. Give limited attention to the bigger issues and interactions across and outside the UR when defining strategy. Lack insight into the wider context for own business area – take a simplistic perspective on the issues and concerns of stakeholders.

<ul style="list-style-type: none"> • Develop an in-depth insight into customers, services, communities and markets affected by their business area and the wider public sector context. • Create joined-up strategies and plans that have positive impact and add value for stakeholders. • Shape strategies and plans which help put into practice and support the UR's Corporate Strategy and long-term direction. • Develop insight into the dynamics and issues relating the NICS and UR including political, legislative, economic, social, environmental and technological impacts. • Clarify and shape the UR's role and purpose in delivering UR's work program priorities for the public and economic good. • Articulate the UR's Corporate Strategy and help people to see their role within it. • Create clear long-term strategies focused on adding value to the consumers and making real, lasting change beyond the UR. • Fully engage with and utilise Non-Executive Directors' wider experience and knowledge to support strategic decision making. 	<ul style="list-style-type: none"> • Develop strategies and plans with limited reference to the impact and value they will bring to the key stakeholders now and in the future. • Maintain a narrow perspective – allow own area to become out of step or work against the overall objectives of the UR • Focus on short-term concerns, neglect long-term thinking about evolving and future issues and considerations for the UR • Show limited insight into the NI Executive's and NIC's expectations of the UR generating value and growth. • Focus on own immediate area of concern and not see interconnections across the UR.
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2. Changing and Improving

People who are effective in this area are responsive, innovative and seek out opportunities to create effective change. For all staff, it is about being open to change, suggesting ideas for improvements to the way things are done, and working in 'smarter', more focused ways. At senior levels, this is about creating and contributing to a culture of innovation and allowing people to consider and take managed risks. Doing this well means continuously seeking out ways to improve policy development and implementation and building a more flexible and responsive UR. It also means making use of alternative delivery models including digital and shared service approaches where possible.

Grade: Senior Management Team

Effective Behaviour – People who are effective are likely to...	Effective Behaviour – People who are ineffective are likely to...
<ul style="list-style-type: none"> • Seek and encourage ideas, improvements and measured risk-taking within own area to deliver better approaches and services. • Encourage a culture of imaginative thinking, seek to expand mindsets and genuinely listen to ideas from employees and stakeholders. • Identify step changes that quickly transform flexibility, responsiveness and quality of service. • Challenge the status quo in own and related business areas to achieve value-adding improvements and change. • Lead the transformation of services to users, moving to a digital approach whenever possible. • Create effective plans, systems and governance to manage change and respond promptly to critical events. • Challenge bureaucratic decision making, resourcing structures and processes across the UR to create a lean, flat and effective organisation. 	<ul style="list-style-type: none"> • Restrict changes to own portfolio – do not integrate or align with • change in other areas. • Create a punitive environment for risk taking and responsive decision making – show intolerance of mistakes. • Allow own area to become outdated and out of step with evolving changes and wider service requirements. • Contribute to a culture of inertia across own portfolio of activities by focusing managers on delivering things as they always have. • Miss opportunities to use alternative delivery models. • Adopt an unsystematic approach to change management – cause confusion about priorities and timelines. • Create tolerate bureaucracies and inefficient ways of working which hinder effectiveness

