



# Transforming The Way We Work

## Single Skills Framework Values and Competences





## Civil Service Values in the MOD

- **People** – respecting, valuing and encouraging everyone we work with. Working with others within and outside the MOD.
- **Delivery** – delivering results. Knowing what needs to be done and taking responsibility for making it happen. Understanding and meeting customers' needs. Being accountable.
- **Professionalism** – doing the job to the best of our ability. Maintaining and developing our own work skills to a high standard, and helping others to develop. Being open to new ideas and opportunities.
- **Integrity** – doing the right thing in the right circumstances and learning from our mistakes. Being open, honest, reliable and trustworthy.

We have brought these four values together in a simple and memorable statement:

**“People delivering with professionalism and integrity”**

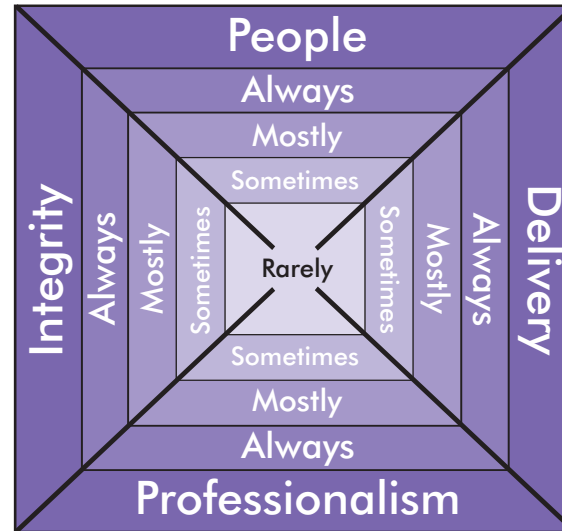
# Values Square

## People

- You promote diversity and fair treatment for everyone.
- You respect, value and encourage everyone you work with.
- You are open, honest and polite in dealing with other people.
- You encourage others to develop broader skills.

## Integrity

- You are open, honest, reliable and trustworthy.
- You do the right thing.
- You learn from experience and setbacks.
- You provide balanced, impartial advice.



## Delivery

- You deliver results.
- You know what needs to be done and willingly take responsibility for making it happen.
- You have a strong focus on customers and suppliers.
- You understand your role in delivering a project.

## Professionalism

- You do your job to the best of your ability.
- You are committed to continuously developing your skills and to developing other people.
- You respond quickly, flexibly and positively to change using it as an opportunity.

Values Square

# 1. Working Together

Outcome – People work together in a productive, open and supportive way.			
Effective indicators			
Band E – Skill Zones 1 to 3	Band D – Skill Zone 4	Band C	Band B
You promote diversity and fair treatment for everyone. You are open, honest and polite in dealing with other people. You answer questions readily and listen to the views and opinions of others.			
You treat information, knowledge and experience as vital assets, readily sharing and learning from others and encouraging others to do the same.			
You are aware of, and carry out, your responsibilities in line with legislation and Departmental policies (for example, Anti-discrimination, Security, Freedom of Information, Health and Safety).			
You understand your own role and that of others in the team, and work together to achieve team goals.	You take account of the contributions, background and experience of others and are aware of how the team works together.	You build an effective team, drawing on the diversity of others.	You build a high performing team by exploiting the diversity within it.
You willingly accept responsibility for your own work while keeping other people informed of progress and possible problems.	You willingly accept responsibility for delivering your own results and those of the team, keeping others informed of progress and possible problems.		
You appreciate shared team goals and work with others to achieve Departmental aims.		You understand and can explain shared team goals and work with others to achieve Departmental aims.	You understand organisational priorities and set and communicate shared team/ individual objectives aligned with them.
	You encourage an environment where team members take responsibility for team results as well as their own results.	You create a supportive environment in which team members take responsibility for team results as well as their own individual results.	
Ineffective indicators			
• You are not aware of the needs and values of others. • You work alone, rarely involving others, which threatens the overall group or team aims. • You do not co-operate with other people.		• You leave staff and colleagues to struggle. • You blame others for your mistakes. • You do no more than the minimum amount of work. • You constantly check up on your team as you do not trust them to deliver.	

