

DE&S sub-functional competence framework

Corporate Services Group

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Business Training (CSG Business Support Sub-function)

Level	Descriptors
Authority	<ul style="list-style-type: none"> • External influencer on L&D Strategy across other industries • Acts upon Industry best practice and applies internally within DE&S • Conduct high quality public speaking at training related events
Expert	<ul style="list-style-type: none"> • Can conduct research and recommend best practice approach to learning interventions • Support and coach/mentor of senior leaders • Facilitate executive leadership learning events • LNA across organisation's needs (future needs) • Champion the business case for learning and development investment, continually checking the strategy, third party contracts and infrastructure is flexible to the evolving organisation environment • Engage with senior stakeholders to understand organisational learning needs • Develop the practitioner skills in others • Lead the learning and development agenda with passion to inspire creation of a culture that encourages individual and organisational learning • Coach and challenge senior leaders to have straightforward conversations with people about the organisational development needs
Practitioner	<ul style="list-style-type: none"> • Conduct appropriate learning needs analysis with stakeholders • Utilise different delivery methods depending on learning needs, audience, technology. • Leverage different tools to assess people, or develop people • Design learning materials to address learning need recognising relevant sources of information to support learning integrating blending learning • Consult stakeholders and test the development of content • Program manage learning interventions • Delivery of learning and training programmes and adapt delivery style to audience • Analyse and act upon the feedback received from delegates or training recipients, to ensure training materials are relevant, current and fit for purpose at all times. • Develop robust measurable business case for learning and development initiatives continually seek ways to improve learning activity • Gather and create meaningful data to assess and make decisions from • Support and coach/mentor managers to build leadership competence
Supervised Practitioner	<ul style="list-style-type: none"> • Make recommendations for continuous improvement (with Practitioner approval) educations, consolidate data for discussions, consult stakeholders. • Conduct appropriate learning needs analysis with stakeholders • Utilise different delivery methods depending on learning needs, audience, technology. • Leverage different tools to assess people, or develop people • Design learning materials to address learning need recognising relevant sources of information to support learning integrating blending learning allowing for improvement from feedback from others • Consult stakeholders and test the development of content • Can program manage learning interventions • Support the delivery of learning and training programmes and adapt delivery style to audience

	<ul style="list-style-type: none"> • Facilitate internal learning events, workshops with feedback provided by observers of co-presenters. • Capture and analyse data acting upon the feedback received from delegates or training recipients, to ensure training materials are relevant, current and fit for purpose at all times. • Support employees in assessing their strengths and development needs
Awareness	<ul style="list-style-type: none"> • Leverage different tools to assess people, or develop people • Design learning materials to address learning need recognising relevant sources of information to support learning integrating blending learning allowing for improvement from feedback from others • Consult stakeholders and test the development of content • Can program manage learning interventions • Support the delivery of learning and training programmes and adapt delivery style to audience • Facilitate internal learning events, workshops with feedback provided by observers of co-presenters. • Capture and analyse data acting upon the feedback received from delegates or training recipients, to ensure training materials are relevant, current and fit for purpose at all times. • Support employees in assessing their strengths and development needs

Change Management (CSG Business Support Sub-function)

Level	Descriptors
Authority	<ul style="list-style-type: none"> Actively participate in cross government change management strategy and policy decisions. Provide strategic advice and guidance on Change Management principles and their application across the defence enterprise. Drive a holistic change management approach that can be embedded across government's operating culture, strategic policies and plans.
Expert	<ul style="list-style-type: none"> Establish methodology into the business. Determine Change Management needs in line with business needs and strategic direction. Change management beyond DE&S, good practise in Change Management. Influence senior leadership in terms of change management. Generates change management strategies to delivery business benefit. Implement change management strategic, exploring and implement in strategic. Continuous improvement. Use knowledge and experience on behaviour sights on change. Measurement of change. Define the change management roles and responsibilities within DE&S.
Practitioner	<ul style="list-style-type: none"> Understand articulate change methodologies to lead or guidance a change programme Understand neuroscience of change Influence Leaders in the need for change management Assess change business readiness and adopt course corrections where necessary Communicate change principles; develop change comms strategic and plan Action plan in response to change impact assessment. Creating vision and case for change Understand behavioural sights models and how that effects a business
Supervised Practitioner	<ul style="list-style-type: none"> Understand change management principles Support business readiness assessments Is cognisant of the neuroscience of change management Support development of change communications strategy and plan Understand behavioural sights principles and how that effects a business
Awareness	<ul style="list-style-type: none"> Is cognisant of basic Change Management principles. Understands a basic change curve.

Conflict / People Management (CSG Business Support Sub-function)

Conflict Management is having the ability to limit the negative aspects of conflict while increasing the positive aspects of conflict to improve performance.

Level	Descriptors
Authority	<ul style="list-style-type: none"> Encourages and provides information to enable parties to evaluate their positions to help identify options. Shares their knowledge and expertise in an appropriate way, remaining independent and impartial with clear professional boundaries. Accurately assess information provided by the parties and uses a range of in-depth questioning techniques. Succinctly establishes clear aims and manages all parties expectations. Identifies opportunities to work with or bring in the services of organisations such as ACAS. Actively promotes and encourages organisations to embrace best practice, learn from experience relating to issues and implement Policies and preventative strategies appropriately to safeguard the future.
Expert	<ul style="list-style-type: none"> Demonstrates positive personal impact & confidence to generate dialogue. Understands the 5 different conflict handling modes or styles e.g. competing, accommodating, avoiding, collaborating and compromising. Uses a range of conflict handling styles and adapts accordingly. Understands political, organisational and internal team politics relating to the situation. Understands a range of perspectives, listens objectively and is consciously unbiased and remains neutral. Achieves a desired outcome for the majority by negotiation; striving for a WIN/WIN situation. Encourages positive conflict and debate and manages accordingly. Monitors and evaluates the situation once an agreed way forward has been agreed.
Practitioner	<ul style="list-style-type: none"> Understand the issue and root cause quickly. Actively listens and understands the different perspectives of all parties. Take the emotion out and analyses what the problem/issue actual is. Identify, understand and harness positive/negative conflict or stress to achieve an outcome Have the ability and confidence to have an open conversation. Understand own boundaries and identify if the need for escalation arises. Addresses conflicts and views them as opportunities. "
Supervised Practitioner	<ul style="list-style-type: none"> Be aware of conflict and stay calm. Identifies situations needing intervention, escalates to appropriate personnel and observes/ mediates conflict between individuals and groups. Is objective, remains neutral and listens attentively. Finds common ground and gets cooperation with minimum noise. Reads situations quickly.
Awareness	<ul style="list-style-type: none"> Identifies situations needing attention and escalates to appropriate personnel. Be objective Can promote calm dialogue and cooperation. Can act with integrity and honesty.

Customer Focus (CSG Business Support Sub-function)

Understand Customer needs and expectations to enable effective delivery and a continuous improvement approach to development of appropriate quality services. Take action to satisfy customer expectations.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Ensure the organisation works to resolve issues most important to customers. • Identify best practice and integrates into service provision. • Translates operational feedback into strategic improvement. • Forms strategic groups to ensure diverse approach to service improvement.
Expert	<ul style="list-style-type: none"> • Act as a role model in approach to customer focus • Take time to establish underlying customer needs beyond those expressed initially. • Provide improvement processes to take account of complex long-term customer needs. • Create environment where team is empowered to put customer first. • Design and implement a system that records customer feedback and openly and efficiently communicates this.
Practitioner	<ul style="list-style-type: none"> • Be available to customers through multiple routes. • Actively seek customer feedback and is able to act upon it. Identifying means of improvement. • Support in setting metrics. • Understand and interpret customer requirements, what they actually need. • Create service level agreements.
Supervised Practitioner	<ul style="list-style-type: none"> • Make decisions based on customer needs consistently. • Analyse service delivery and provide solutions to improve. • Take pride in delivering a good service and seek to expand own skills. • Be open to customer feedback to improve own performance.
Awareness	<ul style="list-style-type: none"> • Identify and clarify individual customer needs. • Take ownership to solve customer problems. • Resolve customer enquiries promptly; seeking support only when appropriate (escalation). • Understand services and matches to customer needs. • Keep customer informed.

Problem Solving (CSG Business Support Sub-function)

Level	Descriptors
Practitioner	<ul style="list-style-type: none">• Be open and embrace change.• Be proactive, looking for improvements.• Anticipate and horizon scan.• Understand what is strategic within their context.• Provide vision to influence the strategic context and options to address strategic issues.• Identify, test and implement possible solutions, that are suitable in your context.• Vision of the future and adapt.