<ul style="list-style-type: none"> • Seek out opportunities for innovation and have the courage to take risks and make step changes to how things are done. • Rethink systems and partnership approaches to simplify the UR internal and external relationships • Create a culture of flexibility and responsiveness, mobilising the UR to respond swiftly to changing priorities. • Challenge the status quo and accepted assumptions at the highest levels across stakeholder organisations • Consider fully the impact of change on organisation culture, wider Government structures and economic growth. • Seek and encourage ideas, improvements and measured risktaking within own area to deliver better approaches and services. • Encourage a culture of imaginative thinking, seek to expand mindsets and genuinely listen to ideas from employees and stakeholders. • Identify step changes that quickly transform flexibility, responsiveness and quality of service. • Challenge the status quo in own and related business areas to achieve value-adding improvements and change. • Lead the transformation of services to users, moving to a digital approach whenever possible. • Create effective plans, systems and governance to manage change and respond promptly to critical events. • Challenge bureaucratic decision making, resourcing structures and processes across the UR to create a lean, flat and effective organisation. 	<ul style="list-style-type: none"> • Argue to retain the status quo, support current approaches, activities and processes without challenge, avoiding innovations and risks. • Continue with ineffective systems and partnership approaches. • Tolerate colleagues operating in rigid, bureaucratic ways. • Support incremental improvements within isolated areas rather than any fundamental shifts in approach. • Adopt a piecemeal approach to change management, focusing on tasks at the expense of culture and morale.
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<ul style="list-style-type: none">• Seek out opportunities for innovation and have the courage to take risks and make step changes to how things are done.• Rethink systems and partnership approaches to simplify the UR internal and external relationships• Create a culture of flexibility and responsiveness, mobilising the UR to respond swiftly to changing priorities.• Challenge the status quo and accepted assumptions at the highest levels across stakeholder organisations• Consider fully the impact of change on organisation culture, wider Government structures and economic growth.	
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3. Making Effective Decisions

Effectiveness in this area is about being objective, using sound judgement, evidence and knowledge to provide accurate, expert and professional advice. For all staff, it means showing clarity of thought, setting priorities, analysing and using evidence to evaluate options before arriving at well reasoned, justifiable decisions. At senior levels, leaders will be creating evidence based strategies, evaluating options, impacts, risks and solutions. They will aim to maximise return while minimising risk and to balance political, legislative, social, financial, economic and environmental considerations to provide sustainable outcomes.

Governance - contributing and conforming to highest standards of business governance and managing risk

Regulation Knowledge/Skills - understands regulation/legislation framework within which the organisation operates and its impact on the organisation's purpose

Grade: Senior Management Team

Effective Behaviour – People who are effective are likely to...	Ineffective Behaviour – People who are ineffective are likely to...
<ul style="list-style-type: none"> • Interpret a wide range of economic, political and national pressures and influences to develop strategies. • Weigh up competing views to generate ways forward which will meet organisational goals. • Ensure involvement and consultation, where necessary, and take decisive action as required. • Articulate options and large-scale reputational risks and impacts, including political, legislative, economic, environmental, and social, and recommend plans to manage and mitigate. • Take quick, confident decisions at a strategic level to move things forward. 	<ul style="list-style-type: none"> • Give limited consideration to long-term sustainability or diversity impacts when shaping strategy. • Have to continually revisit decisions due to lack of or poor quality analysis and evidence. • Fail to follow a broad consultation process when coming to key decisions. • Provide advice without full consideration of risk, scenarios and options. • Constantly change decisions based on new opinions, information or challenge. • Overlook key information relating to cost and implementation issues.

<ul style="list-style-type: none"> • Outline direction of travel, recommendations and decisions of their area, taking account of financial and implementation issues. • Navigate and balance a range of economic, political, national and international pressures to shape the UR's strategy and priorities. • Swiftly analyse complex and ambiguous data to provide clarity of thinking to key stakeholders. • Involve special advisers, stakeholders and partners in making recommendations or decisions early on and continue to engage them. • Identify and evaluate risks and options and develop directorate -wide strategies to manage and mitigate. • Make unpopular decisions if appropriate and defend them at the highest level when required. • Give unbiased advice to Board based on robust analysis, not just what is welcomed. 	<ul style="list-style-type: none"> • Omit consideration of sustainable long-term development in strategy and give limited consideration to legislative, social, environmental or economic factors in analysis. • Lack confidence in making decisions when the situation is unclear and constantly call for more information. • Provide recommendations or decisions without full and proper consultation. • Provide advice without full evaluation of risk, scenarios and options. • Constantly change decisions based on new options, information or challenge. • Opt to give advice which the Board /stakeholder wants to hear and ignore contrary evidence.
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People Cluster – Engaging People

4. Leading and Communicating

At all levels, effectiveness in this area is about leading from the front and communicating with clarity, conviction and enthusiasm. It is about supporting principles of fairness of opportunity for all and a dedication to a diverse range of citizens. At senior levels, it is about establishing a strong direction and a persuasive future vision, managing and engaging with people with honesty and integrity, and upholding the reputation of the UR.

