Success Profile
Behaviours

Qualifications & experience

Professional competence

Behaviours

Success Profiles

Key responsibilities

What are success profiles?

The success profile framework was introduced to attract, develop and retain people of talent and experience from a range of sectors and all walks of life, in line with the commitment in the Civil Service Workforce Plan and DE&S' HR strategy.

The Success Profile Framework moves development and talent acquisition away from using a purely competency or CV based system of assessment.

It introduces a more flexible framework, which assesses people against a range of elements moving towards a whole person assessment.

This means development is focused on the whole person e.g. experiential, professional competence and behaviours leading to higher performing and more diverse teams.

The success profile elements that can be used to find and/or develop the best person for the role are:

- **Behaviours** - the actions and activities that people do which result in effective performance in a job.

- **Experience** - the knowledge or mastery of an activity or subject gained through involvement in or exposure to it.

- **Professional competence** - the demonstration of specific professional skills, knowledge or qualifications, driven by the Professional competence framework.

Not all elements are relevant to every role, so the makeup of the success profile should be different for different types of job to improve the chances of getting the best person for the role.

Civil Service Behaviours

Behaviours are the actions and activities that people do which result in effective performance in a job.

The Civil Service has defined a set of behaviours that, when demonstrated, are associated with job success. Civil Service Behaviours are specific to the grade of the job role.

This booklet also holds additional behaviours which are core to our unique role in acquisition and equipment support e.g. Safety Focus.

It is important to remember that recruiting managers will choose a selection of behaviours which are best suited to the specific job role. You will not be asked to demonstrate all Civil Service Behaviours for one role. They are a guide of the typical behaviours expected at a given grade.

The examples of the behaviours are designed to give an overview of what is expected of individuals at each grade. There is no expectation that all individuals will need to demonstrate every part of each example to be successful.

Why we assess and develop behaviours

When looking at behaviours, we want to get an understanding of the actions and activities that you have done (or would do) that result in effective performance in a role.

As behaviours can be observed and measured, they can help us to predict what your performance in the role could be.

Read the success profile carefully to see which behaviours are required for the role you are in or considering applying for.

Using success profiles

In DE&S, we will be using success profiles including the mapping of behaviours, to identify strengths and areas of development.

You should use the success profile for your current role and the supporting technical competencies and behaviours to undertake a self-assessment of where you are now and to identify any areas for development.

You can use this to support your career conversations with your People Coach.

If you have particular strengths, you can also talk to your People Coach about how you can share your expertise with others.

How we assess behaviours

Behaviours can be assessed in a number of ways:

- Observation in workplace
- Civil Service Judgement
- Test
- Interview
- Presentation
- In-tray exercise
- Written analysis/exercise
- Personality test
- Job related simulation
- Group exercise/discussion
- Role-play
- Oral briefing
- Assessment centre
- Application form
- CV

Depending on the type of assessment, you may be asked to give examples of when you have demonstrated a particular behaviour.

This might be at work or somewhere else such as work experience, volunteering or in connection with a hobby.

Alternatively, you may be asked how you would behave in a given situation, for example by using Situational Judgement Tests or through situational interview questions.

You could also be asked to demonstrate a behaviour in real-time, for example during a structured behavioural assessment.

Your behaviours may be assessed alongside other elements of the success profile to get a more rounded picture of your suitability for the role. The success profile will outline the elements required for the role.

The Civil Service is a diverse and inclusive workplace and we want to help you demonstrate your full potential whatever type of assessment is used.

If you require any reasonable adjustments, please let your People Coach or Task Manager know.

Examples of adjustments include providing documents in large print or braille, allowing more time for a test or interview or providing assistance at an assessment centre.

Definitions of behaviours

Seeing the Big picture

Understand how your role fits with and supports organisational objectives. Recognise the wider Civil Service priorities and ensure work is in the national interest.

Changing and Improving

Seek out opportunities to create effective change and suggest innovative ideas for improvement. Review ways of working, including seeking and providing feedback.

