

Our competency framework

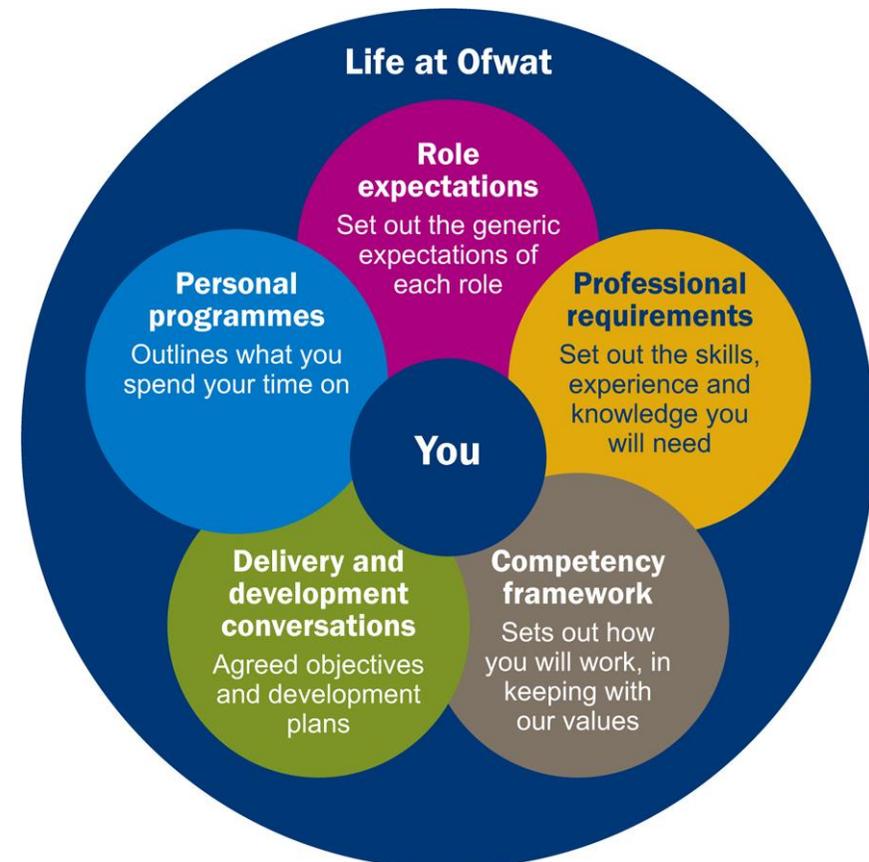
Introduction

We aim to have a culture that enables and encourages all our people to make the best contribution they can, that sets out clear accountabilities and empowers people to deliver, that encourages learning at all levels and continuous improvement in everything we do. We're building a dynamic, agile and flexible Ofwat and everyone has a part to play in that.

Our values are support, ambition, integrity, learning, ownership and respect. Together we ensure that these underpin everything that we do, and are brought off the paper into behaviours that we demonstrate every day.

These behaviours, the ones that we need to deliver quality outcomes, and bring our values to life, are outlined in this competency framework.

This competency framework is one of five fundamental documents that captures and clarifies your working life at Ofwat. These five things, shown in the image on the right, provides you with the clarity



you need to fulfil your role effectively, whilst also providing you with a flexible framework to drive forward your own objectives, personal development and career path in a way which enables us to meet the needs of our organisation.

How will the competency framework be used?

Our flexible competency framework outlines four competencies and for each one there is a description of what it means in practice for each level within Ofwat. These are behavioural indicators.

The competencies and behavioural indicators are not intended to be comprehensive, but to provide a clear sense and greater understanding of what we can all expect from ourselves and each other. They are intended to be cumulative, with each level building on the competencies needed for the level below.

Each competency and set of behavioural indicators has 5 levels, referred to as A, B, C, D and E. These levels broadly map onto our job levels. You and your manager will discuss and agree which levels and indicators are most appropriate to you, your role, your objectives and development plan, which are driven by the demands of our current programmes and projects and our future expected programmes and programmes and projects and your career aspirations.

It's therefore possible for you and your manager to agree that a behavioural indicator in a higher band is relevant to you. Example: if you are an Associate you will mainly look at the behavioural indicators within levels A and B but it's possible that some indicators within levels C and D are also relevant to your role and objectives. Conversely, it will be possible for some people to be at a particular level but not to need to have (or develop) the level of competence that is broadly associated with that level in a particular skill set, because they make an outstanding contribution to Ofwat in other respect of other skill sets.