## 1. Working Together

## 2. Leadership and Developing People

Outcomes – People are motivated to achieve success and to inspire others to do so. People develop the necessary skills and experience to perform well and continuously improve.			
Effective indicators			
Band E – Skill Zones 1 to 3	Band D – Skill Zone 4	Band C	Band B
You are committed to continuously developing your skills and those of other people. You recognise your own limitations and learn from experience and setbacks.			
You understand your role and how what you do links to the business plan.	You make sure that staff understand what they need to do and how this links to the business plan through setting SMART objectives.		You set and communicate a compelling vision for the team, linking individual contributions to the business plan through setting SMART objectives.
You set an example by working efficiently with as little supervision as possible.	You are aware of your own leadership style.	You are aware of and can adapt your leadership style to the situation.	
You take opportunities to develop yourself by learning from others and taking on new challenges.	You recognise other people’s strengths and weaknesses, delegating effectively to provide suitable development opportunities. You coach/mentor other people, encouraging them to develop broader skills.		You recognise people’s potential delegating effectively to provide development opportunities. You coach/mentor other people encouraging them to develop broader skills.
You acknowledge good performance by others. You act promptly and positively to deal with inappropriate behaviour.	You recognise and reward good individual and team performance, and celebrate success. You act promptly and positively to deal with poor performance and inappropriate behaviour.		
You ask for feedback and respond constructively to criticism.	You monitor people’s progress and provide encouragement and constructive feedback without apportioning blame. You ask for and act on feedback, and respond constructively to criticism.		
You put forward ideas and contribute to business decisions.	You encourage ideas and involve others in making decisions. You delegate responsibility to the right level so that others can deliver, and you know when to intervene.		You create an environment which gives people the freedom to contribute and deliver. You delegate responsibility to the right level, balancing challenge with support and knowing when to intervene.
	You know how and when to engage with human resources experts in tackling people issues.		
Ineffective indicators			
<ul style="list-style-type: none"><li>• You are aloof and arrogant. You intimidate colleagues and staff.</li><li>• You constantly change rules or conditions.</li><li>• You do not accept people’s differences.</li><li>• You keep work that should be done by your team.</li></ul>		<ul style="list-style-type: none"><li>• You are not aware of what the team is doing.</li><li>• You do not consider your development needs or those of other people.</li><li>• You take sole credit for achieving results.</li><li>• You do not meet your obligations with the performance management process.</li></ul>	

## 2. Leadership and Developing People

### 3. Communicating and Influencing

Outcome – People share the right information to support agreed courses of action.			
Effective indicators			
Band E – Skill Zones 1 to 3	Band D – Skill Zone 4	Band C	Band B
You provide balanced, impartial advice, presenting information and dealing with people tactfully. You use the most appropriate method, language and style of communication for the situation and people involved.			
You check your own and other people's information for accuracy and consistency.			
You listen, clarifying to check mutual understanding. You take account of other people's views when deciding what action to take.			
You present a case confidently and persuasively.		You present a case confidently and persuasively, using the best methods for presenting to the relevant audience (including public, parliamentary and media relations).	
You speak and write clearly and accurately, and check that people understand your message.	You speak and write clearly in a well-structured and concise way, checking that your message is understood.	You speak and write in a well-structured, clear and concise way. You draft accurately and concisely to persuade and inform, checking that your message is understood.	You speak and write in a well-structured, clear and concise way. You draft quickly, accurately and concisely under pressure to persuade and inform, checking that your message is understood.
You develop good working relationships, and recognise breakdowns in communication.	You develop good working relationships, and take positive steps to deal with conflict or breakdowns in communication.	You promote good working relationships, and respond quickly to deal with conflict or breakdowns in communication.	You promote good working relationships dealing, where possible, with communication breakdowns before they arise, defusing tense situations.
You negotiate with colleagues to agree day-to-day activities.	You carry out day-to-day negotiations to agree what action to take.	You negotiate effectively to achieve agreed courses of action with stakeholders, maintaining their buy-in.	
You stick to the point in discussions or meetings.	You intervene in meetings and discussions when relevant and at the right time.	You lead meetings or discussions effectively to achieve clear results and make telling contributions to move business forward.	
			You prepare co-ordinated advice for Ministers which they can rely on without question.
Ineffective indicators			
<ul style="list-style-type: none"> <li>You talk down to other people.</li> <li>You do not listen.</li> <li>You do not make yourself understood.</li> </ul>		<ul style="list-style-type: none"> <li>You do not make adjustments for other people's needs.</li> <li>You ignore all challenge or criticism and react with hostility.</li> </ul>	

