



Competency Framework

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WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Wales Audit Office Competency Framework

	Communicating and Influencing	Results delivery and continuous improvement	Teamwork	Understanding and developing the business	Technical/ Job knowledge	Analysis, Problem solving and Critical thinking	Personal effectiveness and Leadership
Group 1	I communicate professionally using a variety of methods	I complete tasks to required quality within time and budget	I contribute positively towards the team	I understand the WAO vision, policies and procedures and how I contribute to and develop the goals of the WAO	I learn, display and apply sound knowledge in my chosen field	I analyse evidence to identify areas of improvement and propose solutions	I display good organisational skills and self-awareness
Group 2	I communicate authoritatively and influence others	I prioritise my own and others' workloads to ensure delivery of outputs	I lead and promote positive teams	I understand the WAO vision, policies and procedures and how I and my team contribute towards the goals of the WAO	I display and apply comprehensive knowledge in my chosen field	I display sound judgement and make decisions within my area of responsibility	I lead by example in a fair and flexible way
Group 3	I communicate and influence others to effect change	I direct others and contribute to our strategy	I create an environment for teams to flourish	I shape, set and develop the WAO vision, policies and procedures	I display and apply expert knowledge in my chosen field	I display sound judgement and take strategic decisions on major business topics as appropriate	I display personal credibility and professional authority to provide leadership at the highest level

Communicating and influencing

I communicate confidently, professionally, authoritatively and with clarity both verbally and in writing. I use a range of effective communication skills to liaise effectively with both internal and external contacts and adjust my style to suit the audience. I listen attentively to the views and issues of others.

When communicating and influencing is going well

Group 1: I communicate professionally using a variety of methods	Group 2: I communicate authoritatively and influence others	Group 3: I communicate and influence others to effect change
I speak clearly, logically, concisely and persuasively with both internal and external audiences in a respectful manner.	I speak with confidence and customise my communication style to express views in a measured and authoritative manner.	I speak in a clear, well-structured way. I am able to persuade, influence and inform others without any preparation and check that my message is understood.
I write accurately, clearly and concisely using plain English/Welsh.	I write and review documents that achieve maximum impact in a logical and persuasive way.	I write and review complex written documents that are aimed at a wide range of audiences. I summarise complex information in an effective way.
I communicate confidently and tactfully to engage people and build effective working relationships.	I gain commitment and make change happen by using a range of influencing skills.	I effectively communicate and explain the WAO vision, goals, strategy and policy.
I listen actively to others and consider their points of view.	I use high-level questioning and active listening skills to gain a full understanding of information and the views of others.	I question skilfully, and always listen and challenge as appropriate to different points of view.
I communicate in a style best suited to the audience and the information being communicated. I am approachable, helpful, supportive and encouraging to others.	I maintain effective two-way communication with key stakeholders at a senior level.	I build and maintain effective communication channels with key stakeholders at a senior level. I am approachable, helpful, supportive and encouraging to others.

When communication and influencing is not going well

- I write in a poorly structured, confusing and unclear way
- I do not appear a confident and professional individual
- I am dismissive to the views of others and feed back to others in a condescending or belittling manner
- I dominate conversations rather than listen to the views of others
- I do not forge strong working relationships and I work in isolation
- I am disengaged and not involved in meetings
- I tend to focus on the negative and foster a blame culture
- I do not consider my audience and fail to grab their attention
- I fail to motivate and convince people
- I avoid face-to-face communication and use e-mail when a conversation would be more effective

Results delivery and continuous improvement

I drive delivery of business requirements through the application of a range of planning and management tools and techniques; I deliver on individual and team objectives, which contribute to achieving organisational goals.

