The British Council

Generic Skills Dictionary

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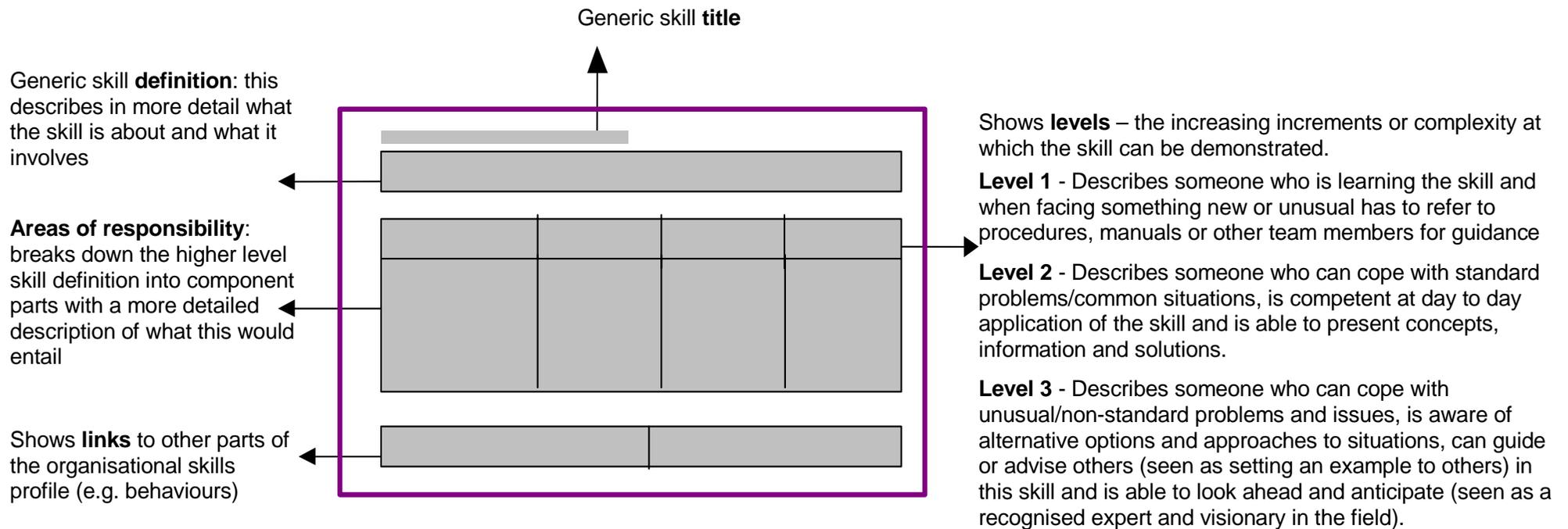
Introduction

The purpose of the British Council is to build mutually beneficial relationships between people in the UK and other countries and to increase appreciation of the UK's ideas and achievements.

Everything we do must contribute to one or more of the following outcomes:

- Improved perception of the UK in other countries
- Greater mutual understanding between the UK and other countries
- Stronger ties between the UK and other countries

The work of every British Council member of staff contributes in some way to the achievement of these outcomes, and it is therefore important that we all have a clear understanding of what our role is and what is expected of us.

To do this we use Job Descriptions which describe the aims and objectives of jobs and the organisational skills profile, which describes the important skills and competencies needed to do a specific job. One of the components we use is a standard set of 7 generic skills which are described in further detail in this dictionary. They are listed in alphabetical order in Section 2 of this document and displayed across the page in following format:

Generic skill **title**

Generic skill **definition**: this describes in more detail what the skill is about and what it involves

Areas of responsibility: breaks down the higher level skill definition into component parts with a more detailed description of what this would entail

Shows **links** to other parts of the organisational skills profile (e.g. behaviours)

Shows **levels** – the increasing increments or complexity at which the skill can be demonstrated.

Level 1 - Describes someone who is learning the skill and when facing something new or unusual has to refer to procedures, manuals or other team members for guidance

Level 2 - Describes someone who can cope with standard problems/common situations, is competent at day to day application of the skill and is able to present concepts, information and solutions.