Strategic Thinking / Planning (CSG Business Support Sub-function)

Level	Descriptors
Practitioner	<ul style="list-style-type: none">• Be open and embrace change.• Be proactive, looking for improvements.• Anticipate and horizon scan.• Understand what is strategic within their context.• Provide vision to influence the strategic context and options to address strategic issues.• Identify, test and implement possible solutions, that are suitable in your context.• Vision of the future and adapt.

Campaigns and Marketing (CSG Communications Media and Marketing Sub-function)

Level	Descriptors
Expert	<ul style="list-style-type: none"> • Draw on behavioural insights to provide strategic advice to ministers and policy colleagues on campaigns. • Understand the extent of the role communication can play in supporting behaviour change, and the benefits/risks of alternative approaches (such as legislation). • Demonstrate robust knowledge of the industry, media and wider communication and marketing landscape. Draw on this expertise to deliver innovative campaign strategies and provide recommendations to ministers and policy colleagues. • Successfully direct and oversee implementation of high-value, multi-audience campaigns to meet organisational objectives. • Assess the impact of campaigns across a range of measures including output, out take, outcome and return on investment. Identify recommendations for future campaigns.
Practitioner	<ul style="list-style-type: none"> • Develop a strong understanding of customer/audience insights and how these can drive behaviour change. • Develop an integrated campaigns approach, ensuring owned/ earned/bought channels work together to achieve communication objectives. • Construct marketing briefs and tendering documents to an agreed standard, applying rigour and robust financial management throughout. • Manage the delivery of campaign plans, including deploying resources and integrating solutions. • Manage and deliver the evaluation of all campaign plans, including defining clear metrics that relate to measurable communication and policy/ business outcomes.
Supervised Practitioner	<ul style="list-style-type: none"> • Develops a strong understanding of customer/audience insights and how these can drive behaviour change • Produces an integrated campaigns approach, ensuring owned/ earned/bought channels work together to achieve communication objectives. • Constructs marketing briefs and tendering documents to an agreed standard, applying rigour and robust financial management throughout • Manages the delivery of campaign plans, including deploying resources and integrating solutions • Leads the delivery, as well as the evaluation of all campaign plans, including defining clear metrics that relate to measurable communication and policy/ business outcomes"
Awareness	<ul style="list-style-type: none"> • Interpret quantitative and qualitative data to identify stakeholder and audience insights. • Advise on appropriate use of different channels for campaigns, ensuring an integrated approach and using digital technologies to full potential. • Manage the logistics and support delivery of marketing implementation. • Advise on, monitor, summarise and provide analysis of campaign effectiveness indicators (eg partner opinion).

Creative - Photography (CSG Communications Media and Marketing Sub-function)

Level	Descriptors
Authority	<ul style="list-style-type: none"> Be a lead point of contact for photography advice in Defence.
Expert	<ul style="list-style-type: none"> Work as part of a modern team delivering effective, timely and relevant communications in support of internal messaging or to help inform the general public of Defence messaging. Apply MOD procedures for archival to the relevant authority and provide picture management for meta-data and data protection. Work with the customer or planning team to review task requests using insight and evaluation of previous photographic activities to recommend potential outputs. Ability to work alone. Interpret a brief and produce a video package that can be published to fulfil the brief. Fully storyboard and schedule your production. Capture video material including interviews and other relevant footage. Edit multiple source video contents using sound and video mixing techniques to broadcast standard. Create files suitable for use on various platforms as required by the customer. Provide advice to the wider MOD on best practice, and solutions for photographic or video production techniques.
Practitioner	<ul style="list-style-type: none"> Have a high level of understanding and the ability to use editing software such as Photoshop to adjust images to meet technical output requirements. Capture images of the highest professional quality for publications, PR, display and online. Develop scenes using light and colour; use it to enhance the output. Plan a task, including transport, accommodation and health and safety for on site or in the field to ensure that resources are used to best effect.
Supervised Practitioner	
Awareness	<ul style="list-style-type: none"> Photography of basic subjects such as bio portraits, record general images of unrehearsed action. Ability to use image editing software for still photography and can undertake retouching and adjustments including cropping, contrast, levels, colour and file information. Understanding of how to use metadata in images. Apply correct naming conventions and follow MOD guidance when archiving photographs. Basic edit techniques to 'top and tail' video clips, edit and assemble shots for rushes packages under direction. Provide advice and support to studio managers on task planning

Digital (CSG Communications Media and Marketing Sub-function)

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Provide advice, guidance and consultation on digital communications principles across the wider MOD, OGDs, Academia, Industry and International partners • Advise professional bodies on the principles and application of digital communications
Expert	<ul style="list-style-type: none"> • Demonstrate a deep understanding of the digital landscape and emerging trends. Apply this knowledge to lead the content development strategy and to identify and develop digital channels. • Reflect user needs back to the organisation to ensure content and services are designed with a user and citizen focus. • Lead on the use of digital and social media to engage and involve citizens, staff and all other partners to encourage community participation. • Lead the development and implementation of digital content management strategy. • Ensure effective monitoring of, listening to and action on feedback from users, clients and partners of digital products and services. • Ensure digital and social media expertise and skills are shared across the Communications team and wider Department to build organisational capability. • Understand the legal aspects of digital marketing and the impact on digital channels within the organisation.
Practitioner	<ul style="list-style-type: none"> • Use analytical tools and techniques to identify key online influencers and links between partner groups to better target digital communication. • Provide advice on appropriate digital channels to reach target audiences. Research where target audiences are active, including online partnership networks. • Be an advocate for digital engagement and social media, and share expertise to build capability across communication teams and the wider Department. • Develop innovative digital communication strategies. Draw on knowledge of emerging trends in digital services and social media and apply this knowledge when developing content and channels. • Assess the effectiveness of digital communication. Use the results of user feedback, tests/pilots and effectiveness indicators to improve digital communication and the user experience.
Supervised Practitioner	<ul style="list-style-type: none"> • Build audience insight using appropriate tools to monitor content and listen to conversations on key external digital channels, including social media. • Manage online events including podcast, live chats, broadcasts, blogs and Tweets. • Edit, revise and optimise copy and content according to latest search engine optimisation best practice, for use/re-use in digital channels. • Gather and analyse evidence to understand user needs and appetite for digital products. • Demonstrate a practical understanding of emerging digital services, tools and trends, including techniques for optimising digital content. • Actively engage with partners in online networks. • Advise on, monitor, summarise and provide analysis of effectiveness indicators for digital com • Demonstrate a practical understanding of emerging digital services, tools and trends, including techniques for optimising digital content. • Actively engage with partners in online networks. • Advise on, monitor, summarise and provide analysis of effectiveness indicators for digital communication.
Awareness	<ul style="list-style-type: none"> • Demonstrate an understanding of the different digital and social media channels and how these can be used to address different audiences at different times. Create content appropriate to different digital channels and audiences. • Demonstrate an understanding of accessibility and usability and branding (eg tone of voice) issues and can create content that meets accessibility requirements.

- Support the delivery of online events including podcasts, live chats, broadcasts, blogs and Tweets. • Monitor and summarise digital communications metrics. "

Internal Communication (CSG Communications Media and Marketing Sub-function)

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Set the standard for communications in DE&S, working collaboratively across Defence and OGDs, identifying trends and implementing best practice • Work with the ExCo, providing advice, guidance and consultation on communications priorities to support achievement of our OGSM. • Defining or applying a consistent approach to communication and maintaining professional and ethical standards.
Expert	<ul style="list-style-type: none"> • Draw on organisational insight to advise leaders on targeted employee communication strategies and actions to improve employee engagement. • Demonstrate a robust knowledge of internal communication best practice. Draw on this expertise to provide recommendations to organisational leaders on communicating the change agenda. • Ensure the organisational infrastructure (tools, channels and processes) is in place to deliver high-quality and creative internal communication. • Provide support and guidance to leaders in the delivery of internal communication. Coach leaders on their communication style and on how to engage and build dialogue with staff. • Ensure consistency of voice and message across all internal channels. • Lead internal communication planning and provide timely advice to stakeholders/customers. • Use the results from internal communication surveys and other feedback sources to advise leaders on the overall internal communication approach. • Have cross functional awareness - understanding the different contributions from other disciplines and working with colleagues from across the organisation to achieve better results. • Be innovative and creative -looking for new ways of working, exploring best practice and delivering original and imaginative approaches to communication problems. • Recommending appropriate solutions to customers; helping others to make informed decisions • Have a clear understanding of the business issues and use communications to help solve organisational problems and achieve organisational objectives.
Practitioner	<ul style="list-style-type: none"> • Analyse and segment internal audiences to target communication effectively. • Develop a strong understanding of different internal audiences. Use this knowledge to ensure the tone, language and format of internal communication is easily accessible to and read by a range of staff groups. • Draw on audience insight to develop innovative internal communication strategies, selecting the most appropriate channel mix and ensuring content is both topical and timely. • Establish two-way and face-to-face communication channels where possible to build employee engagement. Reinforce these channels during organisational change. • Manage and co-ordinate all activity in internal communication plans, including resourcing and managing risks • Provide support and clarification to managers to ensure they are confident in delivering key messages and to strengthen the internal communication cascade. • Assess the effectiveness of internal communication and act on staff feedback to ensure communication is timely, relevant and meets the needs of the business and internal audiences. • Conduct analysis of employee engagement data • Explore employee engagement data to understand the context for internal communication, identify challenges and barriers and suggest actions for improvement. • Develop other communicators - build their communications competence and develop their careers. • Building effective relationships - Developing and maintaining relationships that inspire trust and respect.

