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culture, media
and sport

Department for Culture, Media and Sport

DCMS CORE COMPETENCE FRAMEWORK

| Leading and managing people | | | |
|-----------------------------|--|--|---|
| Grade D | Grade C First line manager, provides advice and support to team members | Grade B Maintains and controls the team, provides motivation and is accountable for its performance | Grade A Sets direction and priorities for team and develops the team's performance and skills |
| Not applicable | <ul style="list-style-type: none"> • Agrees and reviews achievable and realistic work objectives with team members at the proper times • Supports others' learning and gives regular constructive feedback • Praises good performance and challenges poor performance and works to remedy it • Encourages a positive approach to diversity in the team by responding constructively to difference needs and working styles | <ul style="list-style-type: none"> • Explains the wider context in which the team is working • Ensures the effectiveness of the team through recruiting and supporting a variety of staff, utilizing strengths and addressing any weaknesses • Builds the team's collective knowledge through sharing information and co-ordinating team members' efforts | <ul style="list-style-type: none"> • Understands and communicates the organisation's priorities, and ensures people's objectives are aligned with them • Coaches & develops individuals, & manages own development • Employs a range of appropriate techniques to promote equality of opportunity and diversity • Recognises and rewards good performance, & rigorously tackles poor performance of individuals and of the team • Knows how and when to engage with HR experts in tackling people issues |



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| Financial Management | | | |
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| Grade D Processing data | Grade C Supervises essential financial transactions | Grade B Critically manages budgets and controls purchasing | Grade A Interprets and manages complex financial data |
| <ul style="list-style-type: none"> Records and retrieves financial information in an accurate and timely way Uses DCMS financial systems properly and in accordance with available guidance | <ul style="list-style-type: none"> Applies the correct procedures for controlling resources Provides accessible and accurate information on the financial performance against plan Identifies and alerts others about significant variances between budget and expenditure | <ul style="list-style-type: none"> Assembles and presents necessary evidence to support resource bids Seeks value for money in all transactions and best return on/effective use of all resources used Manages the effective disposal of funds to support delivery plans Ensures proper application of DCMS purchasing procedures Reviews financial performance against objectives and identifies improvements for the future | <ul style="list-style-type: none"> Can describe the DCMS business model and identify own contribution to its financial objectives Ensures personal delivery against plan, and forecasts accurately. Sets and influences stretching targets for improving the value achieved from resource inputs (people, budget and assets). Works confidently with financial data when making decisions: interpret trends, issues and risks in routine and, where appropriate, investment appraisals, making best use of IT. Leads by example when incurring expenditure and managing business relationships and risks. Promotes and enforces appropriate business rules. Engages with finance experts, and knows when to provide them with routine or exceptional information |



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| Programme and Project Management | | | |
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| Grade D Provides essential administrative support | Grade C Supervises delivery of tasks within programmes/projects | Grade B Plans, researches and assesses the quality of others' contributions to programmes/projects | Grade A Manages programme/project performance and monitors effectiveness of associated work processes |
| <ul style="list-style-type: none"> Organises own workload to meet objectives and prioritises appropriately Understands and correctly applies rules and regulations relevant to the project or programme deliverables to which they contribute Knows the limits of own authority and readily seeks help when these are reached | <ul style="list-style-type: none"> Plans ahead with realistic timescales allowing time for handling contingencies Checks and ensures progress on own and team's tasks and helps or advises to ensure delivery of tasks Identifies the essential resource implications of options for own and others' work | <ul style="list-style-type: none"> Constructs delivery or project plans, breaking down objectives into milestones and tasks, so that progress against planned deliverables can be easily measured Assesses and regularly reviews risks to project or delivery plans and develops counter-measures and contingencies Manages delivery against plans and specifications to ensure value for money in contracted services and other transactions | <ul style="list-style-type: none"> Understands and uses PPM techniques, including risk management, Understands and contributes to definition and delivery of programme benefits and business case development Plans and delivers strong relationships with stakeholders ensuring that the organization is a respected customer and provider Understands the purpose and use of Peer and OGC Gateway Reviews™ Engages with PPM experts, and, in acquisition projects, procurement / commercial experts |



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Deploying analytical skills and using evidence

| Grade D Stores and retrieves information, operating standard systems | Grade C Applies given criteria to carry out simple analysis and manipulation of information | Grade B Defines the information requirement and appraises information from more than one perspective | Grade A Analyses and synthesises information, strategically evaluates options and outcomes, works with multiple perspectives |
|--|--|---|--|
| <ul style="list-style-type: none"> Identifies and uses correct working methods Understands and classifies essential information for the job in hand Solves routine problems using knowledge gained through on-job and formal training | <ul style="list-style-type: none"> Translates information into new contexts to make decisions Interprets facts and figures and identifies key points/key elements of a problem Develops and uses a knowledge base wider than own immediate job role | <ul style="list-style-type: none"> Makes complex issues understandable, succinctly presenting key aims, issues, benefits and risks Produces timely, accurate and where useful quantified analysis from a range of sources Demonstrates a thorough technical knowledge and develops own or draws upon others' technical skills (economics, statistics, law) | <ul style="list-style-type: none"> Identifies and uses various sources of evidence and feedback to support outputs Understands the validity, relevance and limitations of different sources of evidence Uses evidence to evaluate policies, projects & programmes Understands and can interpret the most commonly used methods for summarising data Engages with relevant experts to gather and evaluate evidence |



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Partnership working and stakeholder management

| Grade D | Grade C | Grade B | Grade A |
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| <p>Receives and deals with requests for information from a range of people, processes and adapts standard formats</p> | <p>Forms and sustains relationships inside and outside DCMS with people to get work done</p> | <p>Explains and upholds policies and procedures to a range of internal and external contacts and significant stakeholders</p> | <p>Acts as a source of authoritative advice and representing the team and/or DCMS</p> |
| <ul style="list-style-type: none"> • Chooses content, style and medium of communication to suit the recipient and context • Demonstrates an understanding of diversity in working with people inside and outside DCMS • Makes relevant and timely contributions to meetings and responds to others' contributions constructively | <ul style="list-style-type: none"> • Draws together a variety of ideas into a coherent paper or presentation or proposition for the understanding of others • Deals confidently with others, orally and in writing, and can respectfully stand ground when necessary • Applies an inclusive working style to achieve the benefits of working with diverse people | <ul style="list-style-type: none"> • Looks for workable alternatives or re-negotiates commitment when constraints affect delivery • Considers the impact on all those who may be affected before taking a decision, involving stakeholders early on • Enlists the co-operation of others through influencing and negotiation in pursuit of shared goals | <ul style="list-style-type: none"> • Ensures team understands and anticipate the needs of ministers. Influence effectively, as appropriate, at EU level. • Ensures team knows how to engage effectively with partners/stakeholders, understands their needs and aspirations and develops appropriate solutions/improvements • Creatively uses of communication mechanisms to inform, consult, and influence partners/ stakeholders • Develops and encourages relationships between individuals, teams and business s inside in the organisation and beyond and knows how and when to contribute to cross cutting work |