Level 3 - Describes someone who can cope with unusual/non-standard problems and issues, is aware of alternative options and approaches to situations, can guide or advise others (seen as setting an example to others) in this skill and is able to look ahead and anticipate (seen as a recognised expert and visionary in the field).

The British Council's recruitment policy requires candidates applying for jobs to provide evidence against those components of the organisational skills profile required for the job advertised. This dictionary provides guidance on the meaning of each of the generic skills and their levels.

2. The Generic Skills

1. Business management and development

2. Communications

3. Computer skills

4. Financial planning and management

5. Human resource management

5. Marketing and customer service

6. Project and contract management

Business Management & Development

Definition
The ability to develop, sustain and grow the business in line with corporate strategic priorities for income and impact: to formulate business strategy, to understand crucial business drivers, both internal and external, and assess various business development options and interrogate management information. Effective management of resources across the business.

Area of Responsibility	Level 1	Level 2	Level 3
Market analysis and business intelligence	Understands the importance of market analysis and is aware of market trends, including competitor activity. Collects and uses relevant quantitative and qualitative data on the target audience or market. Contributes to the identification and analysis of needs for existing and new markets, clients, partners and customers.	Establishes and implements systems to collect, analyse and disseminate market information. Identifies and understands market segments, applies this knowledge in anticipating and meeting client/customer/partner needs and generates a creative and successful offer in response. Monitors market trends and potential opportunities.	Recognises the need for market intelligence and is responsible for the design of market research. Understands and uses market intelligence e.g. market gaps and competitor position in the development of new sources of income generation and commissioning of new products and services which achieve the income and impact required. Assesses and makes judgements on market intelligence either to expand business opportunities, commission new products/services or to decommission existing work.
Business strategy	Understands how new activities support achievement of corporate outputs. Ensures that activity is in line with technical and financial business objectives.	Makes a measurable contribution to the development of business strategy and value for money indicators. Positions the business for now and the future by identifying innovative solutions to achieve impact and revenue targets. Understands negotiation tools and techniques and can apply these to support the achievement of business objectives.	Establishes business strategy and leads the realisation of dual-key plans. Leads on the design of innovative business development approaches and the assessment of delivery mix to achieve maximum impact and income for the organisation and clients / customers / stakeholders / partners. Leads on the development and implementation of negotiation strategies and partnership agreements that lead to enhanced business achievements.

Area of Responsibility	Level 1	Level 2	Level 3
Product and service development /commissioning	Understands the need to develop and/or commission new products, services and solutions that support the delivery of corporate objectives and meet stakeholder needs.	Develops, through recognised planning processes, new projects and services with an understanding of which approaches will work in local context and of how it will facilitate achievement of corporate outputs. Understanding of and the ability to manage commissioning and tendering processes.	Takes the lead for product and service development across a portfolio of services. Recognises and manages either gaps in the product/service portfolio or opportunities for new products and services. Responsible for identifying, designing and securing appropriate competitively tendered projects.
Managing Risk	Demonstrates an understanding of business risk and can identify where risks may originate from.	Undertakes business risk identification and analysis for specific initiatives in line with business risk management frameworks. Uses this to inform approach and manage risk.	Responsible for risk and opportunity identification across the business and understands when a level of risk is acceptable. Complies with Business Risk Management Framework responsibilities (if identified as a BMRF Process Owner).
Managing relationships with customers, clients and stakeholders	Collects and analyses client / stakeholder / partner feedback and perceptions and identifies needs within specific area of work. Identifies barriers to service delivery and contributes to their resolution. Communicates consistently and effectively with stakeholders and responds to changing circumstances in order to enhance brand and reputation.	Takes the lead role in managing the client and stakeholders for a specific activity. Keeps abreast of operating context. Uses stakeholder analysis, facilitation and problem solving approaches to resolve issues and remove barriers to effective service delivery. Identifies important relationships and develops strategies to strengthen these within specific area of work.	Manages complex or strategically important client/stakeholder/partner relationships, which achieve significant impact for the organisation. Anticipates changing circumstances and barriers to stakeholder engagement and takes action to minimise these.
Resource management for business development and implementation. .	Understands and uses human, financial, IT and knowledge resources efficiently and effectively in order to achieve results. Has strong sense of value for money and understands the importance of delivering within expenditure and income budgets. Supports procurement and negotiation processes.	Negotiates and manages the deployment of resources in efficient manner and in the context of a clear understanding of overall strategy. Identifies and actively manages the development of staff skills that are needed when building new strategies and business. Understands how to use and communicate management information. Identification and management of resource risks including anticipating changing circumstances and mediating between conflicting needs and expectations.	Takes the lead and is responsible for the efficient use of all resources in order to achieve corporate outputs. Uses the commissioning process to align resources with priorities. Develops effective resource management strategies and policies for a portfolio of work and monitors their implementation.

