

# BIG TECHNICAL COMPETENCY FRAMEWORK SUMMARY

ORGANISATIONAL AWARENESS - Demonstrates an understanding of the role of BIG, its structure and its activities

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
CORE AWARENESS OF BIG AS AN ORGANISATION	DEVELOPED UNDERSTANDING OF THE STRUCTURE AND PROCESSES	IN-DEPTH KNOWLEDGE AND UNDERSTANDING OF THE ORGANISATION	EXTENSIVE KNOWLEDGE OF THE ORGANISATION AND ITS FUNCTIONS

EXTERNAL AWARENESS - Demonstrates a knowledge of the environment in which BIG operates, and the external factors that influence its work

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
CORE AWARENESS OF THE FUNDING ENVIRONMENT	DEVELOPED KNOWLEDGE OF SECTORS AND STAKEHOLDERS	DETAILED KNOWLEDGE AND UNDERSTANDING OF EXTERNAL INFLUENCES	EXTENSIVE KNOWLEDGE AND EXPERIENCE OF THE EXTERNAL ENVIRONMENT

MEDIA TECHNIQUES - Demonstrates knowledge of working with the media to create and maintain a positive external perception of BIG

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
AWARENESS OF CORE MEDIA TECHNIQUES	DEVELOPED KNOWLEDGE OF MEDIA TECHNIQUES	DETAILED KNOWLEDGE AND UNDERSTANDING OF THE MEDIA	EXTENSIVE KNOWLEDGE OF WORKING WITH THE MEDIA

OFFICE TECHNOLOGY - Demonstrates knowledge of using computer software and applications

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
BASIC UNDERSTANDING OF CORE COMPUTER SOFTWARE PACKAGES AND APPLICATIONS	ENHANCED UNDERSTANDING OF CORE COMPUTER SOFTWARE PACKAGES AND APPLICATIONS	IN-DEPTH KNOWLEDGE OF CORE AND NON-ESSENTIAL SOFTWARE PACKAGES AND APPLICATIONS	EXPERT KNOWLEDGE OF ALL SOFTWARE AND APPLICATIONS USED

LEGISLATION KNOWLEDGE - Understands and can apply the relevant knowledge of legislation as it relates to BIG

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
BASIC UNDERSTANDING OF CORE LEGISLATION	DEVELOPED UNDERSTANDING ENABLING ADHERENCE TO RELEVANT LEGISLATION	HOLISTIC KNOWLEDGE OF LEGISLATION AFFECTING BIG OVERALL AND THE INFLUENCE ON DIFFERENT DIRECTORATES	EXTENSIVE KNOWLEDGE OF LEGISLATION TO ADVISE OTHERS AND ADVOCATE THE ADHERENCE TO LEGISLATION

INTERNAL OPERATIONAL PROCESSES MANAGEMENT –Demonstrates an understanding of operational processes, procedures and management techniques and their application within BIG

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
BASIC UNDERSTANDING AND APPLICATION OF REQUIRED CORE PROCESSES	APPLIES A RANGE OF BASIC AND MORE ADVANCED PROCESSES	DETAILED KNOWLEDGE AND UNDERSTANDING OF OPERATIONAL PRACTICES AND SOLUTIONS APPLIED TO BIG AS A WHOLE	EXTENSIVE KNOWLEDGE, UNDERSTANDING AND IMPLEMENTATION OF OPERATIONAL PRACTICES AND SOLUTIONS

**PROJECT MANAGEMENT TECHNIQUES** - Demonstrates a clear understanding of project management techniques and is able to apply them within the demands of a role

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
BASIC UNDERSTANDING OF PROJECT MANAGEMENT AND ABILITY TO WORK WITHIN A PROJECT MANAGEMENT ENVIRONMENT	DEVELOPED UNDERSTANDING OF WORKING WITHIN A PROJECT ENVIRONMENT TO FULFIL PROJECTS TASKS AND TO MANAGE SMALL PROJECTS	'END TO END' PROJECT MANAGEMENT EXPERTISE ACROSS A RANGE OF BIG'S PROJECTS	EXTENSIVE PROJECT/PROGRAMME MANAGEMENT AND COMPLEX PROJECT IMPLEMENTATION KNOWLEDGE

**CHANGE MANAGEMENT TECHNIQUES** - Demonstrates a clear understanding of change management techniques and is able to apply them within BIG

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
BASIC UNDERSTANDING OF CORE CHANGE THEORIES AND ISSUES	DEVELOPED UNDERSTANDING OF CHANGE AND IMPLEMENTATION ISSUES	KNOWLEDGE OF CHANGE PROGRAMME DEVELOPMENT FROM CONCEPT THROUGH TO IMPLEMENTATION	EXTENSIVE THEORETICAL AWARENESS ALLIED TO SIGNIFICANT PRACTICAL IMPLEMENTATION

**SPECIALIST KNOWLEDGE** - Demonstrates a clear understanding and knowledge of both the broad and detailed principles, models and processes relating to specialist disciplines

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
BASIC KNOWLEDGE AND UNDERSTANDING OF CORE SPECIALIST PRACTICES	DEVELOPED KNOWLEDGE AND UNDERSTANDING OF CORE PEOPLE PRACTICES	DETAILED KNOWLEDGE AND UNDERSTANDING OF SPECIALIST PRACTICES AND SOLUTIONS LINKED TO BIG'S STRATEGIC PERSPECTIVE	EXTENSIVE KNOWLEDGE, UNDERSTANDING AND IMPLEMENTATION OF SPECIALIST PRACTICES AND SOLUTIONS