When results delivery and continuous improvement is going well

Group 1: I complete tasks to the required quality	Group 2: I prioritise my own and others' workloads	Group 3: I direct others and contribute to strategy
I have clear goals that I understand fully.	I set demanding/stretch goals for both myself and my team.	I set and lead on goals for my area within the organisation and the organisation itself.
I prioritise my work according to urgency and importance.	I operate effective performance monitoring systems to review progress and quality of work.	I maintain an overview of work in my areas of responsibility in order to monitor the progress of projects and tasks.
I see tasks through to completion.	I ensure that all work for both myself and my team is seen through to completion.	I monitor staff and work completion across my part of the organisation.
I make realistic judgements about delivery and I manage expectations accordingly.	I manage the expectations of clients and senior leaders to ensure there are no surprises. I communicate any delays to the relevant parties.	I am open to feedback from all levels and act upon it to learn, develop and change. I manage the expectations of staff and stakeholders.
I display initiative in introducing more efficient ways of working to improve the quality and scope of service.	I seek out innovative ways of working to achieve improvement. I encourage others to do the same.	I lead on introducing new ways of working and improving the quality of work completed.
I take an active and positive part in team meetings and post-project learning events.	I ensure all projects are evaluated and that learning points are communicated.	I take an overview of the organisation's work and consider how it can be improved to add greater value.
I plan and communicate my own work effectively.	I secure, organise and effectively deploy the resources required for task completion and resolve any shortages or inefficiencies.	I plan effectively and strategically to ensure present and future work plans of the WAO can be met.

When results delivery and continuous improvement is not going well

- I produce work that requires significant input from my line manager, going over budget/time
- I do not inform my line manager of problems and do not ask for help when needed
- I produce poor-quality work, changing goals on an ad-hoc basis – I do not delegate or involve others – I do not make progress
- I ignore feedback and do not see the need to gather the views of others
- I blame underperformance on factors outside my control
- I overpromise and under deliver, making poor use of the resources available
- I fail to plan and prioritise activities and therefore I do not set priorities effectively
- I am unclear on the direction of my work
- I act with self-interest and I prevent others from fulfilling their roles
- I send emails that dictate
- I do not offer suggestions for improvements
- I cancel meetings at short notice
- I lose sight of the bigger picture and get bogged down in the detail

Teamwork

I work effectively and inclusively with colleagues, stakeholders, teams and individuals, both within and outside the organisation to grow and develop trusting relationships; I value and utilise the different skills and expertise of colleagues; I build independence to achieve shared goals.

When teamwork is going well

Group 1: I contribute positively towards the team	Group 2: I lead and promote positive teams	Group 3: I create an environment for teams to flourish
I focus on team goals and demonstrate commitment to their achievement.	I lead high-performing teams to achieve goals.	I build, inspire and motivate teams to achieve objectives under the WAO strategy.
I build strong relationships built on fairness, trust, openness, integrity and respect.	I build teams based on fairness, trust, openness, integrity and respect.	I lead by example and build teams across the organisation, which are based on fairness, trust, openness, integrity, and respect.
I value and involve all team members and respect diversity.	I display fairness and integrity to build high-performing teams. I respect the diversity of within the team.	I am a role model for fairness and integrity across the WAO. I value the input of all employees, valuing diversity within the organisation.
I make a positive contribution in teams building strong relationships with others.	I lead team meetings using a range of skills to engage team members and foster a positive team environment, gaining buy in to decisions.	I develop and embed a culture where teamwork can thrive. I lay the foundations for high-performing teams promoting teamwork and collaborative working.
I am prepared to share views and ideas to enable the sharing of best practice.	I lead discussion to allow a sharing of views, ideas and best practice.	I develop a culture where the sharing of views, ideas and best practice is the norm.
I challenge appropriately and offer constructive and timely feedback. I accept feedback readily and positively.	I develop a team culture where sharing, discussing and constructive challenge is the norm. I provide constructive feedback and coaching.	I promote and provide constructive feedback and challenge. I lead by example and coach to develop teams.

When teamwork is not going well

- I act out of self-interest and pursue personal goals
- I work in isolation and do not show any interest in what the team is doing
- I think that my way is the only way and rarely involve others
- I do not engage with people in other teams and I do not play an active part in my immediate team
- I am uncooperative when dealing with others – I am insensitive to the needs, views and values of others
- I leave others to struggle and I blame others for my problems and mistakes
- I participate in negative discussions about other colleagues
- I am not balanced when dealing with staff or groups of staff
- I focus solely or predominantly on the client rather than staff
- I fail to motivate and convince people

Understanding and developing the business

I have a clear understanding of the organisation, its vision and direction, and the environment in which it operates. I am able to build and maintain effective relationships both internally and externally, and look for creative and efficient ways to build and develop the business.

