

SKILLS FOR SUCCESS – Band B Core Skills



Managing and Leading		Delivering Outcomes			
Self Awareness	People Management	Communications and Engagement	Improving Performance	Analysis and Use of Evidence	Financial Management
Responsible for personal behaviour and is accountable for own actions, health and wellbeing.	Prioritises and agrees objectives aligned with the Directorate Plans to engage staff, manage workloads and build capacity to deliver.	Engages and is credible with stakeholders and is connected to a range of internal and external networks.	Demonstrates ongoing use of relevant performance improvement tools and techniques including skills development.	Use evidence to assess, measure and evaluate projects and policies, considering the impact on other policies and government outcomes.	Uses accurate and relevant financial data to create objectives and targets relevant to budget responsibilities.
Aware of personal strengths and takes pride and responsibility for performance at work and responsive to constructive feedback.	Credible with staff, creating conditions to build confident effective teams that empower, value, develop and motivate people.	Communicates clear & creative ideas that meet the needs of a range of audiences, ensuring objectives & outcomes are achieved.	Uses SG Programme and Project Management Principles effectively and proportionately.	Engages with analytical specialists at appropriate stages of policy and programme development.	Takes responsibility for the monitoring and controlling of expenditure.
Adaptable and embraces new ways of doing things, contributing ideas and energy to continuous improvement.	Raises performance using constructive challenge, feedback and coaching skills, seeking support and advice from HR professionals when needed.	Produces concise, clear, well structured written work using SG guidance.	Adapts quickly to fit skills and resources to changing circumstances and expectations.	Interrogate analytical and management information to draw out key messages and findings to support decisions.	Understand & apply the principles of Budgeting, Financial Management & Resource Accounting outlined in the Scottish Public Finance Manual.
Takes control of personal and professional development, actively managing own Personal Learning Plan as well as supporting the development of others when needed.	Aware of impact on others and creates a positive environment for innovation, is aware of diversity and equality and supports health and wellbeing.	Considers and communicates the impact of decisions on wider policies and programmes.	Applies risk management principles to decision making and controls opportunities and threats to achieving objectives.	Organises and collates robust information from a variety of sources in decision making, sharing knowledge and information across the wider system.	Maintains regular contact with relevant finance staff, and knows when to seek advice from audit, risk, and procurement and finance professionals.