Area of Responsibility	Level 1	Level 2	Level 3
Monitoring and Evaluation	Understands the importance of evaluation. Is thorough in the collection and communication of evaluation data. Supports the achievement of targets and monitors own contribution towards these.	Builds monitoring and evaluation into the business strategy. Grounds evaluation in external market context and adjusts measurement to provide clear evidence of effectiveness. Studies evaluation data to see if new approaches have had the desired impact, reflects on lessons learned and communicates the results of valuation.	Identifies best practice, learning, new processes or ways of working that lead to cost savings/improved delivery beyond team level. Agrees measurable and challenging targets for individual initiatives and manages progress towards these. Ability to understand and interpret the results and leads on the discussion and dissemination of the results.

Links to behavioural competencies	Links to job families:	Links to other generic skills.
1. Achievement. 2. Analytical thinking. 3. Entrepreneurship. 4. Leading and developing others. 5. Relationship building for influence. 6. Working strategically. 7. Customer service orientation.	1. English 2. Information systems and technology (IST) 3. Marketing and communications	1. Human resource management. 2. Financial planning and management. 3. Project and contract management. 4. Marketing and customer service.

Communications

Definition
Communications skills are what make us effective in sharing ideas, thoughts, information and feelings with diverse internal and external audiences, often in cross-cultural situations, in order to develop two-way understanding between the audience and the communicator.

Area of Responsibility	Level 1	Level 2	Level 3
Reading and Writing Skills	Identifies the main points and ideas in different types of documents Asks questions when he/she does not understand what he/she is reading or to clarify the issue Understands how to use different kinds of documents for different purposes (i.e. letters, memos, reports etc.) Writes clearly, in a style suited to purpose and with the needs of the reader in mind Makes sure information is well organised and easy to use Avoids jargon and explains acronyms and technical terms where the reader is unlikely to understand them Avoids discriminatory language	Able to produce summaries of complex documents for a specific audience Writes business documents clearly and effectively using standard corporate formats where available (e.g. reports, PowerPoint, web, etc.) Able to manage documents through several drafts with various contributors Reports disagreement with sensitivity and even-handedness Understands and applies plain English guidelines	Makes perceptive comments on what he/she is reading demonstrating an understanding of the author's reasoning and motivation Writes and Quality Reviews strategic documents, policy papers and corporate reports Writes for internal and external publication Writes speeches clearly and appropriate to the audience being addressed Ability to assimilate long and complex documents quickly and effectively Produces accurate and concise records of meetings.