Relationship Management - builds and sustains internal and external relationships to foster a climate of openness, respect, cooperation and positive challenge

Grade: Senior Management Team

Effective Behaviour – People who are effective are likely to...	Ineffective Behaviour – People who are ineffective are likely to...
<ul style="list-style-type: none"> • Lead from the front, communicating and motivating people towards stretching goals. • Actively promote the UR's reputation externally and internally – publicise successes widely. • Inspire staff and delivery partners to engage fully with long term vision and purpose of the UR, supporting them to make sense of change. • Actively promote diversity and equality of opportunity inside and outside the UR. • Communicate with conviction and clarity in the face of tough negotiations or challenges. 	<ul style="list-style-type: none"> • Unable to translate, articulate and inspire people around vision and goals. • Avoid activities to build profile within or outside the UR. • Make limited effort to create clarity for others around strategy or purpose, leave staff to work through changes on their own. • Disregard the need to consistently promote good diversity practice. • Back down readily in the face of challenge or tough negotiations. • Have limited drafting or oral communication skills; use the same communication style for all.

<ul style="list-style-type: none"> • Demonstrate high standards of written and oral communications; briefings and submissions have appropriate clarity, content and style. • Influence external partners, stakeholders and customers successfully – secure mutually beneficial outcomes. • Actively develop and protect the reputation of the UR; create a sense of pride. • Shape, promote and exemplify desired UR values and cultures. • Be highly articulate, and be credible at the most senior levels across and outside the UR, consistently delivering inspiring, engaging and meaningful messages about the future direction. • Engage positively in debate and seek to resolve issues with peers across the UR. • Demonstrate insight into the link between the moral and business case for equality and diversity and achieving organisational priorities. • Network effectively and negotiate with and influence external partners, stakeholders and customers successfully at the highest levels. 	<ul style="list-style-type: none"> • Lose focus under pressure and neglect the need to agree joint outcomes. • Overlook opportunities to champion achievements of employees in the UR. • Act in ways which are at odds with desired culture and values – damages the UR leadership reputation internally and externally. • Lack confidence or impact at high levels, struggle with media spotlight, miss opportunities to communicate messages or give a confused or uninspiring narrative about what is important. • Operate independently, rarely asking for input from senior colleagues and communicating infrequently. • Disregard the link between the moral and business case for diverse and sustainable outcomes. • Lack insight into the different motivations and agendas of the variety of stakeholders.
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5. Collaborating and Partnering

People skilled in this area create and maintain positive, professional and trusting working relationships with a wide range of people within and outside the UR, to help to achieve business objectives and goals. At all levels, it requires working collaboratively, sharing information and building supportive, responsive relationships with colleagues and stakeholders, whilst having the confidence to challenge assumptions. At senior levels, it is about delivering business objectives through creating an inclusive environment, encouraging collaboration which may cut across departmental, organisational and wider boundaries. It requires the ability to build constructive partnerships and effective relationships with senior stakeholders.