	<ul style="list-style-type: none"> • Build a network and being able to influence others to make things happen
<p>Supervised Practitioner</p>	<ul style="list-style-type: none"> • Understand the range of employee insight sources (both quantitative and qualitative) available within the organisation. • Gather insight on staff communication usage, needs and preferences. Use these data to inform selection of internal communication channels. • Demonstrate a practical understanding of organisational functions, roles and communication requirements, to enable the design of contextualised and tailored content for internal audiences. • Support the delivery of internal communication content and staff events, ensuring products are delivered to a high quality. • Align internal communication to DE&S strategy and organisational priorities. • Advise on, analyse and support the implementation of feedback mechanisms (quantitative and qualitative) to measure employee engagement and the effectiveness of internal communication. • Understanding and application of DE&S Brand and Tone of Voice principles.
<p>Awareness</p>	<ul style="list-style-type: none"> • Familiar with DE&S Brand and Tone of Voice and apply principles • Drafting content and developing design options • Understand the channel mix and which would work best in different circumstances. • Understand the different communication disciplines and how they complement each other in meeting customer requirements. • Conducting research and managing mechanisms for gathering feedback and employee reaction.

Press and Media (CSG Communications Media and Marketing Sub-function)

Level	Descriptors
Authority	<ul style="list-style-type: none"> Set the standard for external communications across the organisation and is recognised as an expert in their field. Influence key stakeholders across DE&S, MOD and industry, including senior executives, military leaders and Ministers to inform strategic decision making. Lead an external communications strategy which shapes the media agenda and sets out clear objectives for the organisation.
Expert	<ul style="list-style-type: none"> Maintain a thorough and in-depth understanding of the news agenda and maintain the ability to interpret the factors that which will affect this agenda. Demonstrate a robust knowledge of the media landscape and draw on this expertise to develop innovative and proactive media strategies. Advise on media actions at a senior level, including Ministers and key military leaders and support teams to develop campaigns. Influence the media agenda through proactive forward planning. Develop strategies to protect and improve corporate and government reputation. Actively oversee high-profile, sensitive, high-risk subjects and media events and manage contacts with lead journalists whilst displaying clear, authoritative and sensitive spokespersonship. Lead the media planning and advice in crisis scenarios and manage the team of media officers in developing the crisis response strategy. Including the development of an out of hours strategy. Evaluate impact to shape direction of future media campaigns and lead on the implementation of best practice across the media office.
Practitioner	<ul style="list-style-type: none"> Work unsupervised to initiate and lead the development of both reactive and proactive, integrated media campaigns and announcements that feed into the wider external communications and departmental objectives. Work constructively with policy colleagues, project teams, front line commands and ministerial offices to gain insight on a range of departmental issues. Handle high-profile and sensitive media issues, including those that emerge out of hours. Adhere to confidentiality and provide a clear, trusted brief to media and other partners. Demonstrate strong editing and writing skills to ensure quality and timely press releases, rebuttals, briefings and lines to take in response to proactive and reactive media stories. Analyse media monitoring results to assess the effectiveness of media strategies and inform future proactive and reactive media campaigns. Competently develop evaluation reports that feed into this monitoring. Understand how to optimise audience reach through a range of media channels. Display clear knowledge on how to positively maximise the outputs of the media team, including developing and nurturing excellent relationships with media contacts.
Supervised Practitioner	<ul style="list-style-type: none"> Develop agreed media materials, including press releases, briefing documents and lines to take to support media announcements and reactive media enquiries. Maintain and develop relationships across the organisation and within the wider communications team to stay aware of departmental issues and contribute to the overall media strategy. Work closely with the external media team to monitor the daily news agenda on an international, national and regional scale and write competent summaries to inform the department. Assist the media team in the delivery of media events and announcements, demonstrating an understanding of media including the importance of deadlines, audiences and the media cycle. Demonstrate a sound understanding of the media landscape and emerging news events. Understand different media channels and how to utilise them effectively to obtain the required output. "

Awareness

- Maintain an awareness of the news agenda and emerging news events.
- Demonstrate an understanding of how print, broadcast and digital media operate.
- Suggest opportunities for stories and case studies that support communication and business/policy objectives.
- Have a broad understanding of the range of media channels utilised across the department and how they are used to communicate.
- Understand the DE&S brand and our tone of voice

Professional Communications (CSG Executive Support Sub-function)

Level	Descriptors
Authority	
Expert	<ul style="list-style-type: none"> • An expert user of MS Office tools (or equivalents) and a wide range of other software including DTP and web design, and influences customers in fully exploiting software packages. • Contribute to the development of JSP 101 Defence Writing Guide, initiate or update local writing guides, and is a source of expertise on spelling, grammar and punctuation. • Produce text and other outputs with outstanding speed and accuracy and ensure that normal and priority tasks are properly resourced to meet customers' needs. (Redactions, Track changes, Copyright, Updating intranet and Hyperlinks)
Practitioner	<ul style="list-style-type: none"> • An experienced user of MS Word and other MS Office tools (or equivalents) and is able to advise customers on the best way of producing their requirements. • Be deeply conversant with JSP 101 Defence Writing Guide, and any local style guides, and is able to improve customers' use of spelling, grammar and punctuation. • Produce text and other documents with high speed and accuracy, responding to urgent requirements without difficulty.
Supervised Practitioner	<ul style="list-style-type: none"> • Understand the needs of customers who require text outputs. • Familiar with any local style guides. • Be proficient in grammar, spelling and punctuation. • Produce text and other outputs with reasonable speed and accuracy and manages a routine workload.
Awareness	<ul style="list-style-type: none"> • Proficiently use MS Word, (or equivalents). • Familiar with JSP 101 Defence Writing Guide. Reference to other guides available. • Produce text and other outputs with reasonable speed and accuracy. • Knowledge and understanding of the proper storage/recording document security. • Use Email/Outlook. • Knowledge and understanding of Skype/Phones/BT Meet Me/VTC/PolyCon.

Relationship Building and Networking (CSG Executive Support Sub-function)

Level	Descriptors Relationship Building	Descriptors Networking
Authority	<ul style="list-style-type: none"> Demonstrate a diverse, inclusive and collaborative working culture which encourages open approach - and is supportive of Management decisions, however challenging. " 	<ul style="list-style-type: none"> Create and promote collaborative spaces for meeting lunches and events for the EA Network and beyond. Hold training days and seminars to support EA Network. Speak and share information about EA Network and the value it brings to the business at an event or conference due to experience and knowledge and possibly own research.
Expert	<ul style="list-style-type: none"> Be a trusted colleague and is taken into people's confidence to discuss and advise on sensitive issues. Manage emotions in the face of stress to maintain efficiency. Be self-aware and able to adjust to various situations. Demonstrate social responsibility and self-control. Demonstrate a high level of inter and Intra personal skills and supportiveness. 	<ul style="list-style-type: none"> Become well known in Function for signposting regularly and adept at using internal and external Network for business and social. Be an EA Buddy. Fosters working environment where all personal feel comfortable and welcome. Through knowledge of the business, knows who to approach and when for briefings and other information. Shares useful information regularly with EA Network. Provide help and support to build confidence with junior colleagues and those new to the organisation. Work outside ones' comfort zone, is comfortable and able to adapt to supporting another Principal in colleagues' absence.
Practitioner	<ul style="list-style-type: none"> Has a thorough knowledge of the business and knows who to approach for information. Meet/contact network regularly, to draw on and shared knowledge. Promote standards of best behaviour. • Be calm and level headed. Have an understanding of inter and intra personal skills. 	<ul style="list-style-type: none"> Regularly meet with people in MOD network and actively arrange meetings to enhance and build relationships. Physically seek how to build knowledge i.e. meeting with teams - F2F briefs. Develop and improve the EA Network. Actively complete tasks to build network for added value to business and social benefits.
Supervised Practitioner	<ul style="list-style-type: none"> Be aware of the need for confidentiality in dealing with aspects of Principal's business. Initiate contact with other Assistants to build personal network. Promote a working environment that values dignity, respect and fairness. 	<ul style="list-style-type: none"> Attend EA Network Events without being accompanied, with occasional reminders from Buddy/FDO. Initiate contact with other EA's to build a personal network. Follow instruction on when to contact and who to contact to complete business tasks.
Awareness	<ul style="list-style-type: none"> Be the first point of contact between Principal and others to ensure good communication and image. Deal confidently with a wide range of people. Interact and communicate with colleagues and key stakeholders. Foster a working environment where all personnel feel comfortable and welcome. 	<ul style="list-style-type: none"> Attend EA Network Events as part of induction process accompanied by buddy for introductions etc. Build trust and be open and honest. Demonstrates assertiveness to build strong working relationships with colleagues. Have an awareness of the network events available in EA role and MOD wide (via, intranet and HR reference documents).