You might want to use the competency framework in a number of ways throughout your career in Ofwat – for example, you might want to see what the expectations are at a higher band, so that you can see what you need to do to develop and plan your developmental objectives around that.

As an organisation, we'll also use it to inform key processes.

Delivery and development conversations

Our delivery and development conversation scheme outlines the continual process of identifying the outcomes that we must each deliver in the near future, and giving and gathering feedback on our performance. The competency framework can be used as a guide to self-assess your own level of competence in your role and which behaviours you need to hone, and can support regular conversations that you have with your people manager about your performance.

Career development

We will use the competency framework to support the development of our people. You can use it to help you understand what behaviours would be expected of you in at the next level, so that you and your people manager can plan appropriate development activities and you can develop your own capabilities.

Recruitment

The competencies give us a common framework to assess the suitability of potential recruits. We will use this it to develop competency-based questions at interview and assess whether potential recruits have the right skills and behaviours we need in our roles.

Our competencies

Strategic resource management

Effectively deploying and developing our people so that they provide the input that our programmes and projects need. Understanding our strategy and what its implications are for the skills, experience and approach we need from our people now and in future. Understanding the skills, knowledge and capacity of the people we have and how they can best support our current programmes and projects, and working now to ensure that we will have what we need in future. This will involve in-depth conversations with SROs and programme and project managers to understand and meet their needs, collecting and understanding feedback from programmes and project and building this into delivery and development conversations, managing succession, commissioning training, providing development opportunities aligned to business need. This will mean working with whoever has responsibility for the development of the key professional skill sets and knowledge we need, using their expertise to ensure our programmes and projects have the right skills, at the right level, at the right time.

Behavioural expectations

Level A	Level B	Level C	Level D	Level E
<p>Share learning from mistakes and successes across Ofwat with programme or project or resource pool in support of business need</p> <p>Share your expert knowledge, skills and experience with programme or project or resource pool in support of business need</p>	<p>Level A plus:</p> <p>Encourage others to live Ofwat's values and behaviours</p>	<p>Ensure your people have a good understanding of Ofwat's strategy and what it means for their work.</p> <p>Ensure your people have DDCs, including development plans driven by business need</p> <p>Provide constructive feedback to others to help them develop</p>	<p>Play a key role in developing and implementing the strategic resource plan for the pool.</p> <p>Drive CPD to harness cutting edge skills for resource pool, in line with business need</p> <p>Pro-actively seek out opportunities for people to develop in line with business</p>	<p>Lead and own strategic resource planning for the relevant resource pool, to build capability to meet business demands across the organisation 5 years+ - 'future-proofing'</p> <p>Identify strategic interdependencies, risks and opportunities between resource pools and propose ways of managing these to Ofwat's benefit</p>

Level A	Level B	Level C	Level D	Level E
<p>Live Ofwat's values and behaviours</p> <p>Comply with Ofwat's policies and procedures.</p> <p>Produce management information (eg timesheets) as and when required.</p>		<p>Contribute to the development of strategic resource plans in your pool. Identify opportunities and help to implement those plans</p> <p>Provide encouragement and coaching to help people improve skills/change behaviour.</p> <p>Tackle poor performance and behaviour in a timely and effective way.</p> <p>Manage your people in line with Ofwat's policies, procedures ,values and behaviours</p>	<p>need, within or outside Ofwat</p> <p>Create mechanisms for mentoring and coaching to help people improve skills/change behaviour</p> <p>Act as a role model for coaching and mentoring to champion learning and development</p> <p>Create mechanisms to share learning and expertise in and out of resource pool</p>	<p>Ensure that knowledge and skills mix shift is in line with strategy to create a dynamic, agile, multi-skilled and flexible organisation</p> <p>Develops and maintains external network that allows Ofwat access to skills and knowledge in line with business need, through development, secondments, recruitment etc.</p> <p>Build coaching and SRM skills in your resource pool and across Ofwat as required</p> <p>Drive mechanisms to enable Ofwat to become a learning organisation and deliver continuous improvement</p> <p>Use management information to identify trends and drive progress through the development of appropriate management strategies</p>

Strategic delivery management

Effectively delivering against the relevant responsibilities and accountabilities associated with your role within our programmes and projects. For everyone this includes delivery of the benefits the programme or project was designed for, to time and to budget, efficiently and effectively. It critically includes a good understanding of the benefits that each programme and project will deliver,

and the management of risks and opportunities in relation to those benefits using appropriate tools. Some delivery management roles will have significant accountabilities for planning and forecasting, budgeting, financial management and compliance. This will also involve providing real strategic leadership of programme and project teams, holding team members to account, providing feedback on performance and supporting learning and development.