Area of Responsibility	Level 1	Level 2	Level 3
Speaking and listening skills	Contributes to discussions and pays attention to the timing and setting of discussions Is able to express non-complex ideas, thoughts and feelings Gives feedback honestly and constructively Asks questions when he/she does not understand what is being said or to clarify the issue Listens attentively, uses appropriate tone of voice and is polite	Makes balanced and effective contribution in difficult situations e.g. conflicts between staff members Communicates ideas clearly, effectively, persuasively to an individual or a group Varies speaking style according to audience States different and/or critical opinions without causing offence Is aware of his/her own and others' body language Contributes to meetings effectively to ensure all parties can respond and/or participate Delivers presentations effectively Acts as a sounding board for colleagues Listens empathetically (paying attention to words, feelings and thoughts of the speaker, and responding appropriately)	Motivates, encourages and inspires individuals and groups through appropriate use of language and manner Delivers presentations to internal and external audiences, and handles questions effectively Able to communicate directly and appropriately with senior external stakeholders (e.g. at receptions, presentations etc) Uses consultancy skills (listening, questioning, analysing issues, outlining options etc.) to enhance understanding and help others express and develop their ideas
Understanding purpose	Judges when to communicate and understands the impact/consequences of his/her message on others Ensures communications are appropriate to purpose and prepares for important discussions Has a basic understanding of the cultural environment in which he/she is communicating	Develops, implements and evaluates an effective communication strategy and plan Applies level 1 principles in complex communications to diverse audiences Demonstrates an understanding of the wider environment (cultural, political, social etc.) in which he/she is communicating.	Plans and manages a communications programme to deliver corporate and business objectives Takes calculated risks with communications in order to provoke a desired response
Understanding the audience	Identifies and understands the communications needs, expectations and preferences of the audience he/she wants to communicate with Adapts his/her approach for simple messaging to his/her audience	Analyses the communication needs of **new** target audiences As appropriate, encourages and generates two-way communications with target audiences to increase mutual understanding and adapt communications as required.	Uses market research techniques to improve understanding of an audience's communications preferences and needs (now and in the future)

Area of Responsibility	Level 1	Level 2	Level 3
Understanding tools and media	Chooses between basic communication methods depending on context	Is aware of and understands how to use a wide range and the right combination of communication tools as appropriate Understands the impact of different tools Evaluate effectiveness of communications	Able to plan and manage multi-media communications programme Assesses potential of new and existing communications tools/media Develops new and existing communications tools and media
Knowledge Sharing	Passes on information proactively and in a timely manner Finds out where knowledge and information are held Is aware of knowledge sharing practices and tools Understands the importance of appropriate knowledge sharing Understands and applies data protection principles	Demonstrates commitment to sharing information and knowledge with colleagues throughout the organisation Able to build appropriate networks Encourages others to share information and knowledge with one another.	Able to create knowledge sharing strategy for project/business

Links to behavioural competencies	Links to job families	Links to other generic skills
1. Analytical thinking 2. Customer service orientation 3. Flexibility 4. Intercultural Competence 5. Leading and Developing Others 6. Professional Confidence 7. Relationship-Building for Influence 8. Self-Awareness **9.** Teamworking	1. English 2. Human resources 3. Information systems and technology (IST) 4. Marketing and communications 5. Programme and project management (PPM) **6.** Arts	1. Business management and development 2. Computer skills 3. Financial planning and management 4. Human resource management 5. Marketing and customer service 6. Project and contract management

Computer Skills

Definition
To understand and use the Council's IT systems in an effective manner in compliance with IT security standards including the ability to describe and report issues/problems accurately to the IT helpdesk or appropriate personnel

Area of Responsibility	Level 1	Level 2	Level 3
Using Outlook In line with disability legislation (e.g. reasonable adjustments being made if needed)	Create, send, forward and reply to emails Send, open and save attachments Set up out-of-office assistant messages Able to recall email messages sent in error Delete unwanted items Set up/ respond to meeting requests using Calendar Use and search the global address list including distribution lists and public folders Recognise SPAM and phishing attempts (e.g. scams; chain letters) Understands and complies with IT security standards	Use voting buttons on emails sent and received Manage distribution lists Manage own appointments and set reminders using the Calendar function. Set up own Calendar to allow at least read-only access to Calendar to a suitable set of colleagues. Check for colleague's availability using Calendar. Change views (reading pane, sorting, calendar, etc) Use tracking facilities Restore deleted items Create, organize and manage message folders Create and maintain contacts Add and remove toolbars	Use tracking facilities and expiry dates on email Create/assign tasks and monitor task progression Know how to use outlook for email merging Effectively use Outlook to manage and file emails including writing email rules and managing alerts Apply and create categories to organise items