Making Effective Decisions

Use evidence and knowledge to support accurate, expert decisions and advice. Carefully consider alternative options, implications and risks of decisions.

Leadership

Show pride and passion for public service. Create and engage others in delivering a shared vision. Value difference, diversity and inclusion, ensuring fairness and opportunity for all.

Communicating and Influencing

Communicate purpose and direction with clarity, integrity and enthusiasm. Respect the needs, responses and opinions of others.

Working Together

Form effective partnerships and relationships with people both internally and externally, from a range of diverse backgrounds, sharing information, resources and support.

Definitions of behaviours

Developing Self and Others

Focus on continuous learning and development for self, others and the organisation as a whole.

Managing a Quality Service

Deliver service objectives with professional excellence, expertise and efficiency, taking account of diverse customer needs.

Delivering at Pace

Take responsibility for delivering timely and quality results with focus and drive.

Safety Focus

Our organisation is Defence capability focussed; safety driven. We take a proportionate, riskbased approach to understanding and managing the impact of our actions, to ensure the safety of our people and end-users. Our approach enables us to deliver safe-to-use products, systems and services to our customers. Through visible safety leadership, we actively promote knowledge-sharing to embed an engaged and "just safety culture."

Contents

The success profile for your role will reference the Civil Service Behaviour/Core (CSBC) grades that is appropriate for your current role, and will also highlight the behaviours that are most relevant (though all behaviours apply within the grades).

Likewise, for some Civil Service Behaviour/Core (CSBC) grades, the same descriptors apply for multiple DE&S grades e.g. Technical Specialist I/II and Senior Technical Specialist and Professional II (STSI/PII). This is based on cross-Civil Service research that indicates that the appropriate behavioural indicators span multiple grades.

The following examples of the behaviours are designed to give an overview of what is expected of individuals at each grade. In your own examples consider using the STAR method, which allows you to set the scene, show what and how you did and the overall outcome.

i The DE&S Grades have been aligned to the Civil Service Grade equivalent:

Civil Service Grade	DE&S Grade	Behaviour Level
AA	TSII	CSBC 1
AO	TSI	CSBC 1
EO	STSII	CSBC 2
HEO	STSI	CSBC 3
SEO	PII	CSBC 3
Grade 7	PI	CSBC 4
Grade 6	SP	CSBC 4

CSBC1 - Technical Specialist I & Technical Specialist II (TSI/II)

Examples of behaviours at this level are:

Seeing the Big picture

Understand what your responsibilities are and how these contribute to the priorities of your team. Consider the varied impact your work could have on individuals with different needs and from other backgrounds. Gather information from both inside and outside of the organisation to inform your area of work.

Changing and Improving

Review ways of working and suggest improvements, including how to make full use of new digital technologies. Learn new procedures and help colleagues to do the same. Query any issues that arise from changes in a suitable way. Respond in an effective and appropriate manner when emergencies arise.

Making Effective Decisions

Use guidance, analyse relevant information and ask colleagues for input to support decision making. Identify and deal with any errors or gaps in information before making a decision. Consider the diverse needs of those affected by decisions and how it will impact them. Provide advice and feedback to support others in making accurate decisions. Ask others to clarify decisions when confused and query any issues that arise constructively.

Leadership

Show enthusiasm for your work and take personal accountability for your role. Demonstrate responsibility for your own objectives. Act in a fair, inclusive and respectful way when dealing with others. Be considerate and understanding of other people's points of view. Understand and support the objectives of the wider team. Demonstrate consideration of the wider consequences of own actions.

Communicating and Influencing

Put forward your views in a clear, constructive and considerate manner. Use an appropriate method of communication for each person such as an email, telephone call or face-to-face, taking into consideration their individual needs. Use plain and simple language, being careful to check written work for errors. Consider the impact of language used on different groups of stakeholders. Remain honest and truthful when explaining opinions. Listen and ask questions to ensure your understanding.

