

# Skills for Success - Competency Framework

## Competency Framework

Skills for Success (SfS) is the competency framework that underpins career planning and skills development. It supports the Scottish Road Work Commissioner’s commitment to have “the right people in the right places, with the right skills at the right time” by underpinning our recruitment and performance management systems. It sets out what is fundamental to success in the office of the Scottish Road Works Commissioner.

The competency framework identifies a set of core skills that everyone should have and be able to demonstrate what ever job they do. As well as the core skills Professional Competency Frameworks support the development of professional groups.

To help understand what is expected of you for each competency, a descriptor outlines what performance should look like at Band B grade. The job description and objectives set out what needs to be done. The competencies set out how it should be done.

The competencies are divided into two key categories Management and Leadership and Delivering Outcomes.

Review and assess your level of competency against the four descriptors in each competency. The descriptors are not exhaustive; they are a guide. They are not a tick list, but neither are they ‘optional extras’ — success is to continuously demonstrate all the competencies, in all aspects of our work.

## Four Stages of Development

Use SfS to take stock of your core and professional skills and identify strengths and gaps. To help you assess your level of competency, you should reflect on your overall expertise in each of the

competencies using the Four Stages of Development table. This will help you take stock of your skill level and to develop a learning journey that builds year on year.

|            |  |
|------------|--|
| Developing | <ul style="list-style-type: none"> <li>• Aware of core skill, but needs some support</li> <li>• New in post or limited opportunity to demonstrate</li> </ul>   |
| Competent  | <ul style="list-style-type: none"> <li>• Capable practitioner, managing autonomously</li> <li>• Needs support to deal with non-standard situations</li> </ul>  |
| Broadening | <ul style="list-style-type: none"> <li>• Is an expert, copes with non standard issues</li> <li>• Experienced in all aspects of core skill</li> <li>• Needs little or no guidance to deliver results</li> </ul> |
| Advanced   | <ul style="list-style-type: none"> <li>• Recognised as an innovator in core skill area</li> <li>• Respected by peers, acts as a coach and mentor</li> </ul>  |

The Scottish Road Works Commissioner sets out learning and development that can help to build your Skills for Success. At the core of these are ‘on the job’ experiences such as work shadowing, team sessions, conferences, secondments and project working. Mentoring, action learning sets and peer networks are highly effective in building skills and growing awareness. These should be at the heart of the development plan. Alongside, drawing on formal training opportunities where necessary.

# SKILLS FOR SUCCESS – Band B Core Skills



| Managing and Leading  |  | Delivering Outcomes   |   |  |   |
|---|--|---|---|--|---|
| Self Awareness  | People Management  | Communications and Engagement   | Improving Performance   | Analysis and Use of Evidence   | Financial Management  |
| Responsible for personal behaviour and is accountable for own actions, health and wellbeing.  | Prioritises and agrees objectives aligned with the Directorate Plans to engage staff, manage workloads and build capacity to deliver.              | Engages and is credible with stake-holders and is connected to a range of internal and external networks.                     | Demonstrates ongoing use of relevant performance improvement tools and techniques including skills development.       | Use evidence to assess, measure and evaluate projects and policies, considering the impact on other policies and government outcomes.              | Uses accurate and relevant financial data to create objectives and targets relevant to budget responsibilities.                               |
| Aware of personal strengths and takes pride and responsibility for performance at work and responsive to constructive feedback.                                   | Credible with staff, creating conditions to build confident effective teams that empower, value, develop and motivate people.                      | Communicates clear & creative ideas that meet the needs of a range of audiences, ensuring objectives & outcomes are achieved. | Uses SG Programme and Project Management Principles effectively and proportionately.                                  | Engages with analytical specialists at appropriate stages of policy and programme development.   | Takes responsibility for the monitoring and controlling of expenditure.   |
| Adaptable and embraces new ways of doing things, contributing ideas and energy to continuous improvement.   | Raises performance using constructive challenge, feedback and coaching skills, seeking support and advice from HR professionals when needed.       | Produces concise, clear, well structured written work using SG guidance.  | Adapts quickly to fit skills and resources to changing circumstances and expectations.                                | Interrogate analytical and management information to draw out key messages and findings to support decisions.                                      | Understand & apply the principles of Budgeting, Financial Management & Resource Accounting outlined in the Scottish Public Finance Manual.    |
| Takes control of personal and professional development, actively managing own Personal Learning Plan as well as supporting the development of others when needed. | Aware of impact on others and creates a positive environment for innovation, is aware of diversity and equality and supports health and wellbeing. | Considers and communicates the impact of decisions on wider policies and programmes.  | Applies risk management principles to decision making and controls opportunities and threats to achieving objectives. | Organises and collates robust information from a variety of sources in decision making, sharing knowledge and information across the wider system. | Maintains regular contact with relevant finance staff, and knows when to seek advice from audit, risk, procurement and finance professionals. |