Area of Responsibility	Level 1	Level 2	Level 3
Using Word In line with disability legislation (e.g. reasonable adjustments being made if needed)	Identify, open, create and print Word files Be aware of and use templates Use basic character and paragraph formatting (e.g. bold, bullets etc.) and styles Utilise spelling and grammar checking tools Change margins and paper orientation Insert images and symbols Change document views and modify document options Use and modify document properties Save, copy, rename, search, move and delete files Understands and complies with IT security standards	Create, modify and format standard tables and borders Understand the principle of styles and how to modify them Create and modify drawing objects and diagrams (e.g. text boxes) Perform basic mail-merge facilities (within Word) Use hyperlinks and bookmarks Format and manipulate images in relation to text Use automatic numbering facilities. Update a Table of Contents Track and manage changes during editing and reviewing Add and remove toolbars	Perform complex mail merges (Word into other applications) Create document templates using styles Create and format complex diagrams and graphics Insert bookmarks, Table of Contents, footnotes and endnotes Understand and use section and page breaks Create/manipulate outlines styles for numbering and bullets Create/amend complex documents using several levels of headings and sub-headings and handling indexes, tables and a cross-reference system as appropriate Awareness of file size and knowledge of how to use file compression
Using Excel In line with disability legislation (e.g. reasonable adjustments being made if needed)	Understand and apply basic concepts and terms used in Excel including the difference between cells containing data and formulae Create, format, modify, sort, print and delete simple spreadsheets Format spreadsheets using text colour, shading, borders Save, copy, rename, search, move and delete files Understands and complies with IT security standards	Create and format graphs and charts Handle complex tables sorting data and repeating vertical/horizontal headings facilitating the consultation of the spreadsheet Create formulas using simple mathematical operators and functions Freeze, lock, hide spreadsheet ranges and format for printing Import and export data to other applications Add and remove toolbars	Troubleshoot problems Summarise data using pivot tables Link spreadsheets to other files and applications including formulas across multiple sheets Write and modify macros Understand and apply statistical analysis for creating complex formulae Calculate using more complex formulae (e.g. IF/AND/OR) Track and manage changes on shared workbooks Create and manage scenarios and 'what if' data tables Awareness of file size and knowledge of how to use file compression

Area of Responsibility	Level 1	Level 2	Level 3
Using Databases In line with disability legislation (e.g. reasonable adjustments being made if needed)	Understand and apply basic database concepts (e.g. navigate records) Perform simple database queries to extract or select records from the database according to specified criteria	Produce reports from tables and queries Retrieve and search for information using standard reports Perform more advanced queries using the built-in query tool to search data and produce reports	Identify areas for improvement for use with existing databases Know how to commission database development according to business requirements
Using PowerPoint In line with disability legislation (e.g. reasonable adjustments being made if needed)	Load and run PowerPoint presentations Create and format basic presentations using pre-defined slide layouts Insert basic graphics (e.g. clipart) Print slides and handouts in a variety of paper layouts suitable to the target audience Use a data projector for presentations Save, copy, rename, search, move and delete files	Apply various slide show animated effects Create, edit Master slide templates Create a new template from scratch Create images and charts within (and between) presentations Demonstrate confidence in using the slide master, handout master and notes master Import and embed data from other applications including Word and Excel tables and hyperlinks Add and remove toolbars	Add audio-visual information to presentations including video clips Create animated text and graphic effects Know how to store PowerPoint presentations on the web. Use the PowerPoint presentation feature to reduce large file size presentations Awareness of file size and knowledge of how to use file compression
Using Internet Explorer In line with disability legislation (e.g. reasonable adjustments being made if needed)	Know the difference between internal (Intranet) and external (Internet) sites Understand basic concepts and terms associated with using the Internet in line with general IT security standards Use search engine tools to locate information of interest Able to bookmark and print web pages Able to add and organise favourites Be able to listen to or watch podcasts	Able to access and use the British Council intranet site Understands and complies with BC security standards Refine searches using advanced searching mechanisms Evaluate search results, assessing authority, authenticity, currency of website content Understand copyright issues relating to using web material Save a web page as a file Add and remove toolbars	Use web casts (e.g. webinar) Commission and manage Internet pages and podcasts Create and use blogs, wikis and discussion forums Use Obtree to create BC web pages