CSBC1 - Technical Specialist I & Technical Specialist II (TSI/II)

Examples of behaviours at this level are:

Working Together

Proactively contribute to the work of the whole team and remain open to taking on new and different roles. Get to know your colleagues and build supportive relationships. Listen to alternative perspectives and needs, responding sensitively and checking understanding where necessary. Ask for help when needed and support others when the opportunity arises. Be aware of the need to consider your own wellbeing and that of your colleagues. Understand that bullying, harassment and discrimination are unacceptable.

Developing Self and Others

Identify gaps in your skills and knowledge and make plans of how to develop these. Take time to achieve development objectives. Listen to and act on feedback from colleagues to find areas you can develop. Share knowledge and skills learnt with colleagues to contribute to the learning and development of the whole team.

Managing a Quality Service

Gain a clear understanding of customers' needs and expectations. Plan, organise and manage your own time to deliver a high quality service which gives taxpayers a good return for their money. Act to prevent problems by identifying issues, reporting them and providing solutions. Keep customers and all colleagues up to date with progress. Show customers where to access relevant information and support that will help them to use services more effectively.

Delivering at Pace

Always work with focus and pace to get the job done on time and to a high standard. Follow the relevant policies, procedures and rules that apply to the job. Use own knowledge and expertise to organise work. Keep focused on delivery and take responsibility for the quality of work produced. Keep a consistent level of personal performance. Keep managers and stakeholders updated on how work is progressing.

CSBC2 - Senior Technical Specialist II (STSII)

Examples of behaviours at this level are:

Seeing the Big picture

Understand how your work and the work of your team supports wider objectives and meets the diverse needs of stakeholders. Keep up to date with the issues that affect your work area. Take a keen interest in expanding knowledge in areas related to your work. Focus on overall goals and not just specific tasks to meet priorities.

Changing and Improving

Regularly review own and team's work and take the initiative to suggest ideas to make improvements. Give feedback on changes in a constructive manner. Take a positive, open approach to the possibility of change and encourage others to do the same. Help others to understand changes and the reasons they are being put in place. Identify and act on the effects changes are having on your role and that of the team. Look for ways to use technology to achieve efficient and effective results. Consider accessibility needs of the diverse range of end users.

Making Effective Decisions

Take responsibility for making effective and fair decisions, in a timely manner. Analyse and research further information to support decisions. Talk to relevant people to get advice and information when unsure how to proceed. Explain how decisions have been reached in a clear and concise way, both verbally and in writing. Demonstrate the consideration of all options, costs, risks and wider implications, including the diverse needs of end users and any accessibility requirements.

Leadership

Show pride and passion for your work and positive, inclusive engagement with your team. Understand your areas of responsibility and display awareness of the wider impact of your actions. Proactively role model and promote an inclusive workplace, promptly dealing with inappropriate language and behaviours when they arise, including any instances of discrimination or misconduct. Give praise and credit to colleagues and stakeholders where appropriate.

Communicating and Influencing

Communicate clearly and concisely both orally and in writing. Take time to consider the best communication channel to use for the audience, including making the best of digital resources and considering value for money. Interact with others in an enthusiastic way. Express ideas clearly and with respect for others. Listen to and value different ideas, views and ways of working. Respond constructively and objectively to comments and questions. Handle challenging conversations with confidence and sensitivity.

CSBC2 - Senior Technical Specialist II (STSII)

Examples of behaviours at this level are:

Working Together

Develop a range of contacts outside own team and identify opportunities to share knowledge, information and learning. Show genuine interest when listening to others. Contribute to an inclusive working environment where all opinions and challenges are listened to and all individual needs are taken into account. Ensure it is clear that bullying, harassment and discrimination are unacceptable. Offer support and help to colleagues when in need, including consideration of your own and their wellbeing. Change ways of working to aid cooperation within and between teams in order to achieve results.

