

### Professional Skills Competencies – Level 4

Core Competencies - All	Measure	Indicators	Level
1. Programme and Project Management	<b>Managing the delivery of the organisation's objectives</b>	<ul style="list-style-type: none"> <li>Defines clear project or programme outcomes as part of business case development, and reviews progress against them regularly.</li> <li>Develops the PPM capability in own area of responsibility.</li> </ul>	4
2. People Management	<b>Getting the best from our people so that we can deliver our objectives</b>	<ul style="list-style-type: none"> <li>Sets clear team objectives and priorities and monitors their achievement.</li> <li>Acts as a role model and seeks out opportunities to promote equality and diversity to line managers, the team and stakeholders.</li> <li>Ensures that the team implements key HR policies, in partnership with HR.</li> </ul>	4
3. Analysis & Use of Evidence	<b>Understanding and using evidence to inform our decision making</b>	<ul style="list-style-type: none"> <li>Uses a wide range of evidence from diverse sources to identify problems, understand them, and develop effective solutions.</li> <li>Is able to define evaluation parameters, interpret outcomes and act upon them to achieve improvements.</li> </ul>	4
4. Finance & Resource Management	Putting our resources where they will have most impact, and managing them efficiently	<ul style="list-style-type: none"> <li>Identifies and predicts resource issues and risks, analysing proposals for best returns.</li> <li>Sets and influences stretching targets for improving the value achieved from resources.</li> <li>Leads by example when incurring expenditure and managing business relationships and risks by promoting and enforcing business rules.</li> </ul>	4
5. Communications & Marketing	Ensuring our stakeholders know what we are doing, and why, and that we listen to their views	<ul style="list-style-type: none"> <li>Evaluates strategies for impact and effectiveness</li> <li>Works with communications and marketing specialists to ensure the most effective delivery method is used.</li> <li>Improves the quality of communications by co-ordinating with others within and outside of the organisation.</li> </ul>	4
6. Strategic Thinking	<b>Relating what we are doing now to our broader strategic purpose</b>	<ul style="list-style-type: none"> <li>Creates a vision for the future of the team and their work that is in line with and supports the corporate strategy.</li> <li>Understands and can implement where appropriate the wider Government agenda on utilising ICT to enable change (e.g. Transformational Government, e-Government)</li> </ul>	4
7. Leadership	<b>Leading teams and relationships, and developing capability so that we can achieve</b>	<p><u>Direction</u> Communicates the strategic vision clearly, adopts a corporate approach and inspires the team to achieve its goals</p>	4

	<b>high quality results</b>	<p>Prepared to take tough decisions to overcome obstacles.</p> <p><u>Capability</u> Authorises and encourages the team to invest time to come up with improved ways of doing things.</p> <p>Consistently drives and motivates the team to achieve organisational objectives.</p> <p><u>Results</u> Focuses team members on success and on overcoming obstacles to delivery.</p> <p>Celebrates successful outcomes with the team.</p> <p><u>Integrity</u> Is consistent in their behaviour, fair in dealings with others, and follows up on commitments.</p> <p>Seeks 360 feedback to increase self awareness and identify development needs.</p>	
<b>Operational Delivery Competency - All</b>	<b>Measure</b>	<b>Indicators</b>	<b>Level</b>
8. Customer Service	<b>Champions excellence in customer service</b>	<ul style="list-style-type: none"> <li>• Drives forward improvements in customer service, looking for ways to deliver them quickly to a wide and diverse set of customers.</li> <li>• Sets a personal example by making customer service a priority across every aspect of their work.</li> </ul>	4
9. Organisational Performance Mgt	<b>Contributes to organisational performance management</b>	<ul style="list-style-type: none"> <li>• Designs and implements effective business reporting systems to support organisational performance management.</li> <li>• Identifies key commercial risks and takes decisions based on the best balance between customer requirements and likely value for money.</li> </ul>	4
10. Change Management	<b>Manages Change</b>	<ul style="list-style-type: none"> <li>• Responds rapidly and positively to problems arising during implementation of change.</li> <li>• Identifies and reviews the impact of change, acting on lessons learned.</li> </ul>	4
11. ICT	<b>Champions the effective use of IT</b>	<ul style="list-style-type: none"> <li>• Drives the development and implementation of ICT solutions to improve outcomes and raise standards of customer service.</li> <li>• Takes into account the full impact on ICT issues and costs before considering making changes to the way things are done, e.g. ICT resource, helpdesk facilities, costs and benefits.</li> </ul>	4

12.Partnership Working & Stakeholder Management	<b>Developing pro-active working relationships through shared understanding and delivery of agreed outcomes</b>	<ul style="list-style-type: none"> <li>Leads relationships with stakeholders in order to achieve organisational objectives.</li> <li>Sets clear and achievable negotiating objectives to meet business needs.</li> </ul>	4
<b>Policy Delivery Competency</b> <i>where applicable</i>	<b>Measure</b>	<b>Indicators</b>	<b>Level</b>
13.Policy Delivery	<b>Leads the delivery of policy</b>	<ul style="list-style-type: none"> <li>Ensures that key policy delivery milestones and KPIs are achieved and key risks effectively assessed and managed.</li> <li>Encourages innovation to improve the delivery of services.</li> </ul>	4
14.Sector Knowledge	<b>Applying your knowledge of the transport sector</b>	<ul style="list-style-type: none"> <li>Uses expert knowledge to influence, challenge and negotiate with others.</li> <li>Understands how own sector relates to wider government transport priorities.</li> </ul>	4
15.Policy Design	<b>Develops policies</b>	<ul style="list-style-type: none"> <li>Designs policies with view to successful implementation, taking account of operational considerations and expertise.</li> <li>Evaluates potential and actual impacts of policies, and builds the results into future policy design.</li> <li>Demonstrates good understanding of bigger policy picture and how this influences own responsibilities.</li> </ul>	4
16.Policy Strategy	<b>Creating strategies and devising approaches that enable the organisation to achieve its objectives</b>	<ul style="list-style-type: none"> <li>Devises strategies in response to Ministerial priorities, regulatory and other requirements.</li> <li>Constructively challenges existing strategies based on researched evidence.</li> </ul>	4

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