Area of Responsibility	Level 1	Level 2	Level 3
E-Learning In line with disability legislation (e.g. reasonable adjustments being made if needed)	Register/enrol for online conferences, courses and other elearning events Follow a course of instruction Have a critical view of quality/delivery of online materials Creating and editing a personal profile Download/upload materials Understands and complies with IT security standards	Understand the conventions of and contribute using different on line communication tools (discussion forums, text chat, voice chat, video chat etc.) Be aware of and apply on-line etiquette (netiquette) Understanding and application of online learning techniques (time management, self reflection, problem solving and asking for help, apply awareness of learning style etc.)	Moderate on-line learning (e.g. administrate, design for, facilitate, evaluate and provide technical assistance for learners) Commission and manage online content including ensuring sites are secure in line with British Council security standards Understand the functionality and applicability of different on-line tools (chat, discussion forums, wikis, blogs, VoIP, quizzes, FAQs, calendars, etc.) Adapt materials for an online audience

Link to other Generic Skills	Links to Job Families	Links to Behavioural Competencies
1. Business management and development 2. Communication skills 3. Financial planning and management 4. Project and contract management	1. Information Systems and Technology (IST) 2. English 3. Web, Knowledge and Information Management	1. Achievement 2. Analytical thinking 3. Professional Confidence 4. Team working

Financial Planning & Management

Definition
Financial Planning and Management is the ability to cost activity and manage the budgets set. It involves the planning and delivery of agreed results/outputs within established criteria for budget and timescale, using the appropriate policy and process.

Area of Responsibility	Level 1 **This level - will be expected to seek guidance from L2 and L3**	Level 2	Level 3 **Although not specifically stated L3 will provide guidance to L1 and L2**
Risk Management	Awareness of corporate/global policies and processes in relation to risk management including business risk management framework tools (BRMF) and know where to locate this information	Knowledge and experience of corporate/global policies and processes in relation to risk (including BRMF) and how these link to departmental/country/regional level risk management Ability to identify and manage these risks Communicates exceptions at departmental/country/regional level	Lead on the management of risk, by assigning roles and responsibilities, ensuring reviews take place and risks are managed at a departmental/country/ regional level Ability to identify opportunities and manage any financial risks associated with them Takes responsibility for reporting exceptions to the appropriate senior management forum
Planning and Forecasting	Awareness of financial planning cycle and deadlines and where to locate this information Understanding of process to set up and maximise benefits of an effective management reporting structure (WBS + cost codes) including budgets and commitments Has basic knowledge of the concept of cashflow (movement of money in and out of the organisation) and provides the relevant financial information to budget holder as part of the cash flow forecasting exercise	Knowledge and application of British Council planning cycle plus policies, processes (FPS) and timetables Contributes to departmental/ country/regional financial plan Uses systems to accurately cost a project/activity Supervises the setting up of a financial management reporting structure (WBS +cost codes for SAP countries) including budgets and commitments Produces a cash flow forecast for project/activity	Ability to produce a financial plan to support programme of activity for dept/country/region Ability to cost activity, including cost benefit analysis where appropriate Ability to construct pricing structures (e.g. pricing exams, course fees) Use forecasting as a tool to identify patterns/trends in expenditure/income

Area of Responsibility	Level 1 This level - will be expected to seek guidance from L2 and L3	Level 2	Level 3 Although not specifically stated L3 will provide guidance to L1 and L2
Monitoring and Reporting	Understand how to access reports and verify transactions posted to budgets, where financial role permits Knows how to create and maintain financial management information records for projects/activity (showing budget, actuals, commitments and forecast outturn) Understands how to review the status of creditors and debtors and know how to escalate problem items as appropriate Has basic knowledge of business risk management tools for monitoring and is aware of their own role in this process	Understand how to access and process reports, including income and expenditure statements and balance sheet Monitor financial performance against targets and takes action to manage exceptions (e.g. over/underspend on a particular budget) Monitor creditors and debtors and report exceptions at business risk management meetings as appropriate	Takes lead responsibility for monitoring and reporting at departmental/country/ regional level Able to analyse and interpret complex financial data in order to make appropriate recommendations/proposals to business plans/projects Reports directly and appropriately with internal and external stakeholders on financial matters
Receipts Process: **Invoiced and non-invoiced**	Knowledge of customer master data - process plus content and data standards Ability to run debtor reports or know where to access them and identify debtor position e.g. check if amounts are overdue Awareness of the concept of reconciliation and ability to prepare a statement of expected income where required	Knowledge plus application of bad debt policy and process Checks and approves reconciliation of receipts to cash banked (where required)	Lead on any bad debt applications for write off Takes responsibility for ensuring reconciliation of receipts to cash banked are completed where required
Payment Process	Knowledge of the procedures for setting up vendors on the corporate system (SAP) Awareness of payment system process and document standards, including travel and expenses, or where to locate the information	Knowledge of, and manages, the risks associated with setting up of vendors Ensures payments are processed correctly and creditors are effectively managed	Ensure that resources are in place, roles and responsibilities are clearly defined and allocated and that there is compliance with corporate standards, to enable the payment process to run efficiently and effectively

