# Accident Investigation Branch Competency Framework

# 1. Leading and Communicating

At all levels, effectiveness in this area is about leading from the front and communicating with clarity, conviction and enthusiasm. It's about supporting principles of fairness of opportunity for all and a dedication to a diverse range of citizens. At senior levels, it is about establishing a strong direction and a persuasive future vision; managing and engaging with people with honesty and integrity, and upholding the reputation of the Department and the Civil Service.

- Be visible to staff and stakeholders and regularly undertake activities to engage and build trust with people involved in area of work

- Clarify strategies and plans, giving clear sense of direction and purpose for self and team

- Stand by, promote or defend own and team's actions and decisions where needed

- Confidently engage with stakeholders and colleagues at all levels to generate commitment to goals

- Lead by example, role modelling ethics, integrity, impartiality and the elimination of bias by building diverse teams and promoting a working environment that supports the Civil Service values and code

- Be open and inviting of the views of others and respond despite pressure to ignore, revert or concede

# 2. Making Effective Decisions

Effectiveness in this area is about being objective; using sound judgement, evidence and knowledge to provide accurate, expert and professional advice. For all staff, it means showing clarity of thought, setting priorities, analysing and using evidence to evaluate options before arriving at well reasoned justifiable decisions. At senior levels, leaders will be creating evidence based strategies, evaluating options, impacts, risks and solutions. They will aim to maximise return while minimising risk and balancing social, political, financial, economic and environmental considerations to provide sustainable outcomes.

- Push decision making to the right level within their teams, not allow unnecessary bureaucracy and structure to suppress innovation and delivery. Identifies those decisions that need to be made quickly.

- Weigh up data from various sources, recognising when to bring in experts/researchers to add to available information

- Analyse and evaluate pros and cons and identify risks in order to make decisions that take account of the wider context, including diversity and sustainability

- Draw together and present reasonable conclusions from a wide range of incomplete and complex evidence and data

- Able to act or decide even when details are not clear. Tolerates conditions of uncertainty and works comfortably in an environment where definite information or direction is not available

- Identify the main issues in complex problems, clarify understanding or stakeholder expectations, to seek best option

- Make difficult decisions by pragmatically weighing the complexities involved against the need to act. Makes good decisions under pressure.


## 3. Collaborating and Partnering

People skilled in this area create and maintain positive, professional and trusting working relationships with a wide range of people within and outside the Civil Service to help get business done. At all levels, it requires working collaboratively, sharing information and building supportive, responsive relationships with colleagues and stakeholders, whilst having the confidence to challenge assumptions. At senior levels, it's about delivering business objectives through creating an inclusive environment, encouraging collaboration and building effective partnerships including relationships with Ministers.

- Actively build and maintain a network of colleagues and contacts to achieve progress on objectives and shared interests

- Demonstrates genuine care for others - build strong interpersonal relationships, recognises how people are feeling and acts appropriately. Shows empathy for and listens sympathetically to people inside and outside of the organisation..In the investigation context, show empathy towards vulnerable witnesses and next-of kin.

- Effectively manages team dynamics when working across Departmental and other boundaries

- Seek constructive outcomes in discussions, challenge assumptions but remain willing to compromise when it is beneficial to progress

## 4. Managing a Quality Service

Effectiveness in this area is about being organised to deliver service objectives and striving to improve the quality of service, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality and efficient service, applying programme and project management approaches to support service delivery. At senior levels, it is about creating an environment to deliver operational excellence and creating the most appropriate and cost effective delivery models for public services.

- Makes clear, pragmatic and manageable plans for service delivery using programme and project management disciplines, such that investigations are completed effectively and in a timely manner.

- Ensure the service offer thoroughly considers customers' needs and a broad range of available methods to meet this, including considering issues from an international perspective

- Ensures adherence to legal and regulatory requirements in service delivery and build diversity and equality considerations into plans. Demonstrates an ability to see issues from the point of view of other cultures, including legal differences

## 5. Delivering at Pace

Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way. At senior levels, it is about building a performance culture to deliver outcomes with a firm focus on prioritisation and addressing performance issues resolutely, fairly and promptly. It is also about leaders providing the focus and energy to drive activities forward through others and encourage staff to perform effectively during challenging and changing times.

- Get the best out of people by giving enthusiastic and encouraging messages about priorities, objectives and expectations

- Adopt clear processes and standards for managing performance at all levels

- Act as a role model in supporting and energising teams to build confidence in their ability to deliver outcomes

- Maintain effective performance in difficult and challenging circumstances, encouraging others to do the same. Has focus and energy to drive an investigation forward.

- Review, challenge and adjust performance in difficult and challenging circumstances, encouraging others to do the same

## 6. Written Communication

Effectiveness in this area is about writing clearly, succinctly and correctly; writing convincingly in an engaging and expressive manner, avoiding unnecessary use of jargon and complicated language. Written work is well-structured and logical and written in order to meet the needs of the intended audience.

- Writes correctly, uses appropriate words and expressions. Writes without unnecessary jargon. Produces written communication that is logically structured and uses appropriate structure of sentences, paragraphs and sections in written documents.

- Writes clearly & fluently, with good use of grammar and avoids unnecessarily complicated language.

- Writes in an expressive and engaging style, presenting information in a way that captures the reader's interest and attention. Writes in a way that others are likely to find engaging and stimulates interest as well as communicating information.

- Targets communication such as presentations or written information at a level appropriate to the intended audience.

## 7. Applying Expertise & Technology

Effectiveness in this area means applying detailed technical expertise, building expertise and developing job knowledge through continual professional development; sharing expertise and knowledge and taking advantage of available technology resources.

- Applies technical expertise, demonstrating detailed job knowledge and expertise with good application of specialist experience in own work. Capably answers technical questions from clients or colleagues.

- Builds technical expertise; shows an interest, and keeps up to date, with new developments in own field. Develops own technical skills and participates in continual professional development.

- Shares knowledge and expertise with others, including practical skills, and provides guidance on how to do things.

- Uses technology by effectively applying available resources in order to achieve work objectives. Takes full advantage of computers and other technology related equipment and seeks ways to improve processes with the aid of new technology.