



Ministry
of Defence

de&s

The DE&S Professional 2016/2017 Guidance



Defence Equipment & Support

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Introducing The DE&S Professional

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Welcome to The DE&S Professional, the competency framework for DE&S. This describes what we most need people to be like in a transformed and thriving DE&S. It is about what we are good at – not just our skills but how we behave. It is one of the central parts of the 'DE&S Way'.

Your function or technical skills are centre stage, reflecting the fact that we are a specialist organisation, in which everyone is a professional in a function. But the kind of business we are means that other things matter for all of us too. We need to be a business that delivers to customers and has a hard business and commercial edge. We have to work together, among ourselves and as part of a wider Defence and Government community. And in different ways all of us need to be leaders. Of course the competency framework cannot cover all the things we all need to be good at: it is intentionally quite brief, picking out the things that matter most.

The framework is intended for all DE&S people, Service and civilian alike.

It does not change the processes set by the Services, but can still inform them by giving a clear view of what we expect in DE&S. It recognises that DE&S is part of a wider community: it draws on the Civil Service competence framework in many respects, on the Civil Service Leadership Statement, and on existing functional frameworks in use across MOD and wider Government.

Please take the time to become familiar with it and use it to help with your personal development and performance. We are using the DE&S Professional to frame objectives in the performance management process for 2016/17. We will then progressively build it in to the full range of people management processes, including recruitment, deployment, learning, talent and progression, as we build the balanced matrix operating model over the coming year.

I expect The DE&S Professional framework to evolve over time: so please make suggestions for improving it in the light of your experience of using it. Please direct these suggestions to [Mark Smith](#) L&T CoE.

About the DE&S Professional

DE&S is where rapid and exciting change has become the norm. The transformation agenda means that people are more interconnected and interdependent than ever before. To really stand out and make us match fit for a constantly changing world, we need to offer more than technical competence. Each and every one of us - at all grades and in all Functions - needs to be an authentic and inclusive leader and colleague who inspires others and can communicate a compelling view of the future in order to motivate and engage.

The DE&S Professional is a framework which will help to accelerate and enrich your development by focusing you on six areas of critical skills, knowledge and behaviours to help you get better at getting better.

The framework summarises five cross-cutting competencies that describe the way we need people to behave in a transformed and thriving DE&S. They describe behaviours that all of us need to develop and continue to focus on to deliver a consistently outstanding DE&S experience as a professional organisation.

At the heart of the framework sit Function Skills. These are the core competencies that describe the professional, specialist skills that drive and develop professional excellence. These are an individual's

primary competencies and are driven by the core framework aligned to each Function.

The DE&S Professional aims to describe the most important skills and behaviours to DE&S success. It does not describe all the things an individual may need to be good at, and is a guide, not a detailed prescription. For each competency there is a description of what it means in practice. The competencies are intended to be distinct and progressive, with each level within a competency building on the level below. They draw on a range of sources including the Civil Service leadership framework as well as the Civil Service competency framework, MOD and Government Professional frameworks.

The DE&S Professional has been designed to:

- Offer a more concise and relevant DE&S framework that makes it easier for us to quickly identify what skills, competencies and behaviours are most important at DE&S
- Be used by everyone at DE&S
- Capture the behaviours that we should display
- Remain relevant to the wider Civil Service
- Be a reference point for objective setting and wider HR processes

The DE&S Professional

Do you know what matters most at DE&S?

Using this guide

The DE&S Professional has been launched in time for the start of the 2016/17 performance year and should be used as the basis for setting competence objectives. Using this framework, you should set a combination of function and cross-cutting competence objectives, depending on which are most relevant to your role. This will support the introduction of a targeted development plan for the year.

Use the descriptors within the framework to determine your level of competence and identify the areas that are most appropriate for you to focus your development on for the performance year. When you look at the descriptors, it will be useful to reflect on your feedback and identify which level you feel best describes your current level of competence. Test this with your manager and think about where you aspire to be when you set your personal objectives.

