



Competence framework

Introduction

The DCMS Competence Framework has been developed to ensure that there is a shared understanding of what the Department expects of its staff. It is used for

- recruitment
- training and development
- appraisal of each individual's performance
- promotion

Each competence has a number of associated qualities - the sorts of skills, abilities or traits needed to show possession of that competence.

All staff and applicants are assessed against all nine competences, but the number of qualities an individual is expected to possess for each competence and the standard required will vary according to grade and job. The Grading Guidance gives more information about the type of work involved at each grade.

Working in partnership

Qualities

- Establishes effective working relationships across the Department, and with sponsored bodies, our wider sectors and other departments, to achieve DCMS objectives.
- Understands the wider context and other developments across government.
- Actively seeks to build up knowledge of relevant sector.
- Listens to others and actively works towards an understanding of each other's purposes and expectations.
- Identifies issues that are of interest to other dept(s) and bodies.
- Seeks out allies using their influence to help progress DCMS aims.
- Knows when to involve other people/organisations and involves them at an early stage.
- Ensures information is shared to help achieve an effective outcome.
- Finds ways of meeting both partners and government priorities - negotiates an acceptable outcome with all parties involved.
- Is a credible representative for DCMS, and able to present DCMS constructively.
- Anticipates the impact of European Union policies/approaches and those of other government departments on DCMS priorities.
- When there is a need or opportunity to involve other people/organisations, ensures that they are diverse in that they include representation of ethnic minority communities and any other potentially excluded or disadvantaged groups.

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Leadership Qualities

- Communicates the Departmental aims and objectives, setting clear performance standards.
- Explains purpose of task, ensuring that all staff understand their role in contributing to this.
- Encourages staff to make constructive contributions and takes action on them.
- Encourages everyone to value diversity by promoting through own actions and words, fairness and equality of opportunity.
- Identifies and develops potential in all staff.
- Tackles under performance sympathetically and effectively.
- Knows strengths of individual team members and allocates work accordingly.
- Delegates effectively and includes interesting work in what is delegated.
- Identifies the potential for exclusion or discrimination, and takes appropriate action to prevent it.
- Gives regular and constructive feedback on performance.
- By own example, promotes change in a positive and constructive way.
- Provides clear sense of direction and makes sound and timely decisions even in uncertain circumstances.
- Takes time to coach team members to enable them to achieve results.
- Promotes and engenders trust and loyalty.

Team working Qualities

- Responds positively to feedback.
- Listens to and is sensitive to the needs of others.
- Involves specialists at an early stage of projects as team members.
- Is clear about what each team member is expected to contribute.
- Understands own role and how it fits within the team/department.
- Challenges inappropriate behaviour at whatever level it comes from, for example, jokes or remarks of a sexual or racist nature; bullying or harassment.
- Readily shares information and skills both within and between divisions.
- Looks beyond own role and works towards achieving both team, divisional and departmental objectives.
- Spots opportunities at an early stage to involve other divisions.
- Contributes to team discussions and makes positive suggestions for work improvement.
- Supports colleagues to help achieve successful outcomes.
- Welcomes and values positive contributions from all, regardless of their position in the hierarchy/grade in the organisation.
- Helps colleagues feel comfortable with self and others.

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Personal impact

Qualities

- Demonstrates commitment to the department's values.
- Responds positively to change and new challenges.
- Is flexible and seeks out different roles and responsibilities.
- Maintains agreed standards of work under pressure.
- Doesn't wait to be told, takes the initiative to resolve problems.
- Takes responsibility for own career development and identifies own training needs and opportunities.
- Establishes effective working relationships with key players.
- Takes responsibility for own work.
- Adapts priorities or sacrifices the immediate needs of own job to help achieve wider objectives.
- Seeks clarity to ensure that they understand what they're being asked to do.
- Is approachable and reacts well under pressure.
- Is resilient in the face of set backs and obstacles.
- Is persuasive in discussion and influences others, to help achieve DCMS objectives.

Delivering results

Qualities

- Organises workload and manages time effectively, balancing priorities as necessary.
- Gathers and analyses relevant information to identify key issues and makes sound decisions.
- Completes tasks in an accurate and timely manner.
- Takes full account of social inclusion and equal opportunity in developing policy and advertising public appointments.
- Achieves balance between keeping others informed and not overloading them with unnecessary details.
- Understands desired outcome and focuses on results.
- Aware of deadlines and able to deliver effectively within them.
- Anticipates problems and takes action to ensure a successful outcome.
- Focuses on achieving objectives rather than allowing process to act as a barrier.
- Demonstrates a planned approach to project management within DCMS and with outside bodies.
- Able to operate DCMS information systems effectively.
- Knows when to negotiate with others regarding deadlines and does so when required.
- Stores paper and electronic information efficiently for retrieval.
- Is willing to take responsibility for decisions, but knows when to pass work to a senior colleague.

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Communication Qualities

- Uses appropriate techniques and technologies to suit the message and the audience.
- Aware of political sensitivities when presenting issues and giving advice.
- Presents oral and written work in a logical, concise, and well argued manner.
- Values different communication styles and is flexible and adaptable to these as required.
- Reacts quickly and confidently to unexpected points.
- Manages expectations by keeping relevant parties up to date and explains what is and isn't feasible.
- Deals with people confidently and can be assertive where necessary.
- Explains things, orally and in writing, in a clear and helpful way, and using plain English.
- Contributes constructively in meetings.
- Presents information in a confident manner, both orally and in writing.
- Listens to and learns from, senior and junior colleagues.
- Adapts standard letters as necessary to meet the circumstances of the case.
- Has good presentational sense and evaluates presentational aspects of decisions or policy effectively.

Developing innovative solutions Qualities

- Finds new and different ways to resolve issues.
- Identifies how ideas from other areas can be applied in a new context.
- Prepared to challenge traditional and established approaches.
- Balances new and different approaches with what is realistic and achievable.
- Able to propose options/solutions in uncertain situations and where there are no precedents.
- Exploits Information Communications Technology to improve on efficiency of business.

Competence framework continued

Business management

Qualities

- Secures and manages staff and other resources in the most cost effective and productive way.
- Observes department's rules on conduct, propriety and confidentiality.
- Plans for the long term, anticipating peaks and troughs.
- Identifies the best way of doing things to make the most effective use of all the resources available.
- Understands how the DCMS financial systems operate.
- Knows and operates within existing budget limits and their constraints.
- Understands own level of authority, the budgetary implications of own decisions/actions and importance of keeping others informed.
- Assesses and manages risk effectively.
- Chairs meetings effectively through setting a clear agenda to reach a clear and coherent conclusion.
- Presents data in a coherent way that enables senior colleagues to make informed decisions about departmental or sponsored bodies' spending.

Developing and applying specialist skills

Qualities

- Keeps professional knowledge and skills up to date.
- Communicates specialist knowledge lucidly in an accurate and well-argued way and in terms that non-specialists can readily understand.
- Always seeks to add value when providing specialist advice.
- Is clear about Department's aims and objectives and the impact of specialist advice.
- Develops job specific skills eg. Database management, keyboard skills etc and apply that knowledge effectively.