Supporting the Principal (CSG Executive Support Sub-function)

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Fully represents the Principal in dealing with others and is regarded as an authority. • Can provide cover for senior members of staff such as MA/COS for extended periods of time. • Is well known and has a solid reputation within the Function/Specialism, has likely to have worked for five years and above in MOD EA role.
Expert	<ul style="list-style-type: none"> • In Principal's/MA/COS absence has the power to take decisions when out of office. • Deals confidently with people at all levels, including the most senior and inspires respect. • Is regarded as an expert in the business area, anticipates requirements for briefing and other information, and can contribute to it through personal expertise and knowledge. • Is a trusted colleague of the Principal, and is taken into his/her confidence to discuss and advise on sensitive issues. • Manages Principal's time expertly and imaginatively, responds immediately to changes and anticipates problems before they arise, devising solutions to meet them. • Is regarded as an expert in making complex travel arrangements, provides value for money options, anticipates problems and prepares fall back plans.
Practitioner	<ul style="list-style-type: none"> • Acts as an authoritative interface and first point of contact between Principal and others, ensuring good communication and image, confident and able to advise on a course of action in Principal's absence. • Has a high level of discretion and can be relied upon to maintain the confidentiality of sensitive issues. • Manage Principal's time efficiently and responds quickly to events and changing priorities by re-scheduling commitments and considering the wider impact. • Is able to make complex travel arrangements, responds to short-notice changes, ensuring that costs are kept to a minimum. Informs stakeholders of any changes.
Supervised Practitioner	<ul style="list-style-type: none"> • Follow Principal's instructions to compile briefs and obtain any other information required through having reasonable knowledge of business.
Awareness	<ul style="list-style-type: none"> • First point of contact between Principal and others to ensure good communication and image. • Deal confidently with wide range of people. • Understand the need for confidentiality in dealing with aspects of Principal's business and priorities. • Manages and records Principal's time commitments through use of electronic diary systems/MS Outlook. • Arranges business related travel and accommodation, ensuring best value for money within Departmental and local guidelines and procedures.

Compliance (CSG Infrastructure and Estates Sub-function)

All property professionals must understand and comply with the statutory and non-statutory requirements arising from legislation, case law, codes of practice and professional standards which affect their specific areas of specialism. For some disciplines, roles, deep knowledge of certain legislation is essential, such as Landlord & Tenant, Health & Safety, Construction Design Management Regs, etc

Level	Descriptors
Authority	
Expert	<ul style="list-style-type: none"> • Understand the role of judicial system, regulators and professional representative bodies and can communicate this to colleagues and senior stakeholders. • Champion at a strategic level the importance of the legal context in which the organisation will function and ensuring the organisation complies with the necessary requirements. • Ensure their professional staff are supported to understand and meet legal requirements. • Establish and work in accordance with appropriate quality assurance procedures. • Critically evaluate weaknesses and/or limitations in existing or proposed standards, laws or regulations and making recommendations for improvements. • Actively contribute to work to revise standards, laws and regulations.
Practitioner	<ul style="list-style-type: none"> • Exhibit the appropriate professional authority and credibility to ensure acceptance of recommendations/proposals from colleagues and stakeholders. • Ensure delivery outcomes are in accordance with relevant legal framework and professional standards. • Communicate clearly and accurately to colleagues and stakeholders current and relevant statute and case law underpinning the areas of specialism
Supervised Practitioner	<ul style="list-style-type: none"> • Be conversant with a range of statute and case law underpinning the particular area of specialism. • Show detailed understanding and knowledge of appropriate Codes of Practice and ensuring delivery outcomes are in accordance with relevant professional standards. • Act as a role model for colleagues in the interpretation of legislation, professional standards and codes, and challenging bad practice.
Awareness	<ul style="list-style-type: none"> • Understand the purpose of the organisation in which they work and the legal environment in which they operate. • Develop an awareness of the specific statute and case law governing their specific area of work. • Show an awareness of the relevant professional standards for their area of work and behaving accordingly. • Understand clearly the limit of knowledge and when to seek advice.

Data Analysis (CSG Infrastructure and Estates Sub-function)

A property professional must combine their knowledge of technical, legal requirements with their understanding of market behaviour in order to interpret the commercial and economic environment. They must demonstrate an ability to apply their professional expertise to analyse, evaluate and interpret varied sources of evidence in order to reach sound conclusions supporting ministerial and operational.

Level	Descriptors
Authority	
Expert	<ul style="list-style-type: none"> • Take a strategic view of the professional/technical work of the organisation and linking this clearly to Departmental/Ministerial priorities • Provide clear leadership and taking professional accountability on major projects, portfolios and programmes. • Maintain strategic oversight over a number of interacting or dependant policies, programmes or operational activities. • Communicate complex data to senior audiences. • Manage complex risks, making recommendations/decisions, and acting as the formal sign-off authority for major pieces of work. • Support and develop others to sustain and build their analytical expertise.
Practitioner	<ul style="list-style-type: none"> • Take responsibility for the options and recommendations arising in order to provide professional credibility and authority. • Ensure the accuracy of data and information by applying appropriate industry/best practice benchmarks. • Interpret and communicate clearly to senior stakeholders diverse and detailed information from a wide range of sources. • Contribute to the development of methodologies and analytical tools across the area of specialism thereby improving techniques and gaining the confidence of colleagues and stakeholders.
Supervised Practitioner	<ul style="list-style-type: none"> • Display a detailed understanding of the underpinning methodologies, contextual factors and legal environment from which the data is drawn. • collect and review significant complex national or industry land and property information from a wide range of sources in order to assess its completeness, accuracy and impact. • Interpret and present clearly to colleagues and stakeholders diverse and detailed information from a wide range of sources and making reasoned recommendations. • Identify options for action, providing an evaluation of options and making reasoned decisions.
Awareness	<ul style="list-style-type: none"> • Have an appreciation of the purpose to which data is to be put and the wider context of their work within government. • Accurately collate relevant technical data and information drawn from a wide range of sources. • Exhibit proficiency in the use of data analysis tools and methodologies. • Research issues through appropriate media/resources, such as in-house databases, external data sources, internet, journals etc. • Undertake appropriate training to develop and improve data analysis knowledge.

Government Property Profession (CSG Infrastructure and Estates Sub-function)

Property professionals must demonstrate a personal and professional commitment by actively participating in and promoting professional development activities for their own and others' development. This includes engagement with internal and external networks to share professional knowledge and promote the role of the Government Property Profession within the Civil Service.

Level	Descriptors
Authority	
Expert	<ul style="list-style-type: none"> • Champion professionalism both within and outside the civil service. • Seize opportunities to increase awareness and influence of the GPP within and outside the civil service. • Work to support the policies and practices of the GPP within their organisations to improve skills and raise capability. • Develop and support talent management within the profession by encouraging and mentoring individuals in their professional development. • Create an organisational culture so that professional development is valued and supported. • Understand and facilitate links across government at a strategic level on emerging property policies.
Practitioner	<ul style="list-style-type: none"> • Represent positively the civil service and the GPP within their own particular professional institutes and to external bodies and networks. • Champion professional development for themselves and for their staff and the wider GPP membership by undertaking mentoring/teaching/tutoring roles. • Act as supervisors or counsellors in graduate or apprenticeship schemes. • Promote a culture of professionalism, including professional ethics within the organisation. • Play an active role in developing talent within the profession and supporting secondments/postings between organisations to meet wider civil service needs. • Lead or actively support cross-government professional networks or communities in their discipline.
Supervised Practitioner	<ul style="list-style-type: none"> • Seek opportunities for expanding knowledge of their professional area through CPD learning. • Provide mentoring and assistance to colleagues for their Continuing Professional Development. • Present to other colleagues on their team's activities and sharing knowledge. • Develop and maintaining links with peers in other teams across government. • Actively participate in external and cross-government professional communities.
Awareness	<ul style="list-style-type: none"> • Have a willingness to improve their knowledge and skills. • Help to organise events and other activities to share property know-how. • Seek membership of relevant professional body. • Understand potential pathways for career development. • Network and link with relevant peers in other teams across the organisation. • Help to promote the team's activities with colleagues. • Seek advice and guidance from colleagues in other areas of property profession.