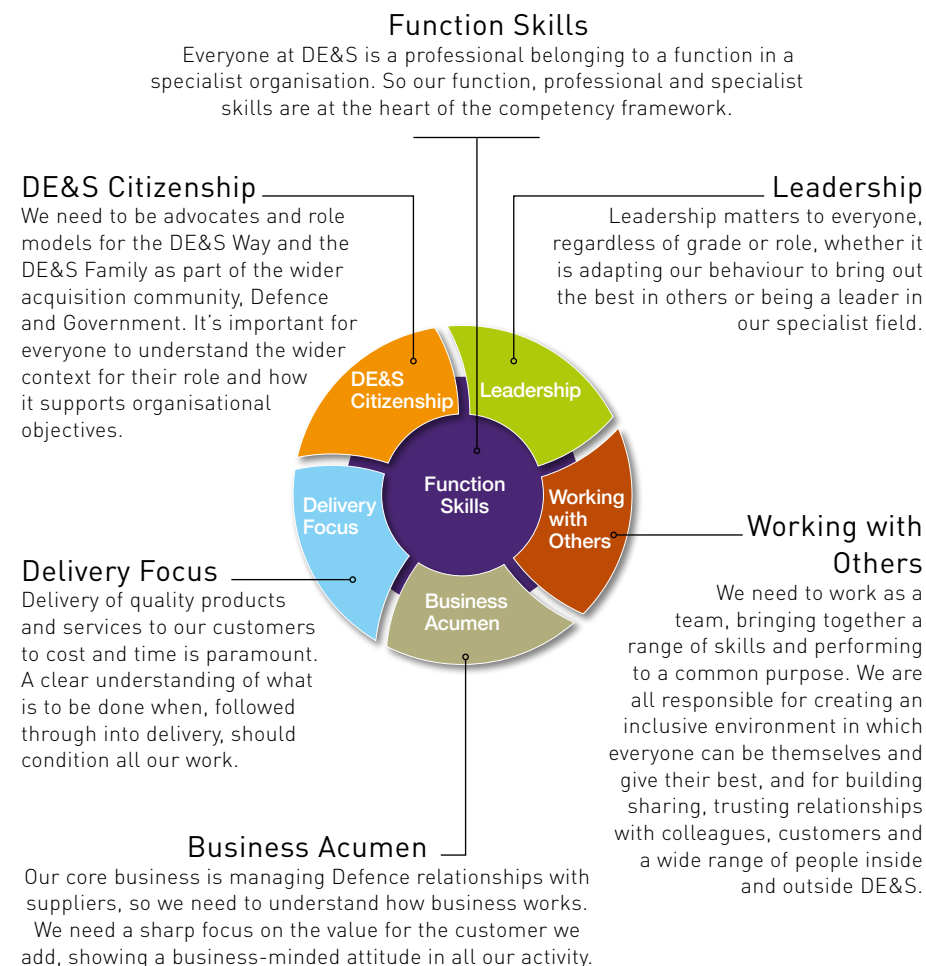
When assessing the appropriateness of the competencies, and the balance between cross-cutting and function competence objectives, you should consider the following:

- Role and related priorities – what competence do I require to fulfill my delivery objectives?
- Function development – what is critically important for me to develop as a specialist in my function to deliver my outputs, and for my function development?
- Career aspirations – Where do I see my career beyond the next 12 months?

In Appendix 3, we have included a series of example objectives aligned to The DE&S Professional framework. Click here to be taken to these examples.

The framework is shown on page 7. Click on any competency on the diagram to navigate to more detail on that area. You can then use the diagram on each page to navigate your way around this document, or you can press the arrow key on your keyboard to turn to the next page.

The DE&S Professional



The Leadership Statement

Empirical evidence and independent reports show that strong leadership is critical to the culture of high-performing organisations. There are many leadership frameworks available to consult, and rather than being too prescriptive about a specific approach we would encourage you to invest time in considering your own leadership

strengths and style and how you can best develop your personal leadership.

A good place to start is The Leadership Statement developed by the Civil Service. These behaviours are not exclusive to Civil Servants but are applicable to all of us working for DE&S regardless of level, role or specialism.