## 4. Analysing and Using Evidence

Outcome – People make informed decisions based on clear analysis of relevant evidence and information.			
Effective indicators			
Band E – Skill Zones 1 to 3	Band D – Skill Zone 4	Band C	Band B
You identify and use some appropriate sources of evidence when making decisions.	You identify what sources of evidence and experts are needed to make decisions.	You identify and use key sources of evidence and relevant experts when evaluating evidence to support outputs.	You exploit key sources of evidence, and engage with relevant experts when using evidence to support outputs.
You are able to adapt to changing priorities.	You are able to work with changing priorities and uncertainty.	You adapt easily to changing priorities and uncertainty.	You are comfortable with uncertainties. You predict possible outcomes and change priorities as a result.
You are aware of the limits of your own authority when making decisions.	You take decisions at the right time, within the limits of your own authority. You identify the main parts of, and solutions to, a problem.	You take decisions at the right time, based on best available evidence and analysis, within the limits of your own authority.	You seek the facts but, when necessary, take timely difficult decisions based on limited information.
	You check sources of evidence to make sure they are valid and accurate.	You know which evidence is valid and relevant and can make sense of a range of material to get at the underlying issue and see the links between complex factors.	
	You analyse evidence to support the development of policies, projects and programmes.	You use evidence to evaluate policies, projects and programmes, seeing where the main risks lie and thinking through whole life implications.	
You can collect and summarise information and data relating to your area of work.		You work confidently with information and data, and understand commonly used methods for summarising data.	
Ineffective indicators			
• You base decisions on rumours, not facts. • You work only from your own point of view or make assumptions about issues.		• You fail to make connections between wider issues, people or organisations. • You accept all evidence without question.	



## 5. Managing Customers and Suppliers

Outcomes – People develop productive relationships with customers and suppliers that give value for money.			
Effective indicators			
Band E – Skill Zones 1 to 3	Band D – Skill Zone 4	Band C	Band B
You understand the need to get best value for money, being aware of and applying relevant commercial policies and processes.		You get best value for money using relevant commercial policies and processes.	
You have a strong focus on customers and suppliers.		You promote a strong focus on customers and suppliers and know how to shape business processes and priorities around the customer.	
You know who your customers and suppliers are and build good working relationships with them.		You establish relationships that will get the best out of each party and optimise the distribution of risk.	
You identify ways to improve customer service.		You motivate improved performance sharpening the way business is done with a clear distinction between requirement and delivery.	
You understand customers’ and suppliers’ needs and manage expectations by explaining what is and is not possible.	You understand customers’ and suppliers’ needs and explore practical solutions with them. You manage expectations by explaining what is and is not possible.	You understand customers’ and suppliers’ needs in terms of performance, time and cost. You plan for and put into practice alternatives and negotiate trade-offs when constraints affect delivery.	
	You work effectively with different organisations to achieve common goals.		You take a wide view, successfully achieving common goals with organisations that have different priorities.
Ineffective indicators			
<ul style="list-style-type: none"><li>• You do not try to identify customers and suppliers.</li><li>• You make promises that cannot be met.</li></ul>		<ul style="list-style-type: none"><li>• You don’t look beyond existing services.</li><li>• You are uncooperative and unhelpful.</li></ul>	