Developing Self and Others

Identify gaps in own and team's skills and knowledge. Set and consistently meet development objectives. Seek learning opportunities. Support the development plans of all colleagues, recognising how diversity of experience/background can help to build an inclusive team culture. Consider the contributions of all team members and delegate work to aid the learning and development of all. Encourage and listen to developmental feedback from colleagues.

Managing a Quality Service

Work with customers to understand their needs and expectations. Create clear plans and set priorities which meet the needs of both the customer and the business. Clearly explain to customers what can be done. Keep colleagues and stakeholders fully informed of plans, possibilities and progress. Identify common problems that affect service, report them and find possible solutions. Deliver good customer service which balances quality and cost effectiveness.

Delivering at Pace

Regularly review the success of activities in the team to identify barriers to progress or challenging objectives. Identify who and what is required to ensure success, set clear goals and areas of responsibility and continually assess workloads considering individual needs. Follow relevant policies, procedures and legislation to complete your work. Ensure colleagues have the correct tools and resources available to them to do their jobs. Have a positive and focused attitude to achieving outcomes, despite any setbacks. Regularly check performance against objectives, making suggestions for improvement or taking corrective action where necessary. Ensure that colleagues are supported where tasks are challenging.

CSBC3 - Senior Technical Specialist I (STSI) and Professional II (PII)

Examples of behaviours at this level are:

Seeing the Big picture

Understand the strategic drivers for your area of work. Align activities to contribute to wider organisational priorities. Remain alert to emerging issues and trends which might impact your work area. Seek out and share experiences to develop knowledge of the team's business area. Understand how the strategies and activities of the team create value and meet the diverse needs of all stakeholders.

Changing and Improving

Work with others to identify areas for improvement and simplify processes to use fewer resources. Use technology where possible to increase efficiency. Encourage ideas for change from a wide range of sources. Clearly explain the reasons for change to colleagues and how to implement them, supporting individuals with different needs to adapt to change. Encourage an environment where colleagues know that they can challenge decisions and issues safely. Take managed risks by fully considering the varied impacts changes could have on the diverse range of end users.

Making Effective Decisions

Understand own level of responsibility and empower others to make decisions where appropriate. Analyse and use a range of relevant, credible information from internal and external sources to support decisions. Invite challenge and where appropriate involve others in decision making. Display confidence when making difficult decisions, even if they prove to be unpopular. Consult with others to ensure the potential impacts on end users have been considered. Present strong recommendations in a timely manner outlining the consideration of other options, costs, benefits and risks.

Leadership

Ensure colleagues and stakeholders have a clear understanding of objectives, activities and time-frames. Take into account different individual needs, views, and ideas, championing inclusion and equality of opportunity for all. Consider the impacts of own and team's activities on stakeholders and end users. Role-model commitment and satisfaction with role. Recognise and praise the achievements of others to drive positivity within the team. Effectively manage conflict, misconduct and non-inclusive behaviour, raising with senior managers where appropriate.

CSBC3 - Senior Technical Specialist I (STSI) and Professional II (PII)

Examples of behaviours at this level are:

Communicating and Influencing

Communicate in a straightforward, honest and engaging manner, choosing appropriate styles to maximise understanding and impact. Encourage the use of different communication methods, including digital resources and highlight the benefits, including ensuring cost effectiveness. Ensure communication has a clear purpose and takes into account people's individual needs. Share information as appropriate and check understanding. Show positivity and enthusiasm towards work, encouraging others to do the same. Ensure that important messages are communicated with colleagues and stakeholders respectfully, taking into consideration the diversity of interests.

Working Together

Encourage joined up team work within own team and across other groups. Establish professional relationships with a range of stakeholders. Collaborate with these to share information, resources and support. Invest time to develop a common focus and genuine positive team spirit where colleagues feel valued and respect one another. Put in place support for the wellbeing of individuals within the team, including consideration of your own needs. Make it clear to all team members that bullying, harassment and discrimination are unacceptable. Actively seek and consider input of people from diverse backgrounds and perspectives.