Inspiring about our work and its future	Confident in our engagement	Empowering our teams to deliver
<ul style="list-style-type: none"> → We will show our pride in and passion for public service, communicating purpose and direction with clarity and enthusiasm → We will value and model professional excellence and expertise → We will reward innovation and initiative, ensuring we learn from what has not worked as well as what has 	<ul style="list-style-type: none"> → We will be straightforward, truthful and candid in our communications, surfacing tensions and resolving ambiguities → We will give clear, honest feedback, supporting our teams to succeed → We will be team players, and not tolerate uncollaborated behaviour which protects silos and departmentalism 	<ul style="list-style-type: none"> → We will give our teams the space and authority to deliver their clearly set objectives → We will be visible, approachable, and welcome challenge, however uncomfortable → We will champion both difference and external experience, recognising the value they bring → We will invest in the capabilities of our people, to be effective now and in the future

[continue to leadership competences next page >](#)


Leadership

Leadership matters to everyone, regardless of grade or role, whether it is adapting our behaviour to bring out the best in others or being a leader in our specialist field.



Level	Effective Behaviours	Ineffective Behaviours
1	<ul style="list-style-type: none"> → Identify mistakes and take constructive action to ensure lessons are learned. → Provide guidance, on the job training and basic direction to junior colleagues whilst maintaining required integrity → Actively and regularly seek feedback on performance and development needs 	<ul style="list-style-type: none"> → Show little interest in own work or in getting the job done properly → Miss opportunities to generate better outcomes for the customer through collaboration with others → Do little to follow through on constructive developmental feedback, ignore or dismiss its value
2	<ul style="list-style-type: none"> → Share and collaborate effectively with others, treating them with respect, trust, and dignity → Use feedback and reflection to develop self awareness, personal strengths and address development areas → Share information and skills, and encourage others to do the same → Take responsibility for personal development and actively seek to engage in opportunities and learning 	<ul style="list-style-type: none"> → Express limited interest in goals and activities → Fail to address own capability needs or identify learning opportunities and resist opportunities to broaden work responsibilities → Ignore the knowledge and expertise that a wider network of colleagues and partners can bring to the work of the team → Lack interest in personal development and decline opportunities to learn e.g. through attending programmes or engaging in work based learning

Level	Effective Behaviours	Ineffective Behaviours
3	<ul style="list-style-type: none"> → Recognise and treat people as professionals and promote DE&S's values, ethics and policies so that they are recognised as central to success → Coach others and encourage them to take ownership of their personal development and realise their full potential → Be fair and inclusive, and share and celebrate team successes 	<ul style="list-style-type: none"> → Be ignorant of and/or dismissive of broader DE&S values and goals, such as equality and diversity → Passively expect others to manage their own learning needs or only choose to develop team members who reflect own capabilities, styles and strengths → Take the credit for others' achievements
4	<ul style="list-style-type: none"> → Act as a role model, leading and working closely with our people to deliver the best for our armed forces customers → Manage personal impact and adapt behaviour to bring out the best in others → Take time with people and initiate open and honest conversations at all levels → Accept challenge and seek feedback from various sources 	<ul style="list-style-type: none"> → Act in ways that are at odds with DE&S values → Overly focussing on task delivery at expense of motivating and building capability to perform → Operate within a narrow frame of reference and avoid adopting a fuller perspective, miss opportunities to initiate conversation and wait for others to take the lead → Place low priority on people management and development, seldom seek feedback or challenge, and prioritise professional expertise over leadership, management and people skills
5	<ul style="list-style-type: none"> → Lead by example, set and demonstrate high standards of integrity, empathy and authenticity → Communicate a compelling view of the future in order to motivate and engage → Promote resilience and responsiveness in the organisation by being open and honest about challenges, and the actions required to address unexpected developments → Role model strong leadership, influence and accountability for the achievement of commercial outcomes relevant to organisational goals 	<ul style="list-style-type: none"> → Act in ways which are at odds with desired culture and values – damages own leadership reputation internally and externally → Lack confidence or impact, miss opportunities to communicate messages or give a confused or uninspiring narrative about what's important → Overlook the impact of challenges and the impact on team and organisational resilience → Show little evidence of leadership and accountability for delivering commercial outcomes

Working with Others

We need to work as a team, bringing together a range of skills and performing to a common purpose. We are all responsible for creating an inclusive environment in which everyone can be themselves and give their best, and for building sharing, trusting relationships with colleagues, customers and a wide range of people inside and outside DE&S.