Professional and Technical Expertise (CSG Infrastructure and Estates Sub-function)

Professional expertise is a combination of knowledge, experience and application. Professional affiliation provides assurance of meeting professional standards, demonstrates an appreciation of the impact of individual contribution to the wider landscape and inspires confidence in others that all work undertaken is of high quality and supports government priorities and policy. Knowledge and experience can be evidenced by attainment of relevant academic qualifications or membership of a professional institution at an appropriate level. Experience is usually measured in terms of number of years spent in a particular activity. For more senior roles it may also be judged in terms of the scale of work undertaken and/or familiarity with the requirements required of that particular role. Application means the successful delivery against targets, typically time, cost, and quality.

Level	Descriptors
Authority	
Expert	<ul style="list-style-type: none"> • Drive strategic decision-making with property dimension • Set the vision for estates and property related work in their organisation. • Shape the strategic direction of the property estate in order to deliver civil service priorities. • Fully engaging the Board with the Government's Estate Strategy • Maintain strategic oversight over a number of interacting or dependant property policies, programmes or operational activities. • Engage at senior levels across all sectors/functions to champion the nature and significance of relevant property issues.
Practitioner	<ul style="list-style-type: none"> • Take a strategic view of how property impacts on the business objectives of the organisation. • Provide professional assurance for their own work and that of their staff. • Manage complex technical risks and decisions and seeking specialist expertise as necessary. • Communicate effectively to stakeholders and diverse audiences on professional matters. • Maintain up to date property sector knowledge through Continuing Professional Development (CPD), demonstrating commercial awareness and applying knowledge, experience and skills effectively. • Demonstrate professional standards and promoting CPD for their staff. "
Supervised Practitioner	<ul style="list-style-type: none"> • Provide effective professional/technical authority and credibility within the specific area of expertise. • Set high professional standards for self and providing guidance and supervision, where appropriate, for more junior members of professional/technical staff, or staff who are still gaining experience. • Strike an appropriate balance between technical quality, value for money and timely delivery in order to meet performance targets as appropriate. • Understand the limitations of own expertise and knowing when to seek further advice, escalate issues, research appropriate resources, to resolve issues and provide proper professional guidance. • Maintain up to date property sector knowledge through Continuing Professional. • Development (CPD), demonstrating commercial awareness and applying knowledge, experience and skills effectively.
Awareness	<ul style="list-style-type: none"> • Develop a fundamental understanding of the property business and how it impacts on the work of organisations in the public and private sectors and the economy as a whole. • Aspire to understand and apply the appropriate professional standards relevant to their role. • Develop confidence and skills through undertaking appropriate training to develop professional/technical knowledge and achieve professional status.

- Adopt an open approach to technical scrutiny and valuing constructive advice from senior colleagues.
- Collect, analyse and produce accurate data/information by selecting and applying appropriate methodologies.
- Identify unexpected or unusual data/information which does not fall within expected parameters, flagging technical risks at an early stage and referring to appropriate colleagues.

Audit and Assurance (CSG OHSEP Sub-function)

Provides and undertakes effective management of Health, Safety and Environmental Protection audit and assurance processes in Defence.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Provide advice, guidance and consultation on the principles of OHS or EP auditing across the wider MOD, OGDs, Academia, Industry and International partners; • Advise professional bodies on the principles and application of OHS or EP auditing.
Expert	<ul style="list-style-type: none"> • Develop occupational health and safety or environmental protection management system policy and publish guidance and develop audit tools; • Create and shape DE&S/Site Policy; Set the strategic context, standards and policy for OHS or EP auditing and assurance. Strategically adapts audit and assurance approach in response to Organisational needs; • Provide coaching and mentoring to develop others; • Advises senior management and leadership of strategic areas of concern identified from assurance activity and corrective actions required; • Actively build/maintain close working relationships with both OHS and/or EP audit professionals and quality audit professionals within and external to Defence; • Provide clear, pertinent advice and guidance on OHSEP audit and assurance activities to the whole Organisation; • Devise (assurance) tools and techniques, to measure level of compliance, including key performance indicators to improve OHS or EP.
Practitioner	<ul style="list-style-type: none"> • Develop and implement the audit schedule for OHS or EP management arrangements and themed audits; • Undertake OHS or EP audits and inspections in accordance with Defence Policy and regulations and report results so that they are easily understood; Undertakes themed audits to ensure that DE&S/sites complies with OHS or EP policy and regulations; • Develop and monitors the delivery of audit and assurance arrangements, in own area of responsibility, in accordance with Defence policy; • Assess and provides meaningful feedback from audits and assurance activities identifies deficiencies and recommends necessary changes to facilitate continuous improvement; • Seek assurance that recommended corrective actions are implemented and have the desired effect; • Produce reports for senior managers with conclusions and recommendations to improve the organisation's OHS or EP performance; • Lead a team in conducting an audit.
Supervised Practitioner	<ul style="list-style-type: none"> • Provide support on OHS or EP audits and inspections in accordance with Defence Policy and regulation; • Apply tools and techniques, to measure level of compliance, including key performance indicators to improve OHS or EP performance in their own area of work; • Assess findings from audits and inspections, identifies non-conformities and proposes necessary change; • be aware of the differences between first, second- and third-party audits and how these are used within Defence;
Awareness	<ul style="list-style-type: none"> • Articulate the basic principles, tools and techniques used to ensure compliance; • Understand the difference between risk-based auditing and management systems-based auditing and principles of audit within the context OHS or EP. • Understand findings from audits and inspections and support their implementation; • Understand the principles behind 'Continuous Improvement'.

Conducting Risk Assessments (CSG OHSEP Sub-function)

Undertakes and analyses risk assessments in accordance with policy and regulatory requirements. A Risk assessment is the quantifying or qualifying of the probability of loss, ill-health or injury, whether resulting from acts, omissions, equipment failures or accident etc. All activities undertaken throughout DE&S & the MOD estate or undertaken elsewhere by DE&S/MOD personnel should be risk assessed. Where practical the hazard should always be eliminated rather than managed.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Provide advice, guidance and consultation on the assessment of environmental aspects across the wider MOD, OGDs, Academia, Industry and International partners; • Advise professional bodies on the principles and application of OHS or EP Risk Management; • Advise, Stakeholders and Practitioners on OHS or EP Strategic Risk complexities; • Inform and influence industrial risk practice; • Lead on the development of competence standards across DE&S and industry; drives innovation and develops professional standards; • Consider implications of events at international and national levels to inform strategic decision making within DE&S and shapes appropriate plans.
Expert	<ul style="list-style-type: none"> • Apply DE&S Risk Management Framework principles across multiple domains. Link the Health, Safety and Environmental Protection risks for own area to wider Defence Corporate risks and risk management processes; • Apply competence within their own area of expertise independently across a broad range of business contexts, often covering unpredictable or complex issues, or situations without precedent; • Influence sufficient resources to be made available to implement and maintain suitable and sufficient control measures to manage the risks to a level that is as low as is reasonably practicable and effectively communicate necessary information to defence personnel and other relevant stakeholders (contractors, industry partners etc). • Create and shape DE&S OHS&EP Risk Management strategies; develop original responses and solutions from identified high risk areas within the business; • Correlate information on significant residual risks from individual activities in support of normal operation of the defence estate, unit or platform; • Demonstrate significant experience and leadership skills within their profession.
Practitioner	<ul style="list-style-type: none"> • Create and shape DE&S OHS&EP Risk Management strategies, develop original responses and solutions from identified high risk areas within the business. • Comply with agreed risk management framework policy and procedures and develop an OHS&EP Risk Management register; • Assess and report the positive impact of OHS&EP Risk Management on the business; • Understand and correctly apply the policy and regulatory requirements for Health and Safety or Environmental Protection Risk assessments in own area of responsibility; • Utilise Hazard Identification (HAZID) and Risk Assessment tools and techniques, suitable for the operating domain, and sources of data applicable to their Area of Responsibility, to inform risk assessments; • Ensure that generic unit/establishment /platform wide hazards associated with the use and management of the unit/establishment /platform including common areas as well as the specific activities performed under their authority are identified; • Ensure appropriate risk assessments are carried out by competent persons and significant findings recorded; these must include shared facilities and lodger units; • Lead teams in undertaking risk assessments ensuring that they are conducted in accordance with all policy and regulatory requirements and relevant guidance; • Display detailed knowledge of subject and can provide advice/guidance; • Identify where hazards cannot be eliminated, undertake suitable and sufficient Health and Safety and Environmental Protection risk assessments, ensuring that outputs meet all policy and regulatory requirements and accord with relevant guidance.
Supervised Practitioner	<ul style="list-style-type: none"> • Review existing risk assessments to determine if still suitable and sufficient and recommends corrective actions as required;

	<ul style="list-style-type: none">• Effectively identify and assess hazards seeking to eliminate them where reasonably practicable;• Operate DE&S Risk Management tools ensuring appropriate techniques and in line with agreed all required data entries are complete and accurate;• Input data and maintain the Risk Management tool/registers.
Awareness	<ul style="list-style-type: none">• Report any previously unidentified hazards to the relevant manager, cooperate with risk assessors, comply with all control measures required (e.g. safe systems of work) and undertake any appropriate training provided to mitigate risk;• Inform the manager of any defective control measures, or any physical or medical condition that could affect the findings of the risk assessment and their ability to undertake the activity safely so that appropriate corrective action can be taken;• Understands the policy and regulatory requirements for OHS or EP risk assessment;• Understand the OHS or EP Risks in their area of work, and the impact they will have on self and others.