Developing Self and Others

Identify capability gaps for self and team. Ensure development objectives are set and achieved to address any gaps and enable delivery of current and future work. Take time to coach, mentor and develop other colleagues to support succession planning. Promote inclusiveness by respecting different personal needs in the team and use these to develop others. Reflect on own work, continuously seek and act on feedback to improve own and team's performance.

CSBC3 - Senior Technical Specialist I (STSI) and Professional II (PII)

Examples of behaviours at this level are:

Managing a Quality Service

Develop, implement, maintain and review systems and services to ensure delivery of professional excellence. Work with stakeholders to set priorities, objectives and timescales. Successfully deliver high quality outcomes that meet the customers' needs and gives value for money. Identify risks and resolve issues efficiently. Involve a diverse range of colleagues, stakeholders and delivery partners in developing suggestions for improvements. Establish ways to find and respond to feedback from customers about the services provided.

Delivering at Pace

Show a positive approach to keeping the whole team's efforts focused on the top priorities. Promote a culture of following the appropriate procedures to ensure results are achieved on time whilst still enabling innovation. Ensure the most appropriate resources are available for colleagues to use to do their job effectively. Regularly monitor your own and team's work against milestones ensuring individual needs are considered when setting tasks. Act promptly to reassess workloads and priorities when there are conflicting demands to maintain performance. Allow individuals the space and authority to meet objectives, providing additional support where necessary, whilst keeping overall responsibility.

CSBC4 - Professional I (PI) and Senior Professional (SP)

Examples of behaviours at this level are:

Seeing the Big picture

Develop and maintain an understanding of economic, social, political, environmental and technological developments to ensure activity is relevant. Ensure plans and activities in your area of work reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies. Adopt a government-wide perspective to ensure alignment of activity and policy. Bring together views, perspectives and diverse needs of stakeholders to gain a broader understanding of the issues surrounding policies and activities.

Changing and Improving

Encourage, recognise and share innovative ideas from a diverse range of colleagues and stakeholders. Give people space to take initiative and praise them for their creativity. Create an environment where people feel safe to challenge and know their voice will be heard. Make changes which add value and clearly articulate how changes will benefit the business. Understand and identify the role of technology in public service delivery and policy implementation. Consider the full impact of implementing changes on culture, structure, morale and the impacts on the diverse range of end users, including accessibility needs. Identify early signs that things are going wrong and respond promptly. Provide constructive challenge to senior management on change proposals.

Making Effective Decisions

Clarify your own understanding and stakeholder needs and expectations, before making decisions. Ensure decision making happens at the right level, not allowing unnecessary bureaucracy to hinder delivery. Encourage both innovative suggestions and challenge from others, to inform decision making. Analyse and accurately interpret data from various sources to support decisions. Find the best option by identifying positives, negatives, risks and implications. Present reasonable conclusions from a wide range of complex and sometimes incomplete evidence. Make decisions confidently even when details are unclear or if they prove to be unpopular.

CSBC4 - Professional I (PI) and Senior Professional (SP)

Examples of behaviours at this level are:

Leadership

Promote diversity, inclusion and equality of opportunity, respecting difference and external experience. Welcome and respond to views and challenges from others, despite any conflicting pressures to ignore or give in to them. Stand by, promote or defend own and team's actions and decisions where needed. Seek out shared interests beyond own area of responsibility, understanding the extent of the impact actions have on the organisation. Inspire and motivate teams to be fully engaged in their work and dedicated to their role.

Communicating and Influencing

Communicate with others in a clear, honest and enthusiastic way in order to build trust. Explain complex issues in a way that is easy to understand. Take into account people's individual needs. Deliver difficult messages with clarity and sensitivity, being persuasive when required. Consider the impact of the language used. Remain open-minded and impartial in discussions, whilst respecting the diverse interests and opinions of others. Introduce different methods for communication, including making the most of digital resources whilst getting value for money. Monitor the effectiveness of own and team communications and take action to improve where necessary.