## 6. Improvement and Change

Outcomes – People are committed to improving the business, turning visions for change into reality and adapting well to change.			
Effective indicators			
Band E – Skill Zones 1 to 3	Band D – Skill Zone 4	Band C	Band B
You make suggestions for improving working practices.	You improve relevant practices and tackle issues with an open mind.	You analyse practices, suggesting new or more effective methods.	You challenge accepted assumptions, developing and putting into practice imaginative proposals to successfully encourage new and more effective methods.
You understand the need for change.	You understand the need for change and encourage and support other people to become involved in the process.	You communicate the purpose of and need for change, encouraging other people to contribute and take part in the process.	You understand and communicate the vision for change and act as a role model in encouraging others.
You respond quickly, flexibly and positively to change, using it as an opportunity to learn, develop and practise new skills. You put into practice new ways of working and exploit new technology.			You promote change and use it as an opportunity to apply new skills, ideas and technology. You create an environment where people are able to take considered risks.
		You understand how business change relates to system change.	You understand how business change relates to system change and can shape a change programme accordingly.
		You assess the effect of options for other people, supporting them in adapting to different ways of working.	You gain other people's commitment to change and know how to prepare people for different ways of working.
		You recognise the effect change has on stakeholders, and deal with issues promptly.	You recognise the effect change has on stakeholders, and deal with issues promptly. You manage links with other change programmes.
		You can identify the benefits of a change.	You know how to identify and track different sorts of benefit.
			You are aware of the need to reposition the organisation as the environment changes.
Ineffective indicators			
<ul style="list-style-type: none"> <li>You propose change for the sake of change.</li> <li>You ignore new ideas and proposals without considering them.</li> <li>You use rules as an excuse to prevent change.</li> <li>You will not risk exposure of uncertainty.</li> </ul>		<ul style="list-style-type: none"> <li>You cannot justify change.</li> <li>You stick to outdated methods and are not willing to change.</li> <li>You do not learn from previous experiences.</li> <li>You always see difficulties, not possibilities.</li> </ul>	

## 7. Planning and Managing Resources to Deliver Business Results

Outcome – People plan effectively and make best use of resources to deliver business results.			
Effective indicators			
Band E – Skill Zones 1 to 3	Band D – Skill Zone 4	Band C	Band B
You understand how the MOD is structured, where you fit in, and your role in delivering business results.	You understand, and can explain, the operation and structure of the MOD, and your own and other people’s roles in delivering business results.		You understand and can explain the Department’s business model and how you and others contribute to delivering its business (including financial) results.
You are aware of parliamentary and ministerial procedures and processes and how these influence business.		You understand and can explain the structure of government, parliamentary and ministerial procedures and processes, and how these influence business.	
You use resources appropriately and follow appropriate business rules.		You lead by example in incurring expenditure and managing business relationships and risks, promoting and enforcing business rules including scrutiny and controls to ensure propriety.	
You understand the need to ask for the advice of others when making decisions.	You know when to engage with other functional experts (such as Finance or Commercial) when making business decisions.		You understand how to engage with functional business experts (such as Finance or Commercial) and know when to provide them with routine or exceptional information.
You understand business data about your own area of work.	You understand and interpret business (including financial) data relating to your own area of work.	You understand and interpret business (including financial) data to inform decisions.	You work confidently with business (including financial data) when making decisions. You interpret trends and risks in routine, and where appropriate, investment appraisals.
	You gather and present evidence to support bids for resources.		You ensure personal delivery against the business plan, negotiating the resources needed to deliver business results and inform key decisions.
You look for best value from resources (people, money, assets and time).	You review spending against budget and seek best value from resources (people, money, assets and time).		You seek best value from resources (people, money, assets and time), relating the use of resources to results and forecasting and managing expenditure accurately.
You use processes, information and appropriate tools to deliver business results.	You make best use of business processes, information and tools to deliver results; including seeking and acting on feedback to improve business performance and processes.		You manage business processes, information and tools effectively to deliver results and know how to use business process reviews to improve business delivery.
Ineffective indicators			
• You focus on process at the expense of results. • You ignore people’s needs.		• You misuse resources. • You fail to deliver business results.	