Level	Effective Behaviours	Ineffective Behaviours
1	<ul style="list-style-type: none"> → Take responsibility for contributing to the work of the whole team → Get to know fellow team members, colleagues and customers to understand their viewpoints and preferences → Try to see issues from others' perspectives and check understanding 	<ul style="list-style-type: none"> → Focus on own objectives at the expense of supporting colleagues → Is overly critical and blaming of people who have different working styles or development needs → Look at issues from own viewpoint only
2	<ul style="list-style-type: none"> → Actively encourage team working, facilitating collaboration for the benefit of the team's work → Listen attentively to others and check your and their understanding by asking questions → Take responsibility for creating a working environment that encourages equality, diversity and inclusion 	<ul style="list-style-type: none"> → Continue to work in set ways that make it difficult for colleagues to contribute to or benefit from the team's work → Show a lack of interest or skill in interacting with others → Adopt a biased, exclusive or disrespectful manner in their dealings with others

Level	Effective Behaviours	Ineffective Behaviours
3	<ul style="list-style-type: none"> → Proactively initiate conversations and establish relationships with a range of stakeholders to support delivery of business outcomes → Act as a team player, investing time to generate a common focus and genuine team spirit → Readily share resources to support higher priority work, showing pragmatism and support for the shared goals of the organisation 	<ul style="list-style-type: none"> → Devote little or no time to networking or engaging with immediate stakeholders, preferring to work in isolation → Demonstrate limited capability to get the best from people and create barriers or negative feelings between and within teams → Create reasons why resources and support cannot be shared
4	<ul style="list-style-type: none"> → Actively build and maintain a wide network of colleagues and customer contacts → Demonstrate genuine care for team members, colleagues and customers, be approachable and build strong interpersonal relationships → Work as an effective team player, managing team dynamics, ways of working and encourage contributions from all 	<ul style="list-style-type: none"> → Only seek to build contacts in immediate work group, neglect to create a wider network beyond this → Neglect to maintain relationships during difficult times → Set out a course of action and apply it without listening to others or adapting where relevant
5	<ul style="list-style-type: none"> → Build a strong network of collaborative relationships and partnerships within and outside DE&S → Drive a diverse, inclusive and collaborative working culture which encourages openness, approachability and is supportive of challenge however uncomfortable → Promote team working, share knowledge and resources with others and across functions 	<ul style="list-style-type: none"> → Restrict collaboration to existing relationships, give limited attention to the importance of building networks → Create and allow cliques and narrow ways of working within and across functions, promoting a 'knowledge is power' culture → Consistently protect resources and interests of own area, resisting involvement from external colleagues or experts

Business Acumen

Our core business is managing Defence relationships with suppliers, so we need to understand how business works. We need a sharp focus on the value for the customer we add, showing a business-minded attitude in all our activity.



Level	Effective Behaviours	Ineffective Behaviours
1	<ul style="list-style-type: none"> → Work with existing processes and systems whilst making constructive suggestions for improvement → Understand the impact of contribution and actions to the organisation (e.g. the use of TRaC) → Understand the relevant terms and conditions, including deliverables of relevant contracts 	<ul style="list-style-type: none"> → Show little interest in own work or getting the job done properly and miss the opportunity to suggest improvements → Show little interest in the work of the function, not appreciating they have a role in meeting priorities → Demonstrate little understanding of what suppliers are obliged to deliver, how or by when
2	<ul style="list-style-type: none"> → Identify opportunities for efficiencies and where applicable take agreed action to implement them → Use a broad range of evidence, tools and techniques when solving a problem → Recognise when deliverables and/or services derived from a commercial arrangement are not being delivered to the required level of quality or standard and take appropriate action 	<ul style="list-style-type: none"> → Stick rigidly to original brief, not adapting support/input to changing needs → Avoid responsibility for dealing with problems, miss important evidence or make hasty judgements → Not raise issues when cost or outcomes drift significantly from agreements