Behavioural expectations

Level A	Level B	Level C	Level D	Level E
<p>Understand the strategic benefits that your project and programme is aiming to deliver, and how your work will contribute to those</p> <p>Flag up in advance if you see risks to or opportunities for the delivery of the programme or project benefits (eg deadlines likely to be missed).</p> <p>Use planning tools to plan for your daily, weekly & monthly tasks</p> <p>Update your personal programme</p> <p>Make sure other members of your project team know what you are doing and why</p> <p>Respond flexibly to changing circumstances – ask ‘how can I help?’ not ‘what do I have to do?’</p> <p>Make evidence-based decisions within your level of authority (day to day)</p>	<p>Understand risks and opportunities in relation to your programme and project benefits</p> <p>Identify plans to manage risk and maximise opportunities</p> <p>Carry out project planning as required</p> <p>Use initiative to overcome obstacles and setbacks</p> <p>Make evidence-based decisions within your level of authority (day to day decisions), without always asking permission</p> <p>Communicate your decision clearly to those who need to know</p> <p>When referring a decision upwards, be clear about the question, be clear about why you are referring it upwards, and make a recommendation that reflects delivery of benefits,</p>	<p>Play a key role in ensuring that those on your project understand the benefits the project and programme are aiming to deliver and how their work contributes to those</p> <p>Use project management best practice to:</p> <p>Define project benefits</p> <p>Identify project deliverables in line with benefits</p> <p>create robust project plans with milestones</p> <p>allocate resources to projects</p> <p>Put in place robust measures to mitigate risk and maximise opportunities</p> <p>Ensure appropriate operations and comms integration into projects</p> <p>Carry out resource forecasting to predict resource needs. Ensure this</p>	<p>Ensure that those on your programme understand the benefits the programme is aiming to deliver and how their work contributes to those</p> <p>Use programme and project management best practice to:</p> <p>Define programme benefits</p> <p>identify programme deliverables in line with benefits</p> <p>plan programmes having regard to interdependencies between projects, with robust milestones</p> <p>develop contingency plans</p> <p>Ensure appropriate operations and comms integration across programme</p> <p>locate scarce resources across the programme (which may include advising</p>	<p>Understand the benefits that your programme is aiming to deliver and how they fit with Ofwat’s portfolio of programmes now and over time.</p> <p>Propose programmes, create projects within existing programmes and change existing projects (subject to agreed tolerances) to respond to strategic need and priorities,</p> <p>Play a key role in forecasting Ofwat’s future resourcing needs, having regard to your programme, others programmes’ and to future programmes. Play a key role in discussions with SRMs on how best those needs may be met.</p> <p>Act as SRO for your programme(s) – accountable for outcomes, key deliverables, budget and timelines, and accountable</p>

Level A	Level B	Level C	Level D	Level E
<p>decisions), without always asking permission</p> <p>Communicate your decision clearly to those who need to know</p> <p>When referring a decision upwards, be clear about the question and about why you are referring it upwards</p> <p>Have a 'can-do' approach – find ways to do things rather than obstacles</p> <p>Use the Ofwat programme and project management tool kit.</p> <p>Comply with Ofwat's policies and procedures.</p> <p>Produce management information as and when required.</p>	<p>resources, risks and opportunities</p>	<p>is fed back to the appropriate SRMs</p> <p>Deal with conflicting demands for project resources - work with SRMS and other delivery managers to identify strategic priorities, work flexibly and share scarce resources</p> <p>Get maximum value in terms of benefits delivered from the resources allocated to the project</p> <p>Ensure that the DDCs of those in your project team reflect project objectives and feedback on their project performance</p> <p>Use best practice in project monitoring and reporting in line with the Ofwat project management tool kit</p> <p>Proactively flag any changes in the project that impact other projects in the programme</p> <p>Make evidence-based and risk-based decisions within your level of authority (low risk decisions) without always asking permission</p> <p>Communicate your decision clearly to those who need to know</p>	<p>the SRO on 'make or buy' decisions</p> <p>Identify interdependencies between programmes, including strategic synergies, resource conflicts etc. Propose ways to manage these.</p> <p>Carry out forecasting to predict resource needs for the programme– work proactively with SRMs to ensure supply of skilled and knowledgeable people at the right time, anticipate and manage conflicts.</p> <p>Get maximum value in terms of benefits delivered from the resources allocated to the programme</p> <p>Ensure that the DDCs of those in your programme team reflect their project objectives and feedback on their project performance</p> <p>Responsible for efficient and effective financial management of the programme. This requires a good level of knowledge of financial protocols including delegated authorities.</p> <p>Use best practice in programme monitoring and reporting in line with the</p>	<p>for management of risks and opportunities.</p> <p>Ensure that your programme follows best practice in programme and project management in line with the Ofwat programme and project management tool kit.</p> <p>Ensure that your programme complies with best practice in financial management, including compliance with protocols, delegated authorities etc.</p> <p>Play a key role in developing Ofwat's strategic priorities, forecasting activity and resource needs across Ofwat in line with those.</p> <p>Propose ways of managing interdependencies between programmes that will maximise strategic benefit for Ofwat</p> <p>Ensure programme team members are held to account for performing their delivery role, to the required quality and time, and for working in line with Ofwat's programme and project management tool kit, values and behaviours</p>