Grade: Senior Management Team

Effective Behaviour – People who are effective are likely to...	Ineffective Behaviour – People who are ineffective are likely to...
<ul style="list-style-type: none"> • Proactively create, maintain and promote a strong network of connections with colleagues across the UR and externally. • Actively promote knowledge and resource sharing with peers and across functions. • Encourage and establish principles of working effectively across boundaries to support the business. • Encourage teams to engage with a variety of delivery partners and stakeholders and listen to their feedback. • Build high performing teams within own business area, aligned around common goals. • Set out clear expectations that bullying, harassment and discrimination are unacceptable. • Build a strong network of collaborative relationships and partnerships at the highest levels NICS and beyond (UK, EU and globally) to help deliver directorate and wider UR objectives. 	<ul style="list-style-type: none"> • Focus on delivery at the expense of building networks and effective relationships across and beyond their business area. • Consistently protect resources and interests of own business area at the expense of UR priorities. • Act selfishly to protect own business area and resist involvement from external colleagues or experts. • Give teams limited support about how to work collaboratively with delivery partners, discourage early engagement. • Struggle to address low morale or de-motivation within teams; create boundary or resource tensions between the teams. • Permit unacceptable or disrespectful behaviour to persist in own business area and with other teams. • Restrict collaboration to existing relationships, give limited attention to the importance of building networks.

<ul style="list-style-type: none"> • Act for the corporate good of the NICS. • Drive a diverse and collaborative working culture which encourages transparency and open communication. • Confront issues and challenge assumptions at the highest levels with delivery partners, stakeholders and clients in an assertive yet constructive way. • Work effectively with Board to bring together political and official leadership to improve governance. 	<ul style="list-style-type: none"> • Encourage own directorate to focus on its pressures and agenda at the expense of wider collaboration. • Create and allow cliques and narrow ways of working within and across functions, promoting a 'knowledge is power' culture. • Not involve partners and stakeholders early on in the development of policies, services and delivery options. • Fail to utilise the experience and input offered by Non-Executive Directors.
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6. Building Capability for All

Effectiveness in this area is having a strong focus on continuous learning for oneself, others and the organisation. For all staff, it is about being open to learning and keeping their knowledge and skill set current and evolving. At senior levels, it is about ensuring a diverse blend of capability and skills is identified and developed to meet current and future business needs. It is also about creating a learning and knowledge culture across all levels in the organisation to inform future plans and transformational change.

People - develop teams and individuals to enhance performance and meet business objectives

Grade: Senior Management Team

Effective Behaviour – People who are effective are likely to...	Ineffective Behaviour – People who are ineffective are likely to...
<ul style="list-style-type: none"> • Champion development for all staff and make learning a reality by encouraging and providing a range of development experiences. 	<ul style="list-style-type: none"> • Allow delivery to dominate to the exclusion of learning and development activities, missing out on longer term business benefits and ignoring the organisational learning dimension.

<ul style="list-style-type: none"> • Create an inclusive environment, one from which all staff, including under-represented groups, can benefit. • Encourage workplace-based learning, ensure colleagues take responsibility for their own learning and share it to build organisational capacity. • Devote dedicated time to supporting and empowering people through coaching and mentoring and sharing expertise/knowledge. • Identify capability requirements to deliver departmental strategies and grow sustainable capability across all groups. • Role model continuous learning and selfdevelopment, evaluating own effectiveness and growth and planning next learning steps accordingly. • Champion the strategic importance of people and development issues, building a strong culture of continuous learning and knowledge sharing. • Operate with an acute awareness of inclusiveness, equality and diversity and build capability strategies to support careers for all employees. • Develop and maintain organisational commitment to problem solving, empowering people to experiment and achieve organisational results together. • Be renowned as an effective coach and sounding board for senior people. • Take a strategic perspective to identifying capability needs of the UR and identifying and nurturing future leaders. • Role model continuous learning and selfdevelopment, evaluating own effectiveness and growth and planning next learning steps accordingly. 	<ul style="list-style-type: none"> • Tolerate discriminatory thinking and practices when building capability in the organisation. • Fail to ensure colleagues practise and share new learning of benefit to the business. • Focus resources on technical knowledge/skills gaps at the expense of leadership skills or development of future talent. • Allow ineffective performance management which fails to narrow capability gaps for the organisation or grow available talent. • Seldom seek feedback and fail to seize opportunities for personal development. • Allow organisational learning to be lost and fail to create a climate where colleagues can apply new learning relevant to the business. • Show little ability or commitment to enabling equal opportunities for people to realise their aspirations. • Allow a sense that problem solving is only for a few individuals and only at certain times. • Invest little personal time to develop talent and future leaders. • Adopt a short term perspective to people issues – struggle to assess long-term and evolving people requirements for the UR. • Be resistant to, or dismissive of, personal feedback and see personal growth as not relevant at their level.
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Performance Cluster – Delivering Results