When understanding and developing the business is going well

Group 1: I understand the WAO policies and procedures and how I contribute to goals	Group 2: I understand the WAO vision, policies and procedures, and how I and my team contribute to the team	Group 3: I decide and set the WAO vision and direction
I understand the goals and work of my own team, and how these fit into the WAO.	I develop objectives for my team in line with the WAO strategy.	I develop objectives at a group and/or organisational level.
I display awareness of local and national context of my own work within the WAO and deliver cost-effective outcomes.	I display understanding of local and national context for my own and my team's work.	I display an understanding of the national public service environment, particularly the key drivers for change and identify where the WAO might add value.
I develop constructive and professional relationships both internally and externally.	I build productive partnerships and networks both internally and externally.	I build productive relationships and networks to identify best practice and increase the WAO's influence and impact.
I spot potential opportunities for the WAO to develop business.	I identify opportunities to develop business for the WAO. I select and exploit activities, which result in the largest returns or largest impact.	I develop new business for the WAO where it will develop worthwhile returns.
I demonstrate understanding of the interrelationships between the WAO, its clients, stakeholders and citizens.	I influence the interrelationships between the WAO, its clients, stakeholders and citizens.	I shape the response of the WAO to client needs in a positive manner whilst remaining independent and objective.
I ensure all work is carried out in line with WAO policies and procedures.	I identify and manage the opportunities, risks and consequences of following a chosen course of action.	I monitor the work done by the WAO to identify areas for improvement and action these improvements.
I understand and show awareness of the WAO vision. I reinforce the vision and display the values that support it.	I actively reinforce the WAO vision. I lead by example and foster the correct attitude in others to support the vision and the values.	I shape and promote the vision, strategy and values to the WAO taking measures to ensure that they are understood and embraced by all staff.

When understanding and developing the business is not going well

- I focus on short-term delivery at the expense of building effective relationships
- I am unaware of the WAO vision and the role I play in supporting it
- I fail to spot business opportunities
- I do not follow policy and procedures
- I show resistance to business change
- I do not respond to client needs or ask for feedback
- I do not build effective working relationships
- I do not understand local and/or national context of work
- I cannot articulate what the organisation is trying to do

Technical/job knowledge

I display a clear knowledge and understanding of the job role and I am able to perform the tasks to the required standard. I take accountability for my own development and look for ways to build my technical/job knowledge.

When technical and job knowledge is going well

Group 1: I display and apply basic knowledge	Group 2: I display and apply comprehensive knowledge	Group 3: I display and apply expert knowledge
I update technical and professional knowledge regularly.	I ensure my own and my staff's knowledge is regularly updated.	I develop knowledge across a range of fields and cross-discipline groups.
I deliver work that meets required standard.	I provide professional or management services usually requiring professional qualification or technical training.	I am respected in my own professional field/ organisation beyond the WAO for my expertise.
I make sound judgement.	I display sound judgement in completing my own work and reviewing the work of others.	I display sound judgements at an organisational level.
I develop myself maintaining Continuous Professional Development (CPD).	I develop myself in my own area of expertise, using a range of methods and maintaining Continuous Professional Development (CPD) records.	I develop specific expertise across the WAO and ensure Continuous Professional Development (CPD) records are maintained.
I take ownership and accountability for own development.	I manage the professional activities of my team and develop them by providing feedback, coaching and mentoring.	I spot expertise gaps across the WAO that need to be filled by training or recruitment and initiate action.
I use new tools and technology to improve own efficiency.	I use tools and technology to improve own and team efficiency.	I use new tools and technology to improve efficiency across the WAO.
I possess the knowledge to achieve set objectives.	I undertake complex technical tasks and projects.	I am regarded as an expert in own field within the WAO prepared to take well-managed risk.

When technical and job knowledge is not going well

- I complain about problems without offering possible solutions
- I produce poor-quality work which is over budget and time
- I take no accountability for my own development and I have no Continuous Professional Development (CPD) records
- I am unable to demonstrate a clear decision-making process
- I keep knowledge to myself and do not share expertise
- I produce work that requires significant input from my line or senior manager
- I am unnecessarily risk averse
- I am not proactive in addressing my learning and development needs

Analysis, problem solving and critical thinking

I take sound and timely decisions, which are taken, based on objective analysis.

