

Civil Service Competency Framework



About this framework

We are introducing a new competency framework to support the Civil Service Reform Plan and the new performance management system. The competency framework sets out how we want people in the Civil Service to work. It puts the Civil Service values of honesty, integrity, impartiality and objectivity at the heart of everything we do and it aligns to the three high level leadership behaviours that every civil servant needs to model: Set Direction; Engage People and Deliver Results. Civil servants work in a huge range of jobs across the country and overseas but one thing we have in common is that we are here to support the elected Government, providing advice to help shape its policies and ensuring seamless and practical implementation in line with those policies.

Competencies are the skills, knowledge and behaviours that lead to successful performance. The framework outlines 10 competencies, which are grouped into 3 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 competencies are intended to be discrete and cumulative, with each level building on the levels below i.e. a person demonstrating a competency at level 3 should be demonstrating levels 1 and 2 as a matter of course. These indicators of behaviour are not designed to be comprehensive, but provide a clear sense of and greater understanding and consistency about what is expected from individuals in the Civil Service.

What does it mean for me?

The framework will be used for recruitment, performance management and development discussions and for decisions about progression. Some Departments introduced it in April 2012 with the rest of Government doing so from April 2013. In these new arrangements your business objectives will set out "what" you need to achieve over the year and this competency framework will set out "how" you need to work to achieve those objectives.

Most of you will need to focus on a number of competencies, usually around six, identified with your manager as being essential to your role. You are encouraged to discuss the framework with your line manager to identify the competencies that apply most to your job role.

This framework has been developed in partnership with Civil Service professions. If you work as part of a profession with a separate framework this will complement your professional framework and should be used alongside it.

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A Gutmann



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Increasing Professionalism in Public Finance Management Sarah Jane Squire, Ivor Beazley, 2016-11-14 In countries such as the United Kingdom the need to manage finances in a professional manner has been hampered by the severe fiscal constraints of the 2008 financial crisis These pressures are likely to persist in the long term as a result of an aging population and rising public expectations of the quality of public services Whereas much attention has been paid to technical reforms to improve budgeting expenditure control accounting and auditing less attention has been given to the process of developing skilled financial managers whose expertise is key to sustained improvement in the management of public finances Successive governments in the United Kingdom have recognized the need to strengthen professionalism in financial management but the financial crisis gave an additional impetus for change This change has been reflected in policy statements changes in recruitment and human resource management practices and the development of professional networks in accounting audit procurement and project management **Increasing Professionalism in Public Finance Management A Case Study of the United Kingdom** describes the journey from a civil service where generalist skills were overwhelmingly preferred toward one where professional technical skills in finance are recognized and valued This book represents one of a number of country case studies aimed at sharing information about alternative paths and models to help developing countries seeking to strengthen public financial management skills on a long term sustainable basis This book will be of importance to public policy makers and public practitioners looking for ways to improve the quality of public sector management and to a range of professional finance management bodies looking to strengthen their relevance to the government sector

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Public History Faye Sayer, 2019-01-24 The 2nd edition of **Public History A Practical Guide** provides a fresh examination of history as practiced in its various worldly guises and contexts It analyses the many skills that historians require in the practice of public history and looks at how a range of actors including museums archives government agencies community history societies and the media digital media make history accessible to a wider audience in a variety of ways Faye Sayer's exciting new edition includes Brand new chapters on Restoration and Preservation and history and the working world Substantial additions covering the growing fields of digital history and history in politics More images figures and international case studies from the US Australia the UK Europe and Asia Personal Reflection sections from a range of industry experts from around the world Historiographical updates and significant revisions throughout the text Expanded online **Public History Toolkit** resource with a range of new features **Public History A Practical Guide** delivers a comprehensive outline of this increasingly prevalent area of the discipline offering a distinctly global approach that is both accessible and engaging in equal measure Finally it explores future methodological possibilities and