Level	Effective Behaviours	Ineffective Behaviours
3	<ul style="list-style-type: none"> → Use multiple sources of information to develop solutions which achieve the best mix of quality, value and effectiveness → Gather relevant evidence to assess and address costs, benefits and risks → Work with commercial experts in engaging effectively and intelligently with delivery partners in order to define and/or improve service delivery 	<ul style="list-style-type: none"> → Only use evidence sources that support arguments or are easily accessible → Take a narrow view of options and focus only on cost, rather than long term value and impact → Lack impact when engaging with commercial experts and delivery partners through misunderstanding commercial issues
4	<ul style="list-style-type: none"> → Interact confidently and effectively as an intelligent and highly credible customer and/or supplier → Deal with customers in a business like way and anticipate their needs using knowledge and experience to propose and develop solutions → Build relationships and motivate improved performance by suppliers, challenge any gaps between contractual commitments and actual delivery through joint working 	<ul style="list-style-type: none"> → Demonstrate low levels of knowledge or commercial understanding and lose respect from customers and/or suppliers → Maintain a limited or out-dated view of how to respond to customers and/or suppliers needs → Take it for granted that suppliers are delivering what is needed
5	<ul style="list-style-type: none"> → Develop and apply market and economic understanding and insights to support sound commercial decision making and recommendations → Ensure the team develop a business minded approach to their work with a relentless focus on value, not just process → Seek out and facilitate the introduction of innovative business models, systems and approaches to deliver greater commerciality and sustainability 	<ul style="list-style-type: none"> → Have limited insight into the changes and developments surrounding own area and show limited active management of commercial arrangements associated with the delivery of policy and business outcomes → Do little to ensure that staff are equipped to consider commercial issues in shaping and developing policy and/or operational services → Allow ineffective business models or systems to continue, leading to a clear waste of money or resource

Delivery Focus

Delivery of quality products and services to our customers to cost and time is paramount. A clear understanding of what is to be done when, followed through into delivery, should condition all our work.



Level	Effective Behaviours	Ineffective Behaviours
1	<ul style="list-style-type: none"> → Co-operate with and be open to the possibilities of change and consider ways to implement and adapt to change in own work role → Review work practices and come up with ideas to improve the way things are done 	<ul style="list-style-type: none"> → Constantly make negative comments about change – unwilling to consider how change could help in own role → Remain attached to outdated procedures and technologies
2	<ul style="list-style-type: none"> → Put aside preconceptions and consider new ideas on their own merits → Help colleagues, customers and corporate partners to understand changes and why they have been introduced → Identify opportunities to improve service to continually fine-tune our delivery for our customers 	<ul style="list-style-type: none"> → Avoid considering different approaches, accepting the established way of doing things → Dismiss colleagues' concerns about change and miss opportunities to discuss with them what is behind their concerns → Resist opportunities to broaden work responsibilities and be reluctant to consider ways to improve service in own area, even when improvements are urgently required
3	<ul style="list-style-type: none"> → Be determined and willing to meet the challenges of difficult or complex services, encouraging and supporting others to do the same 	<ul style="list-style-type: none"> → Resist changing own approach in response to the new demands – adopting a position of 'always done things like this'