**PEOPLE MANAGEMENT** - Demonstrates an understanding of how to manage people and teams.

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
BASIC UNDERSTANDING OF CORE PEOPLE MANAGEMENT SKILLS	DEVELOPED KNOWLEDGE OF PEOPLE MANAGEMENT SKILLS AND HOW TO APPLY RELEVANT PROCESSES WITHIN BIG	IN-DEPTH KNOWLEDGE OF PEOPLE MANAGEMENT SKILLS AND HOW TO DEAL WITH COMPLEX PEOPLE ISSUES	EXPERT KNOWLEDGE OF PEOPLE MANAGEMENT SKILLS AND ABILITY TO DEVELOP NEW PEOPLE MANAGEMENT PROCESSES

**WRITING SKILLS** - Demonstrates an understanding of how to write effective documents.

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
CORE AWARENESS OF BASIC REPORT WRITING	DEVELOPED UNDERSTANDING OF REPORT WRITING AND ABILITY TO WRITE SHORT REPORTS	ADVANCED WRITING SKILLS AND KNOWLEDGE OF HOW TO EFFECTIVELY LINK AND TAILOR COMMUNICATION TO DIFFERENT SITUATIONS, PEOPLE AND EXISTING DOCUMENTS.	EXPERT UNDERSTANDING OF WRITING SKILLS TO EFFECTIVELY COMMUNICATE AT SENIOR/BOARD LEVEL

**BUSINESS ANALYSIS** – Demonstrates knowledge and understanding of business analysis tools and techniques.

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
BASIC KNOWLEDGE OF DIFFERENT IT SYSTEMS WITHIN BIG	DEVELOPED UNDERSTANDING OF DIFFERENT IT SYSTEMS AND HOW TO GATHER SPECIFIC BUSINESS REQUIREMENTS AND TEST NEW SYSTEMS.	ADVANCED KNOWLEDGE OF BUSINESS ANALYSIS TOOLS AND TECHNIQUES AND HOW DELIVER VALUE FOR MONEY IT SERVICES FOR THE BUSINESS	EXTENSIVE UNDERSTANDING OF BUSINESS ANALYSIS TOOLS AND HOW TO ESTABLISH AND DELIVER AGAINST BIG'S CURRENT AND FUTURE REQUIREMENTS

**GRANT PROCESS KNOWLEDGE** - Demonstrates knowledge of the grant assessment and management process.

LEVEL 1 - CORE	LEVEL 2 - DEVELOPED	LEVEL 3 - ADVANCED	LEVEL 4 - EXPERT
CORE UNDERSTANDING OF THE GRANT ASSESSMENT AND MANAGEMENT PROCESS FOR SMALL GRANTS	DEVELOPED KNOWLEDGE AND AWARENESS OF THE GRANT ASSESSMENT AND MANAGEMENT PROCESS FOR LARGER OR COMPLEX GRANTS.	DETAILED KNOWLEDGE OF THE GRANT ASSESSMENT AND MANAGEMENT PROCESS AND HOW TO MONITOR AND EVALUATE A PROGRAMME.	EXPERT KNOWLEDGE AND UNDERSTANDING OF THE GRANT ASSESSMENT AND MANAGEMENT PROCESS AND HOW TO INTEGRATE AND EVALUATE DIFFERENT PROGRAMMES.

## BIG BEHAVIOURAL COMPETENCY FRAMEWORK SUMMARY

GATHERING INFORMATION		ANALYSIS AND CRITICAL THINKING		COMMUNICATION	
Seeks out information from a wide range of sources that enables an understanding of problems and issues.		Uses information to understand issues, form ideas and identify the best solutions.		Confidently communicates with other people in a clear, concise and purposeful way	
Level 1	Collects available information	Level 1	Identifies core issues and provides a solution	Level 1	Communication is clear and concise
Level 2	Seeks additional information	Level 2	Identifies a range of solutions for more complex issues	Level 2	Adapts communication to the audience
Level 3	Gathers information relating to the wider business context	Level 3	Deals with wider strategic issues and creates innovative solutions	Level 3	Communication has high impact
Level 4	Develops and sustains systems to gather information	Level 4	Encourages others to provide solutions	Level 4	Develops ongoing communication channels

INFLUENCING OTHERS		WORKING WITH OTHERS		LEADING OTHERS TO SUCCESS	
Gains support from others through influence, negotiation and by forming alliances with other interested parties.		Works co-operatively with others and ensures participation within teams and across organisational boundaries to support the achievement of shared goals		Motivates people to achieve high performance and demonstrates a clear belief in own and others' capability to succeed for the benefit of BIG.	
Level 1	Influences others through logical reasoning	Level 1	Works co-operatively with others and values their contributions	Level 1	Provides direction to other people
Level 2	Tailors influencing approach	Level 2	Facilitates ways for joint working	Level 2	Builds the confidence and capability of others
Level 3	Develops influencing and negotiating strategies	Level 3	Develops team working across boundaries	Level 3	Inspires and motivates others
Level 4	Builds influential alliances	Level 4	Champions collaborative working	Level 4	Embeds a vision about what BIG can achieve as an organisation

PLANNING AND ORGANISING		DELIVERING QUALITY RESULTS	
Sets priorities, defines activities, gives responsibilities and plans work so that results are achieved on time and within budget.		Works to the highest standard and looks for ways of improving performance and service for customers and stakeholders.	
Level 1	Prioritises activities	Level 1	Delivers expected results
Level 2	Plans and monitors progress	Level 2	Takes opportunities to improve personal performance
Level 3	Reviews progress and reschedules activities in line with changing requirements	Level 3	Actively seeks opportunities to improve business performance
Level 4	Plans and implements complex or multiple projects	Level 4	Continuously reviews, refines and improves BIG's business strategies and practices