## 8. Programme and Project Management

Outcome – People use Programme and Project Management techniques and tools to do business faster, cheaper and better.			
Effective indicators			
Band E – Skill Zones 1 to 3	Band D – Skill Zone 4	Band C	Band B
You prioritise and manage your own work, using your own time, technology and resources effectively.	You plan ahead, setting realistic targets.	You create clear and achievable plans.	You translate complex aims into clear and manageable plans.
You review progress to improve performance.		You review progress to improve performance, understanding the purpose and use of analysis processes such as Peer reviews (such as the Gateway process).	
You are aware of programme and project management techniques, including risk management.	You understand basic programme and project management techniques including risk management.	You understand and use programme and project management techniques, including risk management.	You understand and use programme and project management techniques, including risk management. You can manage a programme or many projects at the same time.
You understand your role in delivering a programme or project.	You understand how you contribute to delivering programme benefits and developing business cases.	You understand and contribute to defining and delivering programme benefits and developing business cases.	
You are aware of the need to involve stakeholders.	You understand the need to involve key stakeholders.	You identify and engage with stakeholders, keeping them informed. You regularly ask for and act on their feedback.	You plan and deliver strong relationships with stakeholders making sure the organisation is a respected customer and provider.
You recognise the effects of decisions on other people.	You make basic links between issues, and recognise the effects of decisions on other areas.	You identify and manage the main links and dependencies between issues.	You identify and manage all links and dependencies between complex issues.
	You engage with programme and project management experts, and in acquisition projects, procurement and commercial experts.		
Ineffective indicators			
• Your plans are not structured or realistic. • You fail to keep stakeholders informed. • You fail to consider risks.		• You do not monitor and review progress. • You approach tasks in a disorganised way.	

People Management	Financial Management	Programme and Project Management	Analysis and use of evidence
Understands and communicates the organisation's priorities, and ensures people's objectives are aligned with them. <b>1B6</b>	Can describe the organisation's business model and identify own contribution to its financial objectives. <b>7B1</b>	Understands and uses PPM techniques, including risk management. <b>8B3</b>	Identifies and uses various sources of evidence [and feedback] to support outputs. <b>4B1</b>
Coaches & develops individuals, & manages own development. <b>2B4</b>	Ensures personal delivery against plan, and forecasts accurately. Sets and influences stretching targets for improving the value achieved from resource inputs (people, budget and assets). <b>7B6 and 7B7</b>	Understands and contributes to definition and delivery of programme benefits and business case development. <b>8B4</b>	Understands the validity, relevance and limitations of different sources of evidence. <b>4B4</b>
Employs a range of appropriate techniques to promote equality of opportunity and diversity. <b>1B1</b>	Works confidently with financial data when making decisions: interpret trends, issues and risks in routine and, where appropriate, investment appraisals. <b>7B5</b>	Plans and delivers strong relationships with stakeholders ensuring that the organization is a respected customer and provider. <b>8B5</b>	Uses evidence to evaluate policies, projects & programmes. <b>4B5</b>
Recognises and rewards good performance, & tackles poor performance. <b>2B5</b>	Leads by example when incurring expenditure and managing business relationships and risks. Promotes and enforces appropriate business rules. <b>7B3</b>	Understands the purpose and use of Peer and OGC Gateway Reviews™. <b>8B2</b>	Understands and can interpret the most commonly used methods for summarising data. <b>4B6</b>
Knows how and when to engage with HR experts in tackling people issues. <b>2B9</b>	Engages with finance experts, and knows when to provide them with routine or exceptional information. <b>7B4</b>	Engages with PPM experts, and, in acquisition projects, procurement/ commercial experts. <b>8B7</b>	Engages with relevant experts to gather and evaluate evidence. <b>4B1</b>

The PSG core skills are mapped to the relevant core competence through the code in purple. The first number refers to the competence in the new core framework. The letter relates to the Band in the new competence framework that the compared indicator is in. The final number is the location of the indicator reading from the top, including all indicators which are spread across more than one band.