Working Together

Actively build and maintain a network of colleagues and contacts to achieve progress on shared objectives. Challenge assumptions while being willing to compromise if beneficial to progress. Build strong interpersonal relationships and show genuine care for colleagues. Ensure consideration and support for the wellbeing of yourself and individuals throughout the team. Understand the varying needs of the team to ensure they are supported and their experiences are utilised. Create an inclusive working environment where all opinions and challenges are taken into account and bullying, harassment and discrimination are unacceptable. Remain available and approachable to all colleagues and be receptive to new ideas.

CSBC4 - Professional I (PI) and Senior Professional (SP)

Examples of behaviours at this level are:

Developing Self and Others

Prioritise and role-model continuous self-learning and development. Identify areas individuals and teams need to develop in order to achieve future objectives. Support colleagues to take responsibility for their own learning and development. Ensure that development opportunities are available for all individuals regardless of their background or desire to achieve promotion. Ensure individuals take full advantage of learning and development opportunities available to them, including workplace based learning. Encourage discussions within and between teams to learn from each other's experiences and change organisational plans and processes accordingly.

Managing a Quality Service

Demonstrate positive customer service by understanding the complexity and diversity of customer needs and expectations. Deliver a high quality, efficient and cost effective service by considering a broad range of methods for delivery. Ensure full consideration of new technologies, accessibility and costings. Make clear, practical and manageable plans for service delivery. Ensure adherence to legal, regulatory and security requirements in service delivery. Proactively manage risks and identify solutions. Establish how the business area compares to industry best practice. Create regular opportunities for colleagues, stakeholders, delivery partners and customers to help improve the quality of service.

Delivering at Pace

Ensure everyone clearly understands and owns their roles, responsibilities and business priorities. Give honest, motivating and enthusiastic messages about priorities, objectives and expectations to get the best out of people. Comply with legal, regulatory and security requirements in service delivery. Set out clear processes and standards for managing performance at all levels. Ensure delivery of timely quality outcomes, through providing the right resources to do the job, reviewing and adjusting performance expectations and rewarding success. Maintain own levels of performance in challenging circumstances and encourage others to do the same.

CSBC5 - Senior Leadership Group (SLG) 1*

Examples of behaviours at this level are:

Seeing the Big picture

Anticipate the long-term impact on the Department of economic, political, environmental, social and technological developments, at both national and international levels. Create joined up strategies that put into practice and support the Government's vision for the future. Identify and shape how your work area fits within and supports the priorities of the organisation. Develop an in-depth insight into customers, services, communities and markets affected by your work areas and the wider public sector context. Ensure work is in the national interest whilst meeting the diverse needs of all end users.

Changing and Improving

Challenge the way things have always been done and suggest improvements, learning from experience. Seek, encourage and recognise initiative and imaginative ideas from a wide range of people. Promote an environment where all colleagues feel safe to challenge. Encourage measured risk taking and innovation to deliver better approaches and services. Implement changes that transform flexibility, responsiveness and quality of service. Ensure changes add value to the business and express clearly how and why changes are necessary. Lead the transformation towards using digital technologies ensuring full consideration of accessibility needs and the diverse range of end users. Manage change effectively and respond promptly to critical events. Constructively challenge changes which are unhelpful.

Making Effective Decisions

Act decisively and make bold, unbiased decisions at a strategic level. Make sense of a wide range of political and national pressures and influences to develop strategies which meet organisational goals. Clearly communicate the purpose and reasons for recommendations and decisions. Consult with others where necessary to ensure decisions meet the diverse needs of the end users. Accept and respond to challenge constructively. Clearly recommend the best option articulating risks and impacts on economic, environmental, political and social factors.

CSBC5 - Senior Leadership Group (SLG) 1*

Examples of behaviours at this level are:

Leadership

Remain visible and approachable to all colleagues and stakeholders. Actively promote the reputation of the organisation with pride, both internally and externally. Display passion and enthusiasm for the work, helping to inspire colleagues and stakeholders to fully engage with the aims and long term vision. Embed a culture of inclusion and equal opportunity for all, where the diversity of individuals' backgrounds and experiences are valued and respected. Work to influence the strategy, direction and culture to increase effectiveness.