7. Delivering Value for Money

Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve a good mix of quality and effectiveness for the least outlay, thus reducing the risk of fraud and error. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money. At senior levels, effective people embed a culture of value for money within their area/function. They work collaboratively across boundaries to ensure that the UR maximises its strategic outcomes within the resources available.

Grade: Senior Management Team

Effective Behaviour – People who are effective are likely to...	Ineffective Behaviour – People who are ineffective are likely to...
<ul style="list-style-type: none"> • Understand the financial position of own area, the organisation and the wider economy and recognise impacts of this when delivering services. • Make and encourage strategic choices on spend, challenge high risk costly projects and forego non-priority expenditure. • Promote and visibly demonstrate a culture of value for money in own area/function in order to focus managers on getting a good return for taxpayers' money. • Interpret a wide range of financial and management information and use financial data effectively in decisions. • Develop robust business cases, with fully costed options identifying clear policy advantages and/or returns on investment to assist decision making. 	<ul style="list-style-type: none"> • Overlook opportunities to gather and make use of financial information in development of policy and plans. • Take the narrow view that low cost equates to good value. • Adopt a short-term, incremental view of resource thus compromising sustainability of resource savings. • Rarely use financial or management information to support analysis and decision making. • Recommend investment or cost not justified by the likely return. • Take a narrow approach to costs and cost-drivers. • Sign off spending with insufficient challenge or scrutiny. • Allow non-core activities to divert funds and make decisions not in the best long-term financial interest of the UR.

<ul style="list-style-type: none">• Understand and manage the risks and cost-drivers for own areas of responsibility in the context of strategic priority.• Drive and deliver a culture that emphasises continuous improvement, efficiency and value for money.• Maintain a clear focus on maximising resource efficiency, continually questioning the value of activities against strategic priorities.• Be fluent at interpreting a wide range of financial and performance information and use this to determine policy and strategy delivery.• Maintain good financial and budgetary discipline by ensuring accountability for financial controls and systems.• Demonstrate transparency both in terms of decisions made around financial choices and money spent.	<ul style="list-style-type: none">• Develop policy or strategy with insufficient exploration and consideration of financial or management information.• Fail to deliver outcomes or strategy by significantly under or over-spending against agreed plans.• Fail to demonstrate a full consideration of the financial aspects of a business decision and ignore the need for transparency and audit.
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8. Managing a Quality Service

Effectiveness in this area is about being organised to deliver service objectives and striving to improve the quality of service, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality and efficient service, applying programme and project management approaches appropriately and effectively to support service delivery. At senior levels, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services

Managing Resources - efficiently manage a variety of resources to deliver quality outputs.

Grade: Senior Management Team

Effective Behaviour – People who are effective are likely to...	Ineffective Behaviour – People who are ineffective are likely to...
<ul style="list-style-type: none"> • Facilitate flexible use of resources across grades through innovative structuring of teams and resources within own business area. • Clarify and articulate the diverse requirements of customers and delivery partners to support effective delivery. • Use customer insight to determine and drive customer service outcomes and quality throughout own business area. • Translate complex aims into clear and manageable plans and determine resource requirements to support implementation. • Maintain and improve service by managing risks to ensure own business area and partners deliver against defined outcomes. 	<ul style="list-style-type: none"> • Maintain status quo in organisational structures and lack a flexible approach to managing resources and services. • Spend limited time on seeking out and clarifying customer requirements of the UR. • Not involve delivery partners sufficiently in delivering quality and customer service outcomes. • Be unclear about overall service deliverables and resources required for implementation. • Establish unrealistic or confusing priorities and plans, leading to inefficiency in service/overlaps between activities. • Set service level agreements which cannot be delivered and fail to engage effectively or manage expectations with delivery partners. • Allow the directorate to operate with only superficial understanding of the customer/end user requirements.