When analysis, problem solving and critical thinking is going well

Group 1: I analyse evidence and propose solutions	Group 2: I display sound judgement and make decisions	Group 3: I display sound judgement and make decisions on major business decisions
I identify, seek and collate the essential information to achieve set objectives.	I work with complex and often interrelated concepts to make sound recommendations for change.	I have strong capacity for corporate thinking/ analysis and problem solving whilst also solving operational problems.
I assimilate information and sift out the irrelevant to summarise key issues and make sound decisions.	I assimilate complex information, arriving at intelligent and carefully thought-through judgements and proposals.	I assimilate, understand, analyse and draw conclusions from complex data, reconciling conflicting information to arrive at carefully thought-through conclusions.
I understand and adopt new concepts quickly and introduce them into my work.	I tackle unfamiliar topics, concepts and theories to devise innovative and viable proposals for action.	I identify key trends and links in complex data. I identify links between apparently unrelated data or situations across different business areas. I display sound judgement and make proposals.
I identify and use analytical and statistical methods to analyse data.	I assess the wider picture effectively, making connections between different issues and their potential impact.	I formulate strategy by drawing on analysis of wider social, economic and political trends and developments that bear on the work of the WAO.
I demonstrate initiative and insight in actively contributing to the IADC methodology.	I lead by example and encourage people to think more creatively to solve challenging problems.	I demonstrate initiative and innovation in seeking areas for improvement both within the WAO and clients.
I identify risks and benefits to generate well thought-through solutions.	I assess risk effectively and identify areas for improvement.	I formulate corporate strategy by drawing on the ability to foresee and model possible future scenarios.
I take sound decisions within own work area.	I engage other business areas when reaching decisions. I make sound decisions even when supporting data is incomplete or inconsistent.	I take all relevant factors into account to make sound judgements on major business issues, often in the face of ambiguity and uncertainty.

When analysis, problem solving and critical thinking is not going well

- I cannot think strategically and dissociate myself from decisions taken at a corporate level
- I work only from my own point of view and accept all evidence without question
- I make assumptions about issues and base decisions on rumours not facts
- I fail to make connections between wider issues, people and organisations
- I do not demonstrate or explain a clear decision-making process
- I place excessive emphasis on detail, at the expense of identifying key issues
- I cannot take decisions without authority and I am unwilling to accept responsibility for decision making
- I focus on the negative, identifying problems without providing solutions

Personal effectiveness and leadership

I display a clear commitment and determination to achieve objectives. I am self-aware and lead by example.

When personal effectiveness and leadership is going well

Group 1: I display good organisational skills and self-awareness	Group 2: I lead by example in a fair and flexible way	Group 3: I display personal credibility and professional authority to provide leadership at the highest level
I am well organised, manage time effectively and I am productive.	I display self-confidence, authority and credibility to lead a team to achieve its goals.	I impart a strong presence to lead a significant team within the organisation to achieve its goals. I lead by example.
I accept new situations and embrace change and challenge by adapting quickly.	I recognise the need to change, taking the lead in proposing it.	I am comfortable with uncertainty and readily embrace change. I lead and implement change.
I display self-awareness and actively seek feedback for personal development as part of my Continuous Professional Development (CPD).	I am self-aware with the ability to seek and provide feedback.	I am self-aware and comfortable giving and seeking feedback from others across the organisation.
I contribute effectively to add value to the organisation.	I readily make and accept responsibility for my decisions and I am comfortable with taking acceptable risk.	I think clearly and decisively under pressure to lead, reassure and support others.
I am a self-starter with drive and determination.	I deal with issues firmly, decisively, promptly and fairly.	I make decisive judgements and take tough decisions after careful consideration of the facts and opinions.
I display a sense of urgency and flexibility in carrying out my own work.	I display flexibility of style in dealing with a variety of issues and people within my team.	I display flexibility in adapting own style to deal with a great variety of issues and people across the organisation.
I seek development and learn from experience. I regularly review personal development needs and seek feedback.	I seek to develop self and others through learning from experience. I regularly review own and others' development needs. I am comfortable seeking and providing feedback.	I lead by example by actively seeking feedback and displaying a strong commitment to learning and development. I review development needs across the organisation. I provide feedback and coaching.

When personal effectiveness and leadership is not going well

- I do not seek or give feedback and become defensive when others provide feedback
- I do not offer praise or encouragement
- I ignore the new ideas and proposals of others and do not involve relevant staff/teams in the decision-making process
- I critique the work of others in a destructive way
- I rarely challenge and shy away from conflict, finding it hard to have difficult conversations
- I change my mind on a frequent basis and do not enforce deadlines
- I always see difficulties not possibilities and therefore use excuses to prevent change
- I display an unprofessional negative attitude
- I cancel own and others' development activities unnecessarily
- I do not find out the learning and development needs of others
- I show favouritism to certain members of staff
- I have an inaccurate view of own strengths and development needs