Level	Effective Behaviours	Ineffective Behaviours
3	<ul style="list-style-type: none"> → Be accountable for delivering tasks and customer requirements in an effective and timely manner, using common established processes → Help team members be confident to get on with the job by setting clear targets and objectives that are measurable, challenging and are focused on what DE&S priorities are 	<ul style="list-style-type: none"> → Give little or no support to others in managing poor performance, allow others' problems and obstacles to hamper progress → Give people work to do without supporting them to develop the skills and knowledge to do the job and allow workflow to lose momentum or drift away from priorities
4	<ul style="list-style-type: none"> → Provide constructive challenge to senior management on change proposals which will affect own business area → Takes responsibility for ensuring clarity of all parties to safeguard the delivery of a quality on-time customer service → Make best use of diverse talents, technology and resources to deliver results for DE&S → Encourage others to seek opportunities for different and innovative approaches to addressing diverse customer requirements 	<ul style="list-style-type: none"> → Spend limited time on engaging experts and relevant individuals in developing and testing proposals, failing to pass on relevant staff feedback → Leave team unclear about vision and goals of their immediate business area → Stay ignorant of the experience of colleagues and ignore developments in technology that could deliver results for DE&S → Take a narrow and risk averse approach to proposed new approaches
5	<ul style="list-style-type: none"> → Challenge bureaucratic decision making, resourcing structures and processes to create an effective organisation → Have the courage to take risks and make step changes to how things are done, continually looking at opportunities for us to get better at getting better → Sets expectations and provides clarity and direction regarding quality on-time customer delivery → Measure the things that matter by setting and monitoring challenging business plan goals and targets 	<ul style="list-style-type: none"> → Create/tolerate bureaucracies and inefficient ways of working which hinder effectiveness → Argue to retain the status quo, support current approaches, activities and processes without challenge → Allow own area to become outdated and out of step with evolving changes and wider service requirements → Establish unrealistic or confusing goals and targets at the highest level, leading to inefficiencies in service delivery

DE&S Citizenship

We need to be advocates and role models for the DE&S Way and the DE&S Family as part of the wider acquisition community, Defence and Government. It's important for everyone to understand the wider context for their role and how it supports organisational objectives.



Level	Effective Behaviours	Ineffective Behaviours
1	<ul style="list-style-type: none"> → Has a good understanding of DE&S values and some knowledge and interest of products and services and how own area fits into the wider business → Awareness of transformation activities within own area and how to access information relating to change 	<ul style="list-style-type: none"> → Work on own tasks in isolation showing little interest in the wider context and relevant developments outside their immediate area → Be resistant to listening to ideas or plans for change and how they can adapt their behaviour to thrive in the new environment
2	<ul style="list-style-type: none"> → Has a good understanding of DE&S's products and services and how own area fits within the wider Function to achieve organisational objectives → An understanding of the acquisition system and how their role fits within it → Pro-actively keeps abreast of transformation activities and the impact on their role 	<ul style="list-style-type: none"> → Display limited interest or positivity for their role or purpose → Implement change in a thoughtless and unstructured way, having not considered the possible effects it may have on others

Level	Effective Behaviours	Ineffective Behaviours
3	<ul style="list-style-type: none"> → Has a solid understanding of the environment and context DE&S works within including an in-depth knowledge of how own role fits with and supports organisational objectives → Solid knowledge of transformation programme and impact on themselves and immediate team → Gets involved in activities which help strengthen the DE&S brand, internally and externally 	<ul style="list-style-type: none"> → Be overly focussed on team and individual activities without due regard to how they meet demands as a whole → Repeat mistakes and overlook lessons learned from changes that have been less effective in the past
4	<ul style="list-style-type: none"> → Has a comprehensive understanding of the acquisition system, DE&S's role within it and own Functions contribution to the wider business → Comprehensive knowledge of transformation, encouraging the team to engage and understand change → Understand DE&S's vision and their role within it 	<ul style="list-style-type: none"> → Operate within own area without sufficient regard to how it creates value and supports the delivery of DE&S goals → Leave team unclear about change vision and goals of their immediate business area → Miss opportunities to transform the team, wait for others to take the lead
5	<ul style="list-style-type: none"> → Has a comprehensive knowledge of all Functions within DE&S and how they contribute to the achievement of DE&S's mandate → Thorough knowledge of transformation. Communicates and engages positively within DE&S and externally regarding change → Champions DE&S's vision across the organisation and externally and takes positive action to further the organisation's reputation and interests → Wins trust of the wider Defence and Government community by effectively and impartially addressing the most difficult issues 	<ul style="list-style-type: none"> → Display imprecision and lack of purpose about direction and focus of what's important → Support incremental improvements within isolated areas rather than any fundamental shift in approach → Unable to translate, articulate and inspire people around vision and goals → Avoids the most difficult issues through taking a narrow DE&S view at the expense of wider issues and agendas

Function Skills

Everyone at DE&S is a professional belonging to a function in a specialist organisation. Our function, professional and specialist skills are at the heart of the competency framework.



