

Professional Skills Competencies – Level 3

Core Competencies - All	Measure	Indicators	Level
1. Programme and Project Management	Managing delivery using programme and project management techniques	<ul style="list-style-type: none"> Monitors project progress against the plan and makes necessary adjustments. Engages constructively with stakeholders, including them in project team meetings when appropriate. 	3
2. People Management	Managing self, team and relationships to deliver results	<ul style="list-style-type: none"> Coaches and develops team, individually and collectively. Manages workflow by delegating and adapting systems (including ICT) or work methods to improve performance. 	3
3. Analysis & Use of Evidence	Makes evidence based decisions	<ul style="list-style-type: none"> Understands the limitations of different sources of data and uses them accordingly. Summarises and feeds back complex information clearly and succinctly. 	3
4. Finance & Resource Management	Working confidently with business and financial information in delivery and decision making	<ul style="list-style-type: none"> Effectively manages resources, planning, forecasting and monitoring against budget Understands how relevant Government, Parliamentary, financial processes can influence business and the delivery of goals 	3
5. Communications & Marketing	Communicates well with others and builds good internal and external relationships	<ul style="list-style-type: none"> Adapts communication style to suit the recipient. Presents the facts and information in a way that influences others to accept the key conclusions. 	3
6. Strategic Thinking	Aligning behaviour to organisational goals	<ul style="list-style-type: none"> Understands how the actions of relevant Government, Parliamentary, EU and other international institutions can influence business and the delivery of goals. Identifies the potential longer term impacts of present day activities on the future. 	3
7. Leadership	Delivering results through your personal contribution, your team, and by leading effective relationships	<p><u>Direction</u> Demonstrates the organisation's values in own behaviour.</p> <p>Makes decisions confidently to help the team achieve its objectives.</p> <p><u>Capability</u> Encourages innovation and considered risk taking, and is supportive if difficulties occur.</p> <p>Organises and motivates others to get the best from them.</p> <p><u>Results</u> Confidently challenges the way things are done and offers constructive suggestions</p>	3

		<p>for how things should be done better.</p> <p>Considers impact of own demands on others' workloads and prioritises accordingly.</p> <p><u>Integrity</u> Is aware of how to adjust own leadership style to suit different needs and circumstances.</p> <p>Is open, approachable and willing to provide support, advice and guidance to others.</p>	
Operational Delivery Competency - All	Measure	Indicators	Level
8. Customer Service	Ensuring the team delivers excellent customer service	<ul style="list-style-type: none"> Ensures the team understands and meets the agreed customer service standards. Takes early action to resolve potential service issues. 	3
9. Organisational Performance Mgt	Manages team performance	<ul style="list-style-type: none"> Accepts personal responsibility for the delivery of agreed targets/plans. Solves any issues and manages risks that may reduce performance levels. 	3
10. Change Management	Supports the implementation of change	<ul style="list-style-type: none"> Allows others to express their reactions to changes and responds sensitively, recognising differing reactions and needs. Reviews the approaches taken by the team to identify opportunities for positive changes. 	3
11. ICT	Champions the effective use of IT	<ul style="list-style-type: none"> Ensures that team members use ICT systems and applications appropriately, in compliance with organisation's rules and procedures. Identifies opportunities for ICT to be used to increase operational delivery effectiveness or efficiencies. 	3
12. Partnership Working & Stakeholder Management	Developing productive relationships with stakeholders and partners	<ul style="list-style-type: none"> Consults partners and stakeholders in decision making and / or communicates the rationale behind the decisions clearly. Works closely with partners and stakeholders to achieve common goals. Monitors and gathers information about the quality of the relationship with partner organisations. 	3
Policy Delivery Competency where applicable	Measure	Indicators	Level
13. Policy Delivery	Getting the job done with the team	<ul style="list-style-type: none"> Identifies and communicates lessons learnt and best practice. Generates ideas for doing things better and practical solutions to problems. 	3
14. Sector Knowledge	Applying your knowledge of the transport sector	<ul style="list-style-type: none"> Proactively develops own personal knowledge and sector expertise (e.g. attends conferences, seminars etc.) Is able to provide advice and 	3

		information to others about the sector.	
15. Policy Design	Contributes towards policy design	<ul style="list-style-type: none"> • Contributes to the policy development process and evaluation of risk. • Takes a clear lead in formulating options for dealing with relatively straightforward policy issues. 	3
16. Policy Strategy	Creating strategies and devising approaches that enable the organisation to achieve its objectives	<ul style="list-style-type: none"> • Identifies and manages risks associated with strategies and plans. • Contributes towards and offers alternative solutions based on lessons learnt and best practice. 	3

Please refer to Competency Based Application – Guidance for Applicants for further information about the professional skills competencies.