Emergency Response (CSG OHSEP Sub-function)

The Management of Health and Safety/Environmental Protection at Work Regulations requires Defence to risk assess its activities and to establish appropriate (emergency) procedures to be followed in the event of serious and imminent danger to defence personnel and visitors, and the necessary contact required with external services (Ambulance, Fire, etc.) to develop an Emergency Plan that will set out the information, procedures and details required to ensure an effective, flexible and timely response to an emergency, thus reducing to a minimum the distress and disruption caused by such an incident.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Can provide strategic advice, guidance on all aspects of Defence policy and regulations on emergency response requirements to MOD, OGD, Regulatory Authorities (Defence Regulators and National Environmental Regulatory Agencies); • Can explain the fundamental principles of own organisation emergency response plan to Regulatory Authorities.
Expert	<ul style="list-style-type: none"> • Produce effective guidance on emergency response for own organisation/site, ensuring it meets all statutory requirements and accords with relevant guidance; • Provide guidance on the scoping, development and implementation of emergency and disaster planning; • Advise stakeholders all aspects of Defence policy and regulations on emergency response requirements to DE&S, MOD, Regulatory Authorities (Defence Regulators and National Environmental Regulatory Agencies). • Create and shapes DE&S/Site Policy; • Develop emergency response plan in accordance with DE&S/Sites requirements and guidance and provides guidance on implementation; • Lead effective communication channels with local Emergency Services and Statutory Regulator and understands how these will engage with emergency response plan; • Provide coaching and mentoring to develop others; • Maintain knowledge of and applies industry good practice in emergency planning to own organisation/MOD.
Practitioner	<ul style="list-style-type: none"> • Understand and correctly apply Defence policy and regulations on emergency response requirements in own area of responsibility; • Develop emergency response plan in accordance with own organisation/site's requirements and guidance and provides guidance on implementation in line with the relevant JSPs. • Satisfactorily plan and implement emergency response exercises and incident scenarios on appropriate regular basis. • Provide and interprets feedback from exercises, including the effects of emergency response actions, to facilitate continuous improvement. • Adapt own organisation/site's emergency response plan based on "good practice" and findings from emergency response events/exercises. • Maintain knowledge of and applies industry good practice in emergency planning to own organisation. • Maintain dialogue with local Emergency Services and Statutory regulator and understands how these will engage with the emergency response plan
Supervised Practitioner	<ul style="list-style-type: none"> • Can explain the fundamental principles of own organisation/site's emergency response plan; • Understand their roles and responsibility into any Incident Investigations; • Can feedback from investigations to facilitate continuous improvement and prevent recurrence; • Understand the principles behind the Site Emergency Response Plans; • Has undertaken emergency awareness training and is able to direct a team in the event of a pollution incident; • ensure training and refresher training is provided to all personnel for the safe evacuation of buildings, vessels and the safe use of emergency equipment etc.
Awareness	<ul style="list-style-type: none"> • Demonstrate the awareness of action to take in the event of an emergency;

- Attend training as required and comply with the relevant procedure, follow any additional instructions given by the IC, Nominated Persons or attending Emergency Services Officers.

Fundamentals (CSG OHSEP Sub-function)

Understands and provides authoritative, advice, guidance and support on Occupational Health & Safety (OHS) & Environmental Protection (EP) Matters to DE&S and wider MOD. Formulates effective guidance to ensure that Defence Environmental Protection Policy can be efficiency implemented and converted into the desired effects and outcomes.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Provide advice, guidance and consultation on occupational health and safety (OHS) or environmental protection (EP) matters across the wider MOD, OGDs, Academia, Industry and International partners; • Actively participate in cross government OHS or EP strategy and policy decisions and contributes to consultations to revise standards, laws and regulations (internal and external to defence); • Advise professional bodies on the principles and application of OHS or EP Matters.
Expert	<ul style="list-style-type: none"> • Maintain strategic oversight over the planning, performance, monitoring and review of OHS or EP matters; • Implement and maintain SMS or EMS across the Organisation; • Actively builds/maintains close working relationships with other Health and Safety and/or Environmental Protection professionals within and external to Defence; • Advise, Stakeholders and Practitioners on all aspects of OHS or EP; • Create and shapes DE&S/Site OHS or EP Policy; • Monitor and adapt guidance to reflect changes in OHS or EP policy, regulations or process ensuring it fit for use. Provides accurate, clear advice, guidance and evaluation on complex regulatory requirements, exemptions, policy and any other applicable standards applicable to the whole Organisation; • Actively leads and influences a positive Health, Safety and Environmental culture across the whole organisation.
Practitioner	<ul style="list-style-type: none"> • Implement and maintain suitable and sufficient organisational arrangements for managing activities safely. Control organisational change by developing appropriate management arrangements (e.g. organisational safety assessment); • Implement and maintain the SMS or EMS within their area of responsibility.; Demonstrates an understanding of the roles of the regulatory organisations, both statutory and defence, the regimes they operate and why. Can explain the principles and approaches to Defence regulation and demonstrates understanding of how Defence regulations are produced and the method of consultation and publication; • Provide accurate, clear advice and guidance on regulatory requirements, exemptions, policy implementation and any other standards; • Develop metrics for the measurement of OHS or EP performance and business targets, and regularly review our performance against these targets; • Develop and implement a governance structure, to monitor, evaluate and interpret the impact of current and new OHS or EP legislation and correctly apply Defence regulations and any related regulations and policy for their area of activity; • Interpret and explain the requirements, principles and approaches to Health and Safety or Environmental Protection in Defence, as well as in their own area of activity; • Attends and contributes to relevant working level or stakeholder groups; • Exploit all avenues of learning to ensures they remain current in their knowledge and qualifications through continual professional development.; Produces, consults and publishes clear, accurate and appropriate guidance to ensure compliance with OHS or EP policy and legislative requirements, tailoring the material to suite stakeholder needs; • Correctly apply the governance structure for Defence regulation, including the regulatory hierarchy (i.e. Charter, delegations).
Supervised Practitioner	<ul style="list-style-type: none"> • Demonstrate an awareness of the roles of the regulatory organisations, both statutory and defence, the regimes they operate and why; • Demonstrate awareness of where specific OHS or EP management responsibilities lie in own organisation and how they link to wider Defence;

	<ul style="list-style-type: none">• Demonstrate an understanding of the roles of the regulatory organisations, both statutory and defence, the enforcement process, the powers of regulators and how this applies to their own area of work;• Can supervise staff, to whom they can provide clear advice and guidance on regulatory requirements and OHS or EP policies in their area.;• Attend and contribute to relevant working level groups.
Awareness	<ul style="list-style-type: none">• Demonstrate understanding the requirements, principles and approaches to OHS or EP in their own area of activity;• Display understanding how their behaviours and departure from operational controls impacts on their own and other's safety and health or environmental protection;• Identifies and applies the parameters for safe conduct of an activity but seeks appropriate advice and assurance on risk management;• Promotes positive health and safety or environmental protection culture in their area of responsibility;• Understands the role and purpose of the Site occupational health & safety or environmental protection management system.