Communicating and Influencing

Implement communication strategies which ensure effective communications are embedded and take account of people's individual needs. Embed a culture where there is a wide ranging use of the infrastructure in place to support varied communication methods which deliver value for money. Communicate in a straightforward, honest and truthful way with consideration for the impact of the method used. Communicate with conviction and clarity in the face of tough negotiations or challenges. Respect and consider the diversity of the audience when giving messages and deliver these appropriately. Influence external partners, stakeholders and customers successfully securing mutually beneficial outcomes.

Working Together

Proactively create, maintain and promote a strong network of contacts across the organisation and externally. Embed an inclusive culture of creating positive and supportive teams who consider the diverse needs and feelings of other colleagues. Ensure consideration and support for the wellbeing of all individuals across the organisation. Set out clear expectations that bullying, harassment, and discrimination are unacceptable. Encourage and establish mechanisms to share knowledge and resources across boundaries to support the business. Encourage teams to engage with a variety of delivery partners and stakeholders, listen to and act on their feedback.

CSBC5 - Senior Leadership Group (SLG) 1*

Examples of behaviours at this level are:

Developing Self and Others

Provide a range of experiences to encourage development, talent and career management for all individuals. Role-model continuous self-learning and development, evaluate effectiveness and plan next steps. Ensure colleagues take responsibility for their own learning and development. Provide colleagues with opportunities to share their knowledge and skills with others to build organisational effectiveness. Share own expertise through coaching and mentoring to support teams to succeed. Create an inclusive environment from which all individuals can develop regardless of their needs or background. Deliver strategies to grow sustainable capability across all groups, including those with high potential and ensuring that the strategies tackle the imbalance in diversity.

Managing a Quality Service

Clarify and articulate the diverse requirements of customers and delivery partners. Use customer insight to drive high quality and efficient service delivery which is a good investment of taxpayers money. Work collaboratively with customers and delivery partners to manage, monitor and deliver agreed outcomes. Identify areas for improvement and make appropriate changes to reach professional excellence. Break down complex aims into clear, practical and manageable plans. Identify the resource requirements to support implementation. Ensure risks are monitored and managed to prevent issues with service delivery wherever possible.

Delivering at Pace

Translate strategic priorities into clear outcome-focused objectives for managers and teams. Promote resilience and responsiveness in the organisation. Deliver against own objectives, while ensuring others take responsibility for their areas. Establish an inclusive culture which allows people space and authority to deliver their objectives whilst ensuring appropriate support is in place when needed. Give people credit for maintaining focus on priorities, while responding quickly to changing requirements. Act as a role model for delivery by showing efficiency and focus, while being open to new ideas and honest about challenges. Provide clarity about the action required to achieve results and address unexpected developments. Ensure all appropriate tools and resources are available for individuals to fulfill their job role.

CSBC6 - Senior Leadership Group (SLG) 2* and 3*

Examples of behaviours at this level are:

Seeing the Big picture

Develop an in-depth insight into the dynamics and issues surrounding the Department and the Government. Understand political, economic, social, environmental and technological impact at both national and international levels. Establish where the Department sits within and aligns across the Civil Service. Ensure teams understand their role within the wider business. Shape the Department's role and purpose in delivering civil service priorities which are in the national interest and meet the diverse needs of all stakeholders. Create clear long-term strategies focused on adding value to the nation and making real, lasting change beyond the Civil Service. Fully engage with senior leaders from across government to support strategic decision making.

Changing and Improving

Constructively challenge bureaucratic decision making, resourcing structures and processes across the Civil Service. Strive to simplify approaches to create an effective organisation using digital technologies ensuring full consideration of accessibility needs and the diverse range of end users. Proactively champion and lead change, seeking innovative new approaches, policies and systems that add value to the organisation. Create a culture of innovation, flexibility and responsiveness enabling departments to swiftly respond to change. Have the confidence to take calculated risks to change how things are done. Establish an environment where all colleagues feel safe to challenge without fear. Consider the full impact of change on the organisational culture and wider government structures.