<ul style="list-style-type: none">• Work collaboratively with customers or service delivery partners to manage, monitor and deliver against service level agreements.• Ensure an in-depth and evolving understanding of the broad range of customer requirements is embedded in the UR.• Determine and drive customer service outcomes at a broad strategic level and work across the UR to deliver best quality service to customers.• Ensure all parts of the delivery chain fully understand the required outcomes for the customer and articulate the impact of poor service on the UR's reputation to all involved.• Create a culture of working with and through delivery partners to achieve outcomes, establish and negotiate service levels and deliverables.• Define and integrate clear structures, systems and resources required across the UR to promote efficient service delivery.	<ul style="list-style-type: none">• Give little attention to defining the customer requirement in setting strategic priorities.• Give insufficient clarity around customer needs to the delivery partners and lose sight of which partner is responsible for delivery.• Not give sufficient attention to managing customer expectations and outcomes at the highest levels.• Establish unrealistic or confusing priorities and strategies at the highest level, leading to inefficiencies in service delivery.
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9. Delivering at Pace

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it is about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. It is also about leaders providing the focus and energy to drive activities forward through others and encourage staff to perform effectively during challenging and changing times. At senior levels, it is about building a performance culture to deliver outcomes with a firm focus on prioritisation and addressing performance issues resolutely, fairly and promptly.

Analytical Rigour - using analysis to find effective innovative solutions

Grade: Senior Management Team

Effective Behaviour – People who are effective are likely to...	Ineffective Behaviour – People who are ineffective are likely to...
<ul style="list-style-type: none"> • Translate strategic priorities into clear outcome-focused objectives for managers and provide the energy and drive in achievement of these objectives. • Take ownership of delivery against outcomes and give credit for others' delivery. • Maintain a strong focus on priorities, holding others to account for priorities and swiftly respond to changing requirements. • Drive a performance culture within own area and support and encourage a focus on performance and priorities. • Act as a role model for delivery by injecting enthusiasm and energy to achieve results. • Promote resilience and responsiveness in the organisation by being open and honest about challenges, and the actions required to address unexpected developments. 	<ul style="list-style-type: none"> • Set unrealistic, vague or uninspiring goals and lack clarity around expected outcomes. • Present delivery as someone else's issue. • Constantly revisit and revise priorities. • Give limited personal support for delivery and allow the focus to drift away from critical priorities. • Put an overly strong focus on achieving tasks without efforts to motivate and energise people to perform. • Overlook the impact of challenges and the impact on team and organisational resilience. • Display imprecision and lack of purpose about direction and focus of the UR. • Allow the directorate's focus to drift away from critical priorities and do not measure performance against them.

<ul style="list-style-type: none">• Set, maintain and ensure a clear direction for the Department, with highly focused priorities and project outcomes.• Retain accountability for achieving strategic priorities and outcomes.• Swiftly re-focus the directorate on new priorities as changing situations dictate.• Drive a performance culture across the UR and achieve results through others, resolutely holding them accountable for outcomes.• Encourage, support and coach individuals and teams across the Directorate to energise delivery.• Enable the organisation to remain focussed on core priorities irrespective of external challenges.	<ul style="list-style-type: none">• Stick to strategy even when it is superseded by events which necessitate a change.• Allow the directorate to get away with poor results and inaction.• Expect people to perform with enthusiasm without giving support and encouragement.• Readily allow problems or external challenges to distract the directorate from its core priorities.
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10. Achieving Outcomes through Commercial Partners and Contracts

Being effective in this area is about maintaining an economic, long-term focus in all activities. For all, it is about having a commercial, financial and sustainable mindset to ensure all activities and services are delivering added value and working to stimulate economic growth. At senior levels, it is about identifying economic, market and customer issues and using these to promote innovative business models, commercial partnerships and agreements to deliver greatest value; and ensuring tight commercial controls of finances, resources and contracts to meet strategic priorities.