Incident Reporting (CSG OHSEP Sub-function)

Understands incident reporting, recording and investigations in accordance with Defence policy and regulatory requirements

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Be a national or international expert, with a wide scope for personal autonomy and is often called upon by others within industry for in-depth advice or guidance
Expert	<ul style="list-style-type: none"> • Identify the roles and responsibilities of the different investigation branches and their legal background (Convening Authority/Service Inquiries etc); • Demonstrate understanding of where extraordinary military circumstances may alter Risk Management; • Demonstrate an understanding of where evidence may exist within Governance Structures and Safety and Environmental Management Systems (SEMS); • Create and shapes DE&S Policy; • Effectively lead teams in accident/incident investigations or Boards of Inquiry
Practitioner	<ul style="list-style-type: none"> • Explain the different levels of Inquiry and when and how they should be applied (Convening Authority/Service Inquiries etc); • Understand and correctly applies the principles, policy and processes for Defence incident reporting, recording and investigations in own area of responsibility; • Provide clear, pertinent advice and explanations of management of reporting, recording and investigating incidents, including accident models, organisational theories, cultures, human factors and mechanisms of failure; • Assesses and provides meaningful feedback of findings from investigations and uses this to inform review of policy or guidance to facilitate continuous improvement; • Undertake effective investigations, ensuring that outputs meet all policy and regulatory requirements and accord with relevant guidance. In the event of a major incident/accident, provide SME support to incident investigations or Boards of inquiry; • Identify the related roles and responsibilities and stakeholder requirements within the incident investigations process, building and maintaining effective working relationships with contacts; • Provide and interprets feedback from investigations to facilitate continuous improvement and prevent recurrence.
Supervised Practitioner	<ul style="list-style-type: none"> • Accord with and correctly apply local arrangements for incident reporting and recording and makes effective use of such information; • Understand their roles and responsibility into any Incident Investigations; • Identify the causes behind any “non-conformities” or departures from operational controls when they occur and implements the necessary corrective action.
Awareness	<ul style="list-style-type: none"> • Demonstrate an awareness against the relevant legislation; • Demonstrate understanding of how to report incidents/ accidents and their roles and responsibility into any incident/accident investigations; • Feedback from investigations to facilitate continuous improvement and prevent recurrence.

Analysis and Use of Evidence (CSG PSP Sub-function)

A knowledgeable and skilled Policy, Strategy & Parliamentary professional uses a range of analytical skills to understand emerging issues, including the wider context, risks, implications and impacts of potential actions; and formulates policy and responses to issues through investigation and application of a sound evidence base.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Provide advice, guidance and consultation across the wider MOD, cross Government, with Industry and internationally • Inform and influence the delivery of defence business
Expert	<ul style="list-style-type: none"> • Demonstrate extensive experience of analysis and use of evidence in delivery • Lead the accurate and concise drafting of outputs considering all relevant factors • Confidently deal with ambiguity and conflicting advice • Negotiate effectively with all relevant stakeholders to reach a consensus of approach • Make decisions and firm recommendations on the way ahead based on available evidence • Manage reputational, wider defence and political issues which may result from decisions taken
Practitioner	<ul style="list-style-type: none"> • Demonstrate some experience of analysis and use of evidence in delivery • Develop and maintain a network of subject matter experts and draw on these to obtain evidence and information in support of outputs • Analyse data and draw conclusions • Offer reasonable challenge to information received, where appropriate • Make linkages between different issues, understanding the wider MOD, political and public context within which DE&S operates • Understand potential risks, implications and impacts of options for action • Understand the trade-off between timeliness and factual accuracy in the delivery of outputs • Make personal judgements based on information received and evidence based recommendations on how to proceed • Make decisions within limits of own authority and know when it is right to act or advise.
Supervised Practitioner	<ul style="list-style-type: none"> • Use subject matter experts to source evidence and advice on specific issues • Undertake basic analysis of evidence and data, drawing simple conclusions • Use evidence and data to formulate initial responses to issues
Awareness	<ul style="list-style-type: none"> • Describe own business area and where to source information on specific business issues • Understand the role of evidence and analysis in the delivery of outputs • Understand the need for timeliness and factual accuracy • Understand the main sources of official statistics and how they are used

Policy Delivery (CSG PSP Sub-function)

A knowledgeable and skilled Policy, Strategy & Parliamentary professional understands the key aspects in developing, drafting and implementing policy interventions; including definition of requirement, intended outcomes, potential impacts, monitoring and evaluation, to ensure that business and customer needs are met.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Provide advice, guidance and consultation across the wider MOD, cross Government and internationally • Produce policy to meet complex business needs and act as a policy sponsor • Inform and influence the delivery of defence business
Expert	<ul style="list-style-type: none"> • Negotiate effectively with all relevant stakeholders to reach a consensus of approach • Ensure effective policy implementation and monitoring • Effectively communicate the policy to a wide audience • Ensure adherence to the policy • Provide coaching and mentoring to develop others
Practitioner	<ul style="list-style-type: none"> • Understand the requirement, route to implementation and intended outcomes • Understand how the policy will be delivered • Manage stakeholder consultation, influencing appropriately • Make linkages between different issues, understanding the wider MOD, political and public context within which the policy will operate • Understand the risks to success and make recommendations • Provide guidance to ensure policies are adhered to • Evaluate policy through feedback mechanisms and take appropriate actions where needed
Supervised Practitioner	<ul style="list-style-type: none"> • Know who and when to seek advice on policy development and implementation • Assist in the drafting of policy, guidance and advice • Explain what a successful outcome looks like
Awareness	<ul style="list-style-type: none"> • Demonstrate an awareness of own policy area • Understand how the policy will impact on DE&S and wider defence business

Physical and Operational (CSG PSP Sub-function)

A knowledgeable and skilled Policy, Strategy & Parliamentary professional understands the role of Parliament and how Civil Servants support Ministerial and Parliamentary accountability; can provide timely, factually accurate and informed briefing for Ministers and senior officials; and understands the wider political and international context and how that relates to DE&S business.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Provide advice, guidance and consultation across the wider MOD, cross Government and internationally • Inform and influence the delivery of defence business • Represent Ministers and the most senior officials at international forums, ensuring that the UK's interests are enhanced and take ownership of delivering outputs which have a wide cross-Government impact.
Expert	<ul style="list-style-type: none"> • Demonstrate extensive experience of dealing with Ministerial and Parliamentary business • Provide authoritative advice and guidance across DE&S in the handling of Parliamentary business and the Freedom of Information Act • Act as the DE&S or Departmental lead on major issues and work confidently and effectively across MOD and wider Government to address them • Produce handling strategies for, and effectively manage, emerging reputational issues <ul style="list-style-type: none"> • Confidently provide oral briefing to Ministers and senior officials • Represent the UK at international forums, leading and influencing discussions to protect and enhance UK's interests
Practitioner	<ul style="list-style-type: none"> • Demonstrate some experience of dealing with Ministerial and Parliamentary business • Apply Parliamentary processes in support of Ministers and Government • Make linkages between different issues, understanding the wider MOD, political and public context within which DE&S operates • Produce timely and accurate draft material to suit the audience intended • Support oral briefing of Ministers and senior officials • Apply the principles of the Freedom of Information Act to determine the release or withholding of information • Represent the UK at international forums, protecting the UK's interests • Understand different public perceptions and how these can impact on defence business
Supervised Practitioner	<ul style="list-style-type: none"> • Understand Parliamentary processes (including; Parliamentary Questions, Ministerial and Treat Official Correspondence, Parliamentary Committees and debates) and how they support Ministers and Government, and hold to account • Draft responses to questions and correspondence, and input to other business using appropriate evidence • Progress Freedom of Information casework, gathering information and drawing initial conclusions
Awareness	<ul style="list-style-type: none"> • Demonstrate a basic understanding of UK Parliament, its structure and the role of Ministers • Demonstrate a basic understanding of how Parliament holds Government to account • Demonstrate an understanding of the role and duties of Civil Servants as set out in the Civil Service Code and its application in delivering Parliamentary Business • Explain how DE&S fits within the wider MOD and Parliamentary context • Know who to approach for advice on Parliamentary matters • Demonstrate a basic understanding of the Freedom of Information Act

Equipment Appraisal (CSG Sales Sub-function)

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Have knowledge and experience of novel disposal requirements. • Understand and influence the worldwide market. • Influence and challenge areas of restrictions. • Influence pricing strategies.
Expert	<ul style="list-style-type: none"> • Have the ability to appraise complicated pieces of equipment. • Formulate an assured strategy. • Confidently apply the restrictions and identify areas for challenge. • Determine pricing strategies.
Practitioner	<ul style="list-style-type: none"> • Appreciate the equipment commodity life cycle. • Understand the market to deliver an effective strategy. • Understand the restrictions of sale (legal, exports, ITAR). • Effectively apply pricing strategy.
Supervised Practitioner	<ul style="list-style-type: none"> • Have an enhanced awareness of the equipment life cycles influence. • Be aware of the market and determine how this affects the disposal plan. • Be aware of the main restrictions and how they would apply to the equipment. • Apply pricing strategies and propose pricing strategies MSP/MGP.
Awareness	<ul style="list-style-type: none"> • Have an awareness of the equipment life cycles influence to decide on disposal route for items. • Be aware of the different types of markets. • Be aware of the restrictions. • Identify different pricing strategies.