Our competencies

Level A	Level B	Level C	Level D	Level E
		<p>Ensure that the programme RACI matrix is used effectively on the project</p> <p>Hold project members to account for performing their delivery role, to the required quality and time, and for working in line with Ofwat's programme and project management tool kit, values and behaviours</p> <p>Support, encourage and empower people to make decisions. Challenge to ensure decisions are made at the right level (including letting go without abdicating)</p> <p>Play a key role in the provision of management information eg to the programme manager, the SRO, the programme board, SLT and the board, as required. This includes engagement with the business planning process.</p>	<p>Ofwat programme management tool kit</p> <p>Proactively flag any changes in the programme that impact other programmes across Ofwat</p> <p>Make evidence-based and risk-based decisions within your level of authority (medium to high risk decisions) without always asking permission. Communicate your decision clearly to those who need to know</p> <p>Support the development of the RACI matrix for the programme and take accountability for ensuring it is used effectively</p> <p>Hold programme team members to account for performing their delivery role, to the required quality and time, and for working in line with Ofwat's programme and project management tool kit, values and behaviours</p> <p>Coach others in how to perform their delivery management roles effectively and efficiently</p>	<p>Make evidence-based and risk-based decisions within your level of authority (which will include the highest risk decisions) without always asking permission. Communicate your decision clearly to those who need to know</p> <p>Use 'business scenario planning' techniques to anticipate and plan for the future, with risks identified and contingency plans created (Shell \$100 a barrel scenario!)</p> <p>Ensure the development and implementation of a RACI matrix for the programme that is in line with the Ofwat programme and project management tool kit and governance arrangements. Within this, ensure that best use is made of the programme board in support of benefits delivery.</p>

Stakeholder engagement

Effectively building and managing relationships with our many different stakeholders, engaging with them in a planned and meaningful way in pursuit of our strategic objectives, and feeding intelligence back across Ofwat to deliver maximum benefit. In everything we do, thinking through how our work relates to our different stakeholders, and engaging constructively with them to mitigate risk and maximise opportunity. Seeing stakeholder engagement as an important part of our tool kit and an integral part of everything we do. Recognising that colleagues are (internal) stakeholders, too. Building relationships internally and collaborating with colleagues, proactively working across boundaries to maximise the benefits of our new ways of working.

Behavioural expectations

Level A	Level B	Level C	Level D	Level E
<p>Understand which external and internal stakeholders are relevant to your work</p> <p>Build relationships with relevant external peers reflecting business need - be an ambassador for Ofwat, supporting our strategy and living our values and behaviours</p> <p>Proactively share information gained from external stakeholder engagement in a helpful and timely way</p> <p>Build and maintain positive relationships with internal peers and other colleagues, in ways that help to deliver the strategy as a whole, not just your personal objectives</p>	<p>Build relationships and networks with relevant external peers – e.g. other regulators, relevant stakeholders or professional bodies</p> <p>Maintain a positive approach with external peers in order to influence, persuade and negotiate effectively as required by your project(s)</p> <p>Develop and maintain an understanding of different approaches to stakeholder management and be able to make an informed recommendation about which approach to use to maximum effect</p> <p>Develop awareness of what's going in Ofwat wider</p>	<p>Build awareness of interactions and linkages across key stakeholder groups in order to influence with impact on basic policy messages (which may be beyond your immediate project work)</p> <p>Repair any damaged or difficult relationships externally in order to maximise Ofwat's influence and credibility</p> <p>Develop and maintain a good understanding of different approaches to stakeholder management and be able to choose which approach to use to maximum effect</p>	<p>Develop and maintain a good understanding of Ofwat's stakeholder landscape, interactions and linkages across it, and play a key role in using stakeholder engagement (including collaborative working) to deliver strategic benefits.</p> <p>Develop and maintain a good understanding of stakeholder issues across Ofwat's key activities. Use this to maintain key strategic relationships</p> <p>Act as the 'face of Ofwat' externally with key stakeholders, networks and the media</p> <p>Deliver key policy messages externally, using different</p>	<p>Develop and maintain a good understanding of Ofwat's stakeholder landscape, interactions and linkages across it, trends over time, and future movements</p> <p>Play a key role in using stakeholder engagement (including collaborative working) to deliver strategic benefits. This may include developing networks and influencing on issues beyond water regulation</p> <p>Drive the development of stakeholder activities across the Ofwat remit. Use this to maintain relationships that deliver maximum strategic benefit</p>