Each function in DE&S has a technical competency framework. The purpose of the technical competency frameworks is to provide a consistent view of what effective technical performance looks like within each function. The technical competency frameworks are complemented by the set of cross-cutting competencies.

These function specific technical competencies are used to drive and develop professional excellence and assist in the deployment of the right people with the right skills to the right jobs. Our aim is to say that what

matters first for everybody is their profession.

The technical competency frameworks provide clear links to what the function is aiming to achieve. They don't describe every behaviour or skill required to undertake a role – instead they describe the behaviours that make the difference between average and effective performance.

Each framework has between 5 and 12 headings that encompass the key, core technical skills and behaviours required from people in their function.

Please click on the link below to access your function's technical competency framework

[Project Management](#)
[Integrated Logistics](#)
[Engineering](#)
[Commercial](#)
[Business Process & Assurance](#)
[Information Management & Information Technology](#)
[Finance & Accounting](#)
[Occupational Health Safety & Environment](#)
[Project Controls](#)
[Corporate Services Group](#)
[Human Resources](#)

2

Integrating The DE&S Professional

Integrating The DE&S Professional into HR processes

The DE&S Professional describes the competencies that are important for success throughout the organisation. Helping people to describe and demonstrate effective skills and behaviours, at all levels of the organisation, is key to driving and developing professional excellence.

Here we highlight how you can expect The DE&S Professional framework to be integrated into wider Human Resources (HR) processes as they develop and mature. In time, professional competence will be embedded in everything we do and we will use this framework to recruit, develop and assess our people. Using this to support setting your objectives for the 16/17 Performance Management process is the first step to delivering a truly professional DE&S.

By March 2017 DE&S Professional will be integrated into all HR Processes as follows:

- **Learning and Development Process** - Supporting the development of skills profiles for people and posts and the identification of individual learning needs
- **Talent Management** - Supporting the identification and development of high potential talent in the organisation
- **Promotion and Deployment** - Supporting the promotion and deployment of people to the right jobs at the right time and at the right level
- **Recruitment** - Supporting the process of selecting the people with the skills that we need
- **Cross-cutting skills curriculum** - Supporting the development of a consistent, relevant and focused cross-cutting skills development curriculum
- **Performance Management** - Supporting the performance management process in setting a combination of function and cross-cutting competence objectives

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Appendices

Appendix 1 – Indicative comparison chart

The DE&S Professional is for everyone, civilian and military, working as part of the DE&S family. In order to help you identify those levels of effective behaviours that we reasonably expect you to be displaying as part of your role, we have produced this comparison chart. The chart is designed to

give an indicative illustration of how grades /ranks generally map to levels of behaviour. This is not meant to be a prescriptive chart as individual job roles and responsibilities will have a great impact on those effective behaviours that the job holder will be required to display.

	Skill Zone, Band E				
		Band D			
			Band C		
				Band B	
					SCS
	Level 1	Level 2	Level 3	Level 4	Level 5
	OR1 – OR9				
		OF1 – OF2			
			OF3 – OF4		
				OF4 – OF5	
					OF6 and above
Civilian					
Military					

Appendix 2 - Map to the Civil Service Competency Framework

The DE&S Professional has its roots firmly in the Civil Service Competency Framework.

The new framework takes the most relevant indicators from the Civil Service framework, alongside others that are specifically relevant to DE&S. The map below shows the principal

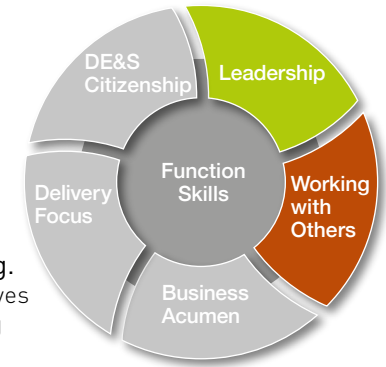
areas of synergy. If you demonstrate the competencies in The DE&S Professional, it is likely that you will also be well placed when measured against the Civil Service framework, for instance in applying for posts in the wider Civil Service.