Sales and Disposal (CSG Sales Sub-function)

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Be recognised as national and international expert, leading development of strategic direction and understanding impact of national and international levels on strategic directions and wider opportunities inc. wider Industry Development.
Expert	<ul style="list-style-type: none"> • Apply competence independently across a broad range of sales and disposals activities. • Lead on defence engagement and more complex decisions regarding methods of sale. • Help shape sales and disposals strategy. • Lead on promotion of complex sales opportunities, considers and understands the impact of internal and political issues.
Practitioner	<ul style="list-style-type: none"> • Understand customer base, market suitability to decide method of sale, taking into account risks and legal constraints. • Identify methods of promotion across broad context and produce marketing materials in support. • Develop others with support and guidance. • Understand broad range of post sales delivery and aftercare requirements and actions accordingly demonstrating professional experience.
Supervised Practitioner	<ul style="list-style-type: none"> • Carry out routine disposals and sales activities. • Understand the various methods of sale whilst considering risks and legal constraints. • Draft marketing material and identify methods of sale. • Identify sales delivery requirements and aftercare.
Awareness	<ul style="list-style-type: none"> • Have a basic awareness of the market, methods of sale and legal constraints of sale. • Have a knowledge of promotion and promotional material. • Understand requirements post sale and aftercare considerations.

Continuity and Resilience (CSG Security and Resilience Sub-function)

Process and systems for defining and assuring measures necessary to maintain Defence critical outputs

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Represent TLB's interests to the Director Security Resilience to aid in delivery of an effective policy. • Provide strategic advice and guidance on complex matters relating to Business Continuity and its application. • Ensure alignment between the organisation's business continuity policy, objectives and standards and HMG strategy and best practice, influencing these where possible to drive improvements across Government.
Expert	<ul style="list-style-type: none"> • Lead work with internal and external auditors to confirm that the organisation has robust Business Continuity planning & strategy. • Work collaboratively with senior management to ensure Business Continuity risks are recognised and effectively managed. • Take responsibility for the production and maintenance of Business Continuity Plans in their business area. • Lead on the production, delivery and management of the Business Continuity Programme and for the implementation of a standardised Business Continuity Management system in their business area, which is aligned to public standards and good practice.
Practitioner	<ul style="list-style-type: none"> • Provide advice and guidance on complex matters relating to Business Continuity and its application. • Contribute to the maintenance and development of Business Continuity policies and processes to ensure advice and guidance is, and remains, fit for purpose. • Support development, embedding and continuous improvement of all aspects of the Business Continuity Strategy and delivery to protect the interests of the organisation. • Develop and maintain key products such as Business Continuity plans, key contacts lists, contingency guides and input into risk registers. • Plan for and mitigate against incidents & disruptions.
Supervised Practitioner	<ul style="list-style-type: none"> • Support the data gathering, collation and analysis of relevant Business Continuity MI to substantiate assurance. • Ensure Business Continuity planning progress is reviewed with risk owners and other relevant stakeholders, escalating risks as necessary. • Seek assurance that risks are recognised and considered by senior management. • Assess the effectiveness of Business Continuity plans throughout the year.
Awareness	<ul style="list-style-type: none"> • Understand the impact of threats and disruptions on activities that support the organisation's critical functions • Have an awareness of Business Continuity and its process. • Have an understanding of the Business Continuity Planning arrangements.

Governance (CSG Security and Resilience Sub-function)

Setting the strategic direction for security and providing assurance to risk owners that the delivery of the desired security effect and business processes are compliant with relevant legislation and departmental policies, and that the organisation operates according to the principles embedded in JSP 440.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Determine organisational development needs in line with business needs and strategic direction. Generates development strategies to achieve required change. • Drive a holistic security-minded approach that can be embedded in an organisation's operating culture, strategic policies and plans. • Define the security roles and responsibilities within an organisation. • Actively participate in cross government security strategy and policy decisions.
Expert	<ul style="list-style-type: none"> • Provide strategic advice, develop pragmatic security policies and procedures, which balance the business needs with the required security effect. • Challenge assumptions and the status quo and identify innovative solutions to resolve security management issues. • Develop and maintain policy to support the effective delivery of proportionate security effect across DE&S and/or Industry. • Develop the business area's strategic plan to ensure security and business continuity are effectively managed.
Practitioner	<ul style="list-style-type: none"> • Provide leadership and direction of other security roles. • Evaluate and recommend practicable security measures to achieve desired effects. • Champion security and business continuity in the business area's strategic plan. • Promote policies, practices and decisions which recognise the current and evolving needs of all the stakeholders. • Develop and maintain effective programmes to improve cultural awareness of the need for security measures.
Supervised Practitioner	<ul style="list-style-type: none"> • Explain basic principle of defence in depth. • Execute security risk assessments based on threats & vulnerabilities. • Recognise the importance of reporting potential risk events. • Recommend effective security measures and policies proportionate to their business area. • Implement an effective security programme incorporating strong Governance to ensure due care (positive behaviours) and effective Audit/Assurance to execute due diligence (checks and balances).
Awareness	<ul style="list-style-type: none"> • Understand objectives of security. • Actively participate in the development and maintenance of department's security culture and is able to integrate within their working practices. • Understand the basic concept of risk ownership and risk appetite. • Understand individual's duty and process for security risk reporting and escalation.

Personnel Security (CSG Security and Resilience Sub-function)

Providing assurance of the delivery of Personnel Security across the organisation. Ensuring compliance with Departmental, National, International and local regulations, standards and guidelines.

Level	Descriptors
Authority	<ul style="list-style-type: none"> Challenge and review received and developed policy to provide assurance that corporate governance, internal control and risk management in relation to Personnel Security are working effectively. Enhance or clarify policy developed by others or develop policy for areas considered inadequate or absent. Operate at the strategic, national, local and international level to conduct effective personnel security investigations in support of multiple stakeholders.
Expert	<ul style="list-style-type: none"> Provide independent assurance to Senior Stakeholders that the organisation is complying with legislation, external regulation, and its own internal regulations and standards. Determine organisationally acceptable thresholds/standards regarding levels of personal vulnerability. Have a detailed understanding of risk appetite at organisational, group and role level. Have a detailed knowledge of the legal framework supporting National Security Vetting and preemployment screening.
Practitioner	<ul style="list-style-type: none"> Collaborate effectively at the strategic, national, local and international level to formulate effective security policy. Develop an effective personnel security culture where security risks are managed, mitigated or exploited to further personnel security aims and objectives. Process and evaluate information to assess screening and vetting risk. Implement appropriate and effective aftercare measures when required. Make objective and reasoned decision making based on evidence.
Supervised Practitioner	<ul style="list-style-type: none"> Articulate the principles of security risk management as appropriate to personnel security. Develop an effective personnel security culture where security risks are managed. Provide general security vetting advice. Conduct with support effective assessment of risks arising from screening and vetting evidence based on organisational, group and role appetite.
Awareness	<ul style="list-style-type: none"> Have an awareness of vetting levels within MOD and how to apply for vetting and is aware of renewals process. Understand the purpose and requirement for security vetting. Be aware of, and uphold, mandated personal security standards.

Physical and Operational (CSG Security and Resilience Sub-function)

Leadership, management and delivery of Physical Operations Security; a system of policies, procedures, property and technology that reduces vulnerabilities, safeguards assets, manages risks to staff and promotes a safe working environment for all.

Level	Descriptors
Authority	<ul style="list-style-type: none"> • Provide strategic advice to internal and external stakeholders, developing security policies and procedures to support business needs. • Interpret UK legislation, where it underpins physical security, to develop pragmatic security policies and procedures, which balance the business needs with the required security effect. • Provide strategic advice and guidance on Security Risk Management principles and their application across the defence enterprise and supply chain.
Expert	<ul style="list-style-type: none"> • Provide independent assurance to senior stakeholders that the organisation is complying with legislation, external regulation, and its own internal regulations and standards. • Lead on complex programme of physical security operations, delivering objectives at pace. • Coordinate and supervise physical security assessments, investigations and reviews. • Effectively analyses emerging threats and countermeasures to assess the impact on current policies and procedures to provide objective solutions.
Practitioner	<ul style="list-style-type: none"> • Review or investigate complex situations and identify vulnerabilities. • Evaluate and define Operational Requirements and able to plan work accordingly. • Analyse how threats and vulnerabilities present risks to assets and implements effective mitigations. • Use in-depth understanding of security product components to design, build, modify and/or integrate security products. • Plan and execute complex physical security assessments, audits, investigations and reviews.
Supervised Practitioner	<ul style="list-style-type: none"> • Articulate MOD/HMG policy and legislation relating to Physical Operations Security. • Have an awareness of Secure by Design and Crime Prevention Through Environmental Design. • Maintain an effective system of control for the protection of classified and other valuable or sensitive assets. • Use the physical security measure grading systems to evaluates the types (and merits) of physical security measures and systems integrations.
Awareness	<ul style="list-style-type: none"> • Understand the generic threats to Defence: Terrorism; Espionage; Subversion; Serious and Organised Crime. • Have an awareness of physical security controls applicable to their business area. • Be aware of individual's duty, and measures necessary, to maintain the confidentiality, integrity and availability of MOD information.