Making Effective Decisions

Develop departmental or functional strategies and priorities while considering a wide range of political, national and international pressures. Manage and mitigate evaluated risks and options when making decisions. Demonstrate transparency around decisions and create a culture where others feel able to challenge decisions being made. Give unbiased evidence-led advice to Ministers and other senior officials based on extensive robust analysis. When required, be able to make unpopular decisions and defend them at the highest level. Ensure early and continued engagement with the right stakeholders when making recommendations or decisions. Emphasise the importance of considering the different needs of end users.

CSBC6 - Senior Leadership Group (SLG) 2* and 3*

Examples of behaviours at this level are:

Leadership

Actively develop and protect the reputation of the Civil Service, creating a sense of pride and passion for public service. Present a clear and focused strategy with direction for the future. Act in ways that are highly visible, inspirational and credible at the most senior levels across and outside of the Civil Service. Create an inclusive environment where diversity is valued and there is equality of opportunity for all. Engage positively in debate and resolve ambiguities, gaining the best possible outcomes for the Department.

Communicating and Influencing

Demonstrate and promote communicating with honesty, integrity, impartiality and objectivity. Ensure there is the infrastructure to support varied communication methods which are cost effective and keep up with advances in digital technology. Develop a culture where colleagues consider the individual needs of people when deciding how to communicate and understand the impacts of the chosen methods. Communicate purpose and direction with respect, clarity and enthusiasm. Overcome objections to gain acceptance of the vision and purpose of the Department. Use your influence to make a positive difference across the Civil Service and externally.

Working Together

Demonstrate and promote communicating with honesty, integrity, impartiality and objectivity. Ensure there is the infrastructure to support varied communication methods which are cost effective and keep up with advances in digital technology. Develop a culture where colleagues consider the individual needs of people when deciding how to communicate and understand the impacts of the chosen methods. Communicate purpose and direction with respect, clarity and enthusiasm. Overcome objections to gain acceptance of the vision and purpose of the Department. Use your influence to make a positive difference across the Civil Service and externally.

CSBC6 - Senior Leadership Group (SLG) 2* and 3*

Examples of behaviours at this level are:

Developing Self and Others

Build a strong culture of continuous learning and knowledge sharing. Promote the importance of developing everyone to their full potential. Develop capability strategies that address equality of opportunity and value the diversity of all individuals. Develop and maintain an organisational commitment to empowering individuals to take responsibility for their own learning. Take a strategic perspective to identifying the capability needs of the organisation now and in the future. Be an outstanding mentor and coach to other senior individuals. Actively seek opportunities for reverse mentoring to increase your knowledge and insights of challenges faced by under-represented groups. Evaluate own effectiveness and plan ways to develop.

Managing a Quality Service

Work across government to ensure delivery of professional excellence and expertise to customers. Ensure the Department has an in-depth and evolving understanding of the broad range of customers' requirements. Establish and negotiate service levels and deliverables with delivery partners at a broad strategic level. Promote delivering value for money, emphasising a good return on taxpayers money. Ensure all parts of the delivery chain fully understand the required outcomes for the customer. Ensure all colleagues and stakeholders involved in delivery are clear about the impacts of poor service and communication on the customer.

Delivering at Pace

Set and maintain a clear direction for the Department, with highly focused priorities and project and programme outcomes. Define and integrate clear structures, systems and resources across the Department which promote efficient service delivery. Swiftly adjust priorities as changing situations dictate. Enable the organisation to remain focused on core priorities irrespective of external challenges. Encourage, support and coach individuals and teams to keep focus on delivery. Drive a performance culture across the Department which gives teams the space and authority to deliver objectives, whilst holding them accountable for outcomes.