Grade: Senior Management Team

Effective Behaviour – People who are effective are likely to...	Ineffective Behaviour – People who are ineffective are likely to...
<ul style="list-style-type: none"> • Identify and implement different ways of working effectively, deployed in other sectors e.g. using resources, assets and commercial arrangements. • Promote a strong focus on the needs of customers, suppliers and other delivery partners to develop new commercial models for the delivery of policy and business goals. • Manage strategic commercial relationships and delivery arrangements actively and effectively to provide ongoing value for money to the tax payer. • Develop and apply market and economic understanding and insights, working with commercial experts, to support sound commercial decision-making and recommendations. • Take a wide view, successfully achieving common goals with organisations that have different priorities. 	<ul style="list-style-type: none"> • Overlook opportunities for collaboration with commercial partners to deliver more sustainable outcomes. • Define success too narrowly and focus mostly on own concerns, ignoring opportunities to form commercial alliances which could support delivery. • Show limited active management of commercial arrangements associated with delivery of policy and business outcomes. • Rarely approach or see limited value in working proactively with commercial experts to support commercial activities. • Do little to manage the strategic commercial relationship with delivery partners resulting in little or no longer term information sharing or planning. • Allow teams to be unaware of important commercial considerations for suppliers and other delivery partners. • Show little evidence of leadership and accountability for delivering commercial outcomes.

<ul style="list-style-type: none"> • Ensure teams appreciate how market demands, investment decisions and other business considerations such as funding and pricing models influence suppliers and the delivery of services. • Role model strong leadership, influence and accountability for the achievement of commercial outcomes relevant to organisational goals. • Draw on insights about the current and future dynamics in the economy to seize opportunities to stimulate economic growth • Seek out and facilitate the introduction of innovative business models, systems and approaches to deliver greater commerciality and sustainability. • Commission strategic commercial relationships with delivery partners, using strong influencing skills. • Ensure that all staff have appropriate levels of commercial awareness while creating and embedding an organisational culture that supports this. • Ensure commercial considerations and risks are fully considered in policy development/ implementation. 	<ul style="list-style-type: none"> • Pay little regard to social needs or protecting and enhancing the resources required to sustain economic growth. • Allow ineffective business models or systems to continue, leading to a clear waste of money or resource. • Pay little attention to the delivery of outcomes and benefits from strategic commercial relationships. • Do little to ensure that staff are equipped to consider commercial issues in shaping and developing policy and/or operational services. • Show little evidence of commercial understanding when shaping policies with stakeholders.
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Our Values – these values underpin and demonstrate the behaviours that build a strong business culture which supports our business goals

Grade: Senior Management Team

Effective Behaviour – People who are effective are likely to...	Ineffective Behaviour – People who are ineffective are likely to...
<ul style="list-style-type: none"> • Acts as a mentor taking pride in integrating the values into everyday ways of working • Takes action when people behave in ways that are inconsistent with the organisations values • Maintains a strong sense of integrity across a range of situations generates trust in others • Ensures high professional standards are maintained and adhered to at all times • Sets a positive example, demonstrates pride in the organisation, rewards and affirms accomplishments of team, organisation and the business • Builds and promotes a climate that values collaboration and team work • Accountable for own actions and decisions • Understands & communicates the organisations values, ensuring the teams objectives are aligned to them 	<ul style="list-style-type: none"> • Operates in a way that is inconsistent with the organisations values • Little or limited evidence of knowledge or organisation values • Ignores organisational procedures/guidelines • Acts unprofessionally excluding others • Shows lack of integrity on occasions