

## Director General (SCS pay band 3)

These are illustrations and not mandatory requirements.

You need to show that you can:

### **1. Produce intelligence output in line with customers' requirements and actively collaborate across the wider analytical community to test and challenge**

- engage with customers to identify needs and meet their requirements
- develop and encourage relationships between individuals and teams inside your organisation and beyond, and contribute to multi-agency work as appropriate
- facilitate relationships across the analytical community, intelligence community and allies as appropriate
- build and use external networks to improve knowledge and collaboration, and test judgements and assumptions

To meet these requirements you need to:

- understand and explain the needs of customers by having productive relationships and using effective communication.
- manage customer expectations
- identify the key stakeholders working in your area of responsibility and develop opportunities to engage in consultation and joint working
- develop and contribute to internal and cross-organisational teams to identify matters of shared interest to add value to joint outputs
- engage with stakeholders to achieve practical outcomes
- develop networks beyond the intelligence community to share best practice, test judgements and assumptions and improve quality of assessments

And provide evidence that you have:

- understood customer needs and established trusted, productive relationships with stakeholders
- used and adapted communication styles to influence stakeholders
- proactively engaged with stakeholders to identify key areas of shared concern
- understood and produced contributions to joint outputs that add value
- established and participated in virtual groups
- managed stakeholders to achieve intelligence output
- prioritised work to meet customer requirements
- highlighted gaps in knowledge to all stakeholders
- clearly recognised what intelligence can contribute to decision-making process
- contributed to JIC processes
- engaged external stakeholders to test processes and quality of outputs
- contributed to outputs of others in the intelligence community

**2. Develop an expertise in your area of responsibility and use it to enhance your output**

- strive for mastery in your knowledge area. Recognise significant issues and keep up to date on current developments
- understand and exploit capabilities, procedures and processes of UK, allied and foreign intelligence agencies
- reflect contributions from other areas of expertise

To meet this requirement you need to:

- develop sound subject knowledge
- keep up to date on all developments in your area of responsibility
- understand and exploit the capabilities of stakeholders within the wider intelligence community
- identify and act on their contribution to improve the quality of analysis and assessments produced

And provide evidence that you have:

- demonstrated knowledge of developments, identified significance and anticipated future implications
- interacted with the wider intelligence community
- used expertise to identify and address gaps in knowledge

**3. Analyse and assess information to derive independent, rigorous and objective judgements which inform the decision-making process**

- collate and evaluate material and identify significant information.
- apply intelligence analysis methodologies to make judgements including challenging and innovative techniques
- use databases and analytical tools to store, structure and present information

To meet this requirement you need to:

- collate, assess and evaluate sources
- interpret, analyse and assess the implications of evidence
- make relevant judgements
- use a number of methodologies and techniques to form analysis and assessment
- use challenge and innovative techniques in analysis and assessment and routinely use them to test conclusions
- use data mining and matching, and network analysis tools
- store data in structured and accessible databases
- use analytical tools to identify trends and patterns in information

And provide evidence that you have:

- used different sources to compile assessments
- used information as evidence for key judgements
- produced assessments for customers highlighting key judgements and relevant evidence
- made systematic use of appropriate methodologies such as key assumptions check, qualities of information check, indicators of change, and competing hypothesis

- undertaken training and used a range of techniques, such as devil's advocacy, high impact, low probability, brainstorming, outside in thinking, red team analysis and alternative futures analysis
- made use of common databases and a range of analytical tools

**4. Produce intelligence outputs that inform decision-making processes**

- adopt an appropriate style of communication to respond to customer requirements
- produce output to meet the format, classification and timeline of the customer
- clearly communicate and highlight significant information and key judgements
- gaps in knowledge and assumptions made clear
- conduct review and monitoring activity to assess quality of output

To meet this requirement you need to:

- understand, explain and deliver different types of briefing and assessment
- influence and communicate on key issues and conclusions
- communicate clearly and concisely
- understand and meet customer requirements for output with particular reference to format, classification and timeliness
- highlight significant conclusions and make key judgements based on analysis and assessment of information, which are communicated with clarity to customers
- make clear the broad context of analysis and assessment, particularly any gaps in knowledge, so customers understand the basis in which conclusions and judgements are made
- conduct regular and systematic review and monitoring of analysis and assessments to improve quality and learn lessons

And provide evidence that you have:

- delivered effective briefings, reports and assessments
- achieved positive customer feedback
- produce analysis, reports and assessments tailored for individual customers
- produce relevant analysis and reports
- received and understood key judgements
- highlighted gaps and assumptions in analysis and assessments
- made apparent the fragility or robustness of analysis
- routinely conducted review and monitoring activity and fed the results back into assessments
- identified and learned lessons

## Deputy Director (SCS pay band 1)

These are illustrations and not mandatory requirements.

You need to show that you can:

### **1. Produce intelligence output in line with customers' requirements and actively collaborate across the wider analytical community to test and challenge**

- engage with customers to identify needs and meet their requirements
- develop and encourage relationships between individuals and teams inside your organisation and beyond, and contribute to multi-agency work as appropriate
- facilitate relationships across the analytical community, intelligence community and allies as appropriate
- build and use external networks to improve knowledge and collaboration, and test judgements and assumptions

To meet these requirements you need to:

- understand and explain the needs of customers by having productive relationships and using effective communication.
- manage customer expectations
- identify the key stakeholders working in your area of responsibility and develop opportunities to engage in consultation and joint working
- develop and contribute to internal and cross-organisational teams to identify matters of shared interest to add value to joint outputs
- engage with stakeholders to achieve practical outcomes
- develop networks beyond the intelligence community to share best practice, test judgements and assumptions and improve quality of assessments

And provide evidence that you have:

- understood customer needs and established trusted, productive relationships with stakeholders
- used and adapted communication styles to influence stakeholders
- proactively engaged with stakeholders to identify key areas of shared concern
- understood and produced contributions to joint outputs that add value
- established and participated in virtual groups
- managed stakeholders to achieve intelligence output
- prioritised work to meet customer requirements
- highlighted gaps in knowledge to all stakeholders
- clearly recognised what intelligence can contribute to decision-making process
- contributed to JIC processes
- engaged external stakeholders to test processes and quality of outputs
- contributed to outputs of others in the intelligence community

**2. Develop an expertise in your area of responsibility and use it to enhance your output**

- strive for mastery in your knowledge area. Recognise significant issues and keep up to date on current developments
- understand and exploit capabilities, procedures and processes of UK, allied and foreign intelligence agencies
- reflect contributions from other areas of expertise

To meet this requirement you need to:

- develop sound subject knowledge
- keep up to date on all developments in your area of responsibility
- understand and exploit the capabilities of stakeholders within the wider intelligence community
- identify and act on their contribution to improve the quality of analysis and assessments produced

And provide evidence that you have:

- demonstrated knowledge of developments, identified significance and anticipated future implications
- interacted with the wider intelligence community
- used expertise to identify and address gaps in knowledge

**3. Analyse and assess information to derive independent, rigorous and objective judgements which inform the decision-making process**

- collate and evaluate material and identify significant information.
- apply intelligence analysis methodologies to make judgements including challenging and innovative techniques
- use databases and analytical tools to store, structure and present information

To meet this requirement you need to:

- collate, assess and evaluate sources
- interpret, analyse and assess the implications of evidence
- make relevant judgements
- use a number of methodologies and techniques to form analysis and assessment
- use challenge and innovative techniques in analysis and assessment and routinely use them to test conclusions
- use data mining and matching, and network analysis tools
- store data in structured and accessible databases
- use analytical tools to identify trends and patterns in information

And provide evidence that you have:

- used different sources to compile assessments
- used information as evidence for key judgements
- produced assessments for customers highlighting key judgements and relevant evidence
- made systematic use of appropriate methodologies such as key assumptions check, qualities of information check, indicators of change, and competing hypothesis

- undertaken training and used a range of techniques, such as devil's advocacy, high impact, low probability, brainstorming, outside in thinking, red team analysis and alternative futures analysis
- made use of common databases and a range of analytical tools