Level A	Level B	Level C	Level D	Level E
	than your own project(s) and use this to identify opportunities to collaborate effectively	Be proactive in identifying opportunities to use stakeholder engagement (including collaborative working) to deliver strategic benefits Actively promote sharing of information and collaboration across Ofwat. Support others to maintain positive internal relationships and to resolve conflicts where necessary	approaches to deliver impact with different audiences Engage effectively on complex issues with hostile stakeholders Play a key role and support others in promoting sharing of information and collaboration across Ofwat	Develop a position as a leader among one or more external networks, use this to maximise Ofwat's influence and credibility

Personal leadership

Being self-aware and taking responsibility for your own personal development. Ensuring that effective delivery and development conversations happen on an ongoing basis, in ways that capture feedback from different levels on every aspect of people's work. Living the values and role modelling the new culture. Being flexible and proactive, and responding positively to change. Creating a culture to encourage the right behaviours and high personal performance. Tackling issues outside our values and resolving conflicts.

Level A	Level B	Level C	Level D	Level E
Demonstrate the Ofwat values in everything you do, every day Drive your own DDC/development plan to make sure you	Take ownership and accountability for doing whatever you can do to contribute to the	Promote and role model the Ofwat values on a day to day basis Encourage and support others to role model the values	Create an environment where people in your resource pool and on your programmes can live the values on a day to day basis	Drive a culture where everyone at Ofwat lives the values in everything that they do, every day Be a highly visible role model of the values

Level A	Level B	Level C	Level D	Level E
<p>get good feedback on the contribution you are making and how you can improve</p> <p>Identify own strengths and weakness and learn from mistakes to improve performance</p> <p>Seek out feedback on your own performance from SRM, project and programme team + other peers</p> <p>Respond positively and act on feedback about skills/behaviour</p> <p>Give timely and constructive feedback to others on their performance and behaviour</p> <p>Show determination to deliver your personal objectives, and own your personal programme</p> <p>Be open to new ways of working</p>	<p>success of your project(s)</p> <p>Question and challenge others in a way that is in line with our values, and is constructive</p> <p>understand the skills, knowledge and behaviours that you bring to Ofwat and proactively seek out opportunities to make a contribution in line with business need</p> <p>Undertake regular CPD (formal and informal) to update professional knowledge and skills</p> <p>Proactively contribute to conversations about change. Support colleagues through change by articulating the benefits, dealing with concerns and pointing out where further improvement is possible.</p>	<p>Tackle challenging and difficult behaviours & poor performance</p> <p>Encourage questions and challenges from colleagues where they are in line with our values and are constructive</p> <p>Role model a culture of continuous improvement and change as part of being a learning organisation</p> <p>Role model a culture of trust and respect, where giving and receiving feedback is the norm at and across all levels</p> <p>Lead by example. Use your position as a leader in the organisation to help deliver benefits for Ofwat.</p> <p>Respond positively to change putting aside personal preconceptions and beliefs</p> <p>Play an active role in shaping and delivering organisational change</p>	<p>Adopt zero tolerance of behaviours which are outside of the values and tackle promptly</p> <p>Create an environment where questions and challenges are welcomed, where they are in line with our values and are constructive</p> <p>Create an environment where tensions and difficulties between people and projects are open, and are actively tackled and resolved in a constructive way</p> <p>Create an environment of trust and respect, where giving and receiving feedback is the norm at and across all levels</p> <p>Create an environment of continuous improvement and change as part of being a learning organisation</p> <p>As a leader in Ofwat, be visible and accessible to everyone across the office. Be prepared to listen, explain and be challenged.</p>	<p>Drive a culture where questions and challenges are welcomed, where they are in line with our values and are constructive</p> <p>Drive a culture where tensions and difficulties between people/projects are surfaced, and are actively tackled and resolved in a constructive way</p> <p>Drive a culture of trust and respect, where giving and receiving feedback is the norm at and across all levels</p> <p>Drive a culture of continuous improvement and change as part of being a learning organisation.</p> <p>Lead the shaping and delivery of organisational change</p>