People Management	Financial Management	Programme and Project Management	Analysis and use of evidence	Strategic Thinking	Comms & Marketing
Develops team capability in line with business plan and organisational vision	Influences the organisation's business model and is adept at communicating it to internal and external audiences	Takes responsibility for the definition and successful delivery of programme benefits through cost effective measurement processes. Can oversee the development and delivery of a viable business case	Predicts and secures appropriate evidence as a basis for decisions, including testing for deliverability and preparing for evaluation	Understands can explain Department's strategy and priorities	Uses communications and marketing to put the citizen at the heart of policy development and operations
Coaches & develops individuals and teams for high performance	Plans, agrees and monitors the delivery of stretching targets. Identifies and implements innovative ways to improve efficiency and effectiveness in the use of resource and assets	Anticipates, manages and monitors programme/ project risks, including by using market knowledge and networks	Links evidence with specific outputs to challenge decision- making, and identifies ways to improve its quality & use	Understands government priorities, wider policy environment and institutional constraints. Translates overall strategic direction of Dept and Govt as a whole into effective delivery of own work area	Understands and uses cross Departmental customer segmentation, identifies consumer/citizen needs and understands the range of communication channels
Champions equality & diversity, & promotes best practice	Interprets a wide range of financial information (including corporate financial reports) to make management decisions. Competent when approving investment appraisals	Ensures effective communications with stakeholders	Champions use of a variety of tools in collecting and analysing evidence, balancing needs and concerns of users and suppliers	Identifies, understands and takes account of key strategic drivers affecting the delivery system, including the potential impact of ICT	Aligns policy and delivery with clear communications objectives and measurement criteria
Manages change effectively identifying resistance, building engagement and involvement, and rewarding innovation	Provides assurance to the Board on the achievement of the highest standards of internal controls and public sector governance	Ensures OGC Gateway™ reviews are commissioned and contributed	Ensures deployment of evidence is consistent with wider government requirements	Understands and deploys a range of strategic analysis tools	Understands the wider ministerial and communications agenda across Department and Government
Works in partnership with HR experts to achieve organisation's goals	Works in partnership with finance experts to achieve organisation's goals	Works in partnership with PPM experts to achieve organisation's goals	Works in partnership with a wide range of analytical experts to achieve organisation's goals	Works in partnership with internal and external strategy experts to achieve organisation's goals	Works in partnership with communications and marketing experts to achieve organisation's goals

People Management	Financial Management	Programme and Project Management	Analysis and use of evidence	Strategic Thinking	Comms & Marketing
Creates a culture of high performance & people management that is intolerant of poor performance	Has an intimate understanding of, and guides the long-term development of, the organisation's business model. Is a compelling communicator of strategies, trends and risks	Operates PPM techniques effectively in an environment of ambiguity and uncertainty	Ensure that the collection, analysis and use of evidence in my organisation complements that of wider government	Shapes and sets the long-term vision and direction for the department, taking into account both wider government priorities and delivery systems	Creates and drive forward a culture that demands active, two-way engagement with all stakeholders, including people within the organization
Aligns functions and resources, & deploys people and skills optimally to achieve strategic priorities	With Board colleagues, I can set and monitor challenging business plan goals, targeting continuous improvement in the overall efficiency and effectiveness of the organisation's resources. Uses long-term, innovative thinking and networking to stimulate new opportunities or solutions and early identification of corporate risks.	Works collaboratively across Departments to ensure PPM techniques are applied effectively, with appropriate trade-offs between programmes	Ensures the evidence base for the strategy and work of the organisation is open to critical challenge and inspires the confidence of stakeholders including the public	Identify tensions, set priorities and make trade-offs between different policy areas & over different timescales (short, medium and long term)	Creates and drives forward a culture that ensures close working between communications, policy and delivery
Acts as a passionate and inspiring advocate for change	Is fluent at interpreting a wide range of financial information, including market analyses, and can use this to determine policy and strategy	Takes delivery of OGC Gateway™ reports as SRO and takes appropriate action	Sets demanding standards for the use of evidence in line with government requirements and proprieties, and ensures that they are met	Presents Ministers and colleagues with key choices based on robust evidence and facilitate the strategic development process	Aligns communications objectives with clear cross department and cross government objectives
Fosters an organisational culture that is positive about change and committed to delivery of the strategic vision	Fosters an organisational culture that encourages best practice public sector governance, and consistently monitors business performance against these standards	Champions the role of PPM in the organisation and maintain an effective relationship with relevant experts	Champions the role of analysis/evidence in the organisation and maintain an effective relationship with relevant experts	Take a corporate perspective across government, pro-actively working as a team with Whitehall peers, influencing and shaping their strategic agendas and understanding key strategy and decision processes	Champions the role of communications and marketing in the organisation and maintain an effective relationship with the Director of Comms
Champions the role of HR in the organisation & maintains an effective relationship with the HR Director	Champions the role of Finance within the organisation, and maintain an effective relationship with the Finance Director			Champions the role of strategic thinking in the organization, working effectively with relevant internal and external experts	





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