		Function Skills	Leadership	Working with Others	Business Acumen	Delivery Focus	DE&S Citizenship
Setting Direction	Seeing the Big Picture				●		●
	Changing and Improving	●	●				●
	Making Effective Decisions		●		●	●	●
Engaging People	Leading and Communicating		●	●			
	Collaborating and Partnering		●	●	●		●
	Building Capability for All	●	●	●			
Delivering Results	Achieving Commercial Outcomes				●	●	
	Delivering Value for Money				●	●	
	Managing a Quality Service				●	●	
	Delivering at Pace				●	●	

Appendix 3 - Example objectives

At DE&S we use the SMART model to set objectives. The SMART model helps us to assess our objectives to ensure we are describing exactly what needs to be accomplished, by when and how. Vague objectives can feel overwhelming and unachievable, whereas SMART objectives engage focus, action, feedback and learning.

The following are examples of SMART objectives aligned to The DE&S Professional cross-cutting competencies.

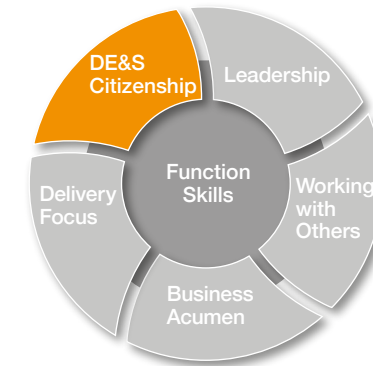


Competency	Example objectives
Leadership	<p>→ I will develop my leadership skills by being a role model and mentor to two junior members of my team. I will seek regular feedback from my team so that I can identify and undertake relevant training to learn and develop throughout the performance year</p> <p>→ Over the first quarter I will actively improve my performance in facilitating meetings by identifying and observing others who display good practice and by seeking regular feedback on my performance to inform my development areas to focus on</p> <p>→ I will invest time over the next 6 months to gather peer, staff and management feedback focused on identifying my own leadership strengths and style and how I can best further develop my personal leadership</p>
Working with others	<p>→ I will build and maintain my network of colleagues by establishing a working group with my peers who are delivering a similar role across different projects, with the goal of sharing learning from experience. I will organise a minimum of 6 sessions across the year</p> <p>→ By December 2016 I will proactively initiate conversations and establish relationships with a range of stakeholders agreed with my project manager to support the effective delivery of business outcomes</p> <p>→ I will develop my active listening, taking care to listen attentively to others and checking my and their understanding by asking questions. I will gather feedback over the next 6 months to determine whether this has had a positive effect</p>

Example objectives continued



Competency	Example objectives
Business Acumen	<ul style="list-style-type: none"> → I will stay up to date with legislation and cabinet office requirements when developing HR policies by linking in with MOD central and maintaining relationships with Trade Unions and HR Business Partners on a monthly basis → I will design and deliver two 30 minute presentations by mid year to provide awareness/education on the Quality Management System to all team members → By December, I will develop my understanding of the political environment within which procurement operates and its relationship to 'front line' deliverables. I will use this understanding to advise my procurement colleagues on the drivers for collaboration and Value for Money gains
Delivery Focus	<ul style="list-style-type: none"> → By the end of the performance year, I will identify at least two opportunities to improve our service delivery to our customers. I will put these into a simple business proposal for discussion with my CSO → I will support my people by setting clear targets and objectives that are measurable, challenging and focused on DE&S priorities. These objectives will be clearly described in individual PAR's and completed by May → I will introduce bi-monthly quality review meetings attended by a diverse cross section of the team to facilitate the timely assessment of potential quality/safety/delivery issues and safeguard the delivery of a quality on-time customer service



Competency	Example objectives
DE&S Citizenship	<ul style="list-style-type: none"> → During the performance year, I will contribute to at least one Employee Network community. E.g. As a straight ally I will support the organisation and hosting of the DE&S stand at the Bristol Pride event → I will develop and demonstrate my understanding of new DE&S product (x) and how my function and personal work activities are linked to its timely delivery. By June I will brief my team on how to use it to improve (performance/governance/control/compliance) → I will hold monthly floor plate updates with the team communicating the transformation journey and its impact on myself and the team in a positive and engaging manner. I will capture feedback to understand the effectiveness of my input

The DE&S Professional

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