**4. Produce intelligence outputs that inform decision-making processes**

- adopt an appropriate style of communication to respond to customer requirements
- produce output to meet the format, classification and timeline of the customer
- clearly communicate and highlight significant information and key judgements
- gaps in knowledge and assumptions made clear
- conduct review and monitoring activity to assess quality of output

To meet this requirement you need to:

- understand, explain and deliver different types of briefing and assessment
- influence and communicate on key issues and conclusions
- communicate clearly and concisely
- understand and meet customer requirements for output with particular reference to format, classification and timeliness
- highlight significant conclusions and make key judgements based on analysis and assessment of information, which are communicated with clarity to customers
- make clear the broad context of analysis and assessment, particularly any gaps in knowledge, so customers understand the basis in which conclusions and judgements are made
- conduct regular and systematic review and monitoring of analysis and assessments to improve quality and learn lessons

And provide evidence that you have:

- delivered effective briefings, reports and assessments
- achieved positive customer feedback
- produce analysis, reports and assessments tailored for individual customers
- produce relevant analysis and reports
- received and understood key judgements
- highlighted gaps and assumptions in analysis and assessments
- made apparent the fragility or robustness of analysis
- routinely conducted review and monitoring activity and fed the results back into assessments
- identified and learned lessons

## Grade 6 and 7

**Using programme and project management (PPM) techniques appropriately to achieve results from policy development through to delivery of services to the citizen**

These are illustrations and not mandatory requirements.

### **1. Understand and use programme and project management (PPM) techniques, including risk management**

To meet this requirement you need to be able to understand and explain:

- the definition of 'a programme' and 'a project', and the differences and similarities between the two
- the key stages, principles and processes for each
- programme and project governance frameworks
- programme and project roles and responsibilities
- risk management principles and processes

And provide evidence that you have:

- taken a programme or project role (such as team member) and successfully fulfilled the duties of that role
- taken appropriate risk management action for risks assigned to you

### **2. Understand and can contribute to the definition and delivery of programme benefits and business case development**

To meet this requirement you need to be able to understand and explain:

- the purpose and typical content of a business case
- the relationship between the business case and organisational objectives
- the need to review and update the business case throughout the programme or project lifecycle
- the concept of programme benefits
- how benefits can be defined and measured
- how benefits should be managed within a programme

And provide evidence that you have:

- contributed to the development or updating of a programme or project business case
- contributed to benefits management by helping to define, measure or monitor benefits

### **3. Plan and deliver strong relationships with stakeholders, ensuring that the organisation is a respected customer and provider**

To meet this requirement you need to be able to understand and explain:

- the concept of stakeholder management
- the role of different stakeholders within a programme environment

- the role of programme or project team members in relation to stakeholders
- the benefits of early commercial stakeholder engagement and the risks of not doing this

And provide evidence that you have:

- contributed to the development of stakeholder communication plans
- ensured effective stakeholder communication takes place
- sought commercial stakeholder involvement at appropriate times to ensure programme or project success and value for money

#### **4. Understand the purpose and use of peer and Office of Government Commerce (OGC) Gateway Reviews**

To meet this requirement you need to be able to understand and explain:

- the Gateway and peer review process
- the programme/project stages at which these reviews are appropriate

And provide evidence that you have:

- contributed to a programme or project that has been subject to review

#### **5. Engage with PPM experts and, in acquisition projects, procurement/commercial experts**

To meet this requirement you need to be able to understand and explain:

- the contribution of professional PPM expertise to all stages in the delivery lifecycle, from policy development to delivery of services
- the contribution of commercial expertise at all stages of acquisition projects

And provide evidence that you have:

- worked effectively with PPM/commercial experts, taking account of the need to involve them in the early stages of programme/project initiation

## **Staff below Grade 7**

PSG is a skills strategy for the whole of the Civil Service including staff below Grade 7. However, below Grade 7 there are no mandatory PSG requirements. Instead, PSG is implemented by individual departments according to their particular skills needs.