can be used as a reference point for professional development planning in the sectors discussed This is the essential overview for any student wanting to know what history means beyond the classroom **Public Management Reform** Christopher Pollitt, Geert Bouckaert, 2017-06-30 Since the third edition of this authoritative volume most of Western Europe and North America have entered an era of austerity which has pervasive effects on programmes of public management reform Even in Australasia extensive measures of fiscal restraint have been implemented In this fourth edition the basic structure of the book has been retained but there has been a line by line rewriting including the addition of extensive analyses and information about the impacts of austerity Many new sources are cited and there is a new exploration of the interactions between austerity and the major paradigms of reform NPM the Neo Weberian State and New Public Governance The existing strengths of the previous editions have been retained while vital new material on developments since the Global Economic Crisis has been added This remains the most authoritative comprehensive widely cited academic text on public management reform in Europe North America and Australasia **Chinese Communist Party School and its Suzhi Education** Chunqi Zhou, 2023-03-03 Zhou applies network governance theories to Chinese education and focuses on Chinese education policy implementation particularly with the Chinese Communist Party Schools CCPS The CCPS is the institution which follows the Chinese Communist Party CCP s ideas and decisions to educate key education leaders at all levels with different political purposes In the Chinese education policymaking process the CCP is the leading power which provides policy directions but the education department is the main vehicle for the delivery of education policy Using document analysis and interviews Zhou argues that an education policy implementation process can be successful from top to bottom level in cooperation with the education department He further posits that formulating and implementing Chinese education policy can be characterised as a form of network governance which coordinates actors and stakeholders motivation to comply with collective decisions in Chinese education implementation The book offers fresh data for the study of policy networks in Chinese education the study of CCPS and Chinese network governance This book will be of interest to scholars and postgraduate students studying Chinese education comparative educational policy and comparative education research

The Parliamentary Debates (Hansard). Great Britain. Parliament. House of Lords, 2013 **Parliamentary Debates (Hansard)**. Great Britain. Parliament. House of Commons, 2014 *The Civil Service Reporter* Philippines. Civil Service Commission, 2013 **Public Procurement Review of the State's Employees' Social Security and Social Services Institute in Mexico**, 2013 How can citizens health and well being be improved when public resources are limited What practices allow hospitals and health clinics to get state of art medical equipment and medicine at the right price The OECD Procurement Review of the Mexican State s Employees Social Security and Social Services Institute ISSSTE looks at the public entity responsible for providing medical and social services to Mexican civil servants It provides a comprehensive assessment of its procurement function and how to improve it in order to enhance the overall efficiency and transparency of

the organisation and the quality of the services it provides The review builds on the OECD Principles for Enhancing Integrity in Public Procurement good practices of other health organisations as well as comparative data on public procurement in OECD countries National Development Plan Swaziland,2014 OECD Territorial Reviews ,2013 Encompassing 39 municipalities in two states Puebla Tlaxcala is the fourth largest metropolitan zone in Mexico Over the past five decades the region has successfully attracted major national and international firms building its reputation as both a manufacturing hub specialising in auto production and one of Mexico s most important centres of higher education Yet it also faces important challenges Compared to other large Mexican metropolitan zones Puebla Tlaxcala has a disproportionate share of individuals with low skills which could represent a bottleneck to future growth Urban sprawl is another challenge with important economic environmental and social consequences Puebla Tlaxcala s urban footprint expanded nearly eight times faster than its population over the past three decades contributing to inadequate service provision and high levels of social marginalisation particularly in the metropolitan periphery To ensure that the region remains competitive and grows sustainably over the long term this review recommends i improving workforce and economic development outcomes particularly by raising the level of low skilled workers ii guiding urban growth more effectively to tackle urban sprawl and improve service delivery iii and addressing governance challenges by building capacity in the public sector and transitioning to forms of metropolitan governance Advocating for the Rights of Women Migrant Workers ,2016 *DiPiro's Pharmacotherapy: A Pathophysiologic Approach, 12th Edition* Joseph T. DiPiro,Gary C. Yee,Stuart T. Haines,Thomas D. Nolin,Vicki Ellingrod,L. Michael Posey,2023-03-31 A Doody s Core Title for 2023 The 1 Textbook in Pharmacotherapy providing optimal patient outcomes using evidence based medication therapies updated with the latest advances and guidelines For more than 30 years DiPiro s Pharmacotherapy has been the essential textbook for learning how to properly select administer and monitor drugs everything needed to provide safe effective drug therapy across all therapeutic categories This new edition has been fully updated with the latest evidence based information and recommendations With content from 300 expert contributors this valuable resource offers detailed descriptions of common and uncommon disease states including treatment by pharmacologic and non pharmacologic means Each disease chapter opens with a Patient Care Process helping readers understand the collaborative care model in which pharmacists work and communicate with other healthcare providers for effective coordinated care Here s why DiPiro s Pharmacotherapy A Pathophysiologic Approach is the perfect learning tool for students pharmacists and other healthcare providers All chapters provide the most current reliable and relevant information available Key concepts are included at the beginning of each chapter Clinical Presentation boxes concisely outline disease signs and symptoms New Beyond the Book feature points readers to multimedia resources to deepen their understanding of the material Diagnostic flow diagrams treatment algorithms dosing guideline recommendations and monitoring approaches clearly distinguish treatment pathways New Drug monitoring tables have been

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