Area of Responsibility	Level 1 This level - will be expected to seek guidance from L2 and L3	Level 2	Level 3 Although not specifically stated L3 will provide guidance to L1 and L2
Impact of financial transactions on BC statutory reporting plus other reporting obligations	Has a basic awareness of how transactions impact on corporate accounts Awareness of statutory and internal management principles and practices, including accruals, and where to locate guidance Ability to correct accounting entries and to cross charge between business activities or provide relevant information for the journal to be raised.	Understands how transactions impact on the corporate accounts Understand internal management principles and practices, including accruals, in the recording of transactions	Demonstrates an understanding of the wider environment in which the organisation is operating and the impact this has on financial transactions, e.g. devaluation Takes lead responsibility for ensuring that transactions are properly recorded in the accounts

Links to behavioural competencies	Links to job families	Links to other generic skills
1. Analytical Thinking 2. Holding People Accountable 3. Customer Service Orientation 4. Inter-cultural Competence 5. Professional Confidence 6. Self Awareness	1. Finance	1. Business management and development 2. Communications 3. Project and contract management

Human Resource Management

Definition

HR management is about managing and coaching staff to ensure effective and innovative corporate/business delivery. It is about defining the structure, numbers and skills in teams, setting challenging and realistic objectives for staff and ensuring they are both effectively developed and performance managed in line with our policies and legislation. The aim is to achieve or exceed corporate/business objectives by ensuring staff feel motivated and confident about working creatively in a supportive and inspiring culture that is in line with our values and EO and Diversity.

Area of Responsibility	Level 1	Level 2	Level 3
Resourcing: **Establishing and maintaining appropriate structure, numbers and skills in teams (staffing profile) to enable the business to meet its goals and objectives**	Understanding of the business objectives and goals of the team/department/country/region; being clear about own role and the roles of others, and how this effects the staffing needs and profile Awareness of the relevant HR policies and procedures and knowledge of where to obtain guidance on them Awareness of the Equal Opportunities and Diversity policies and practices	Contributes to the development of the staffing profile for the team/dept/country/region in line with the business/country/regional plan Good knowledge of British Council recruitment and selection policies and processes Ensures an equal balance in the distribution of work within the team/dept/region Ensures Equal Opportunities and Diversity policies and procedures are considered in work planning and distribution Knowledge of the different staffing contracts used locally. Knows where and when to seek advice on local legislation. Advocates appropriate changes to the personnel profile as required to maintain efficiency	Assesses and makes judgements on the correct staffing profile to deliver the business objectives/goals and an understanding of any associated risks Leads recruitment exercises, adhering to HR policies. Ensures others are trained in this area. Ensures staff are employed in line with British Council policies and in compliance with local legislation.

Area of Responsibility	Level 1	Level 2	Level 3
People and performance: **Enhancing business outputs by enabling staff to perform at their optimal level**	Awareness and understanding of performance management and active engagement in the process Gives and receives feedback informing own and others' performance Awareness of the relevant HR and health & safety policies and procedures that affect people and performance	Uses Performance Management tools to induct, manage, develop and evaluate staff performance Working knowledge of HR policies and procedures relating to the management of staff	Engagement and promotion of performance management system to ensure best practice Takes a lead in developing the capacity of others to apply British Council standards in key HR areas such as recruitment, induction, performance management, Equal Opportunities and Diversity. Ensures Health & Safety guidelines are adhered to, to mitigate risk within the business Acts on feedback from the Staff Survey, to enhance own and staff performance and motivation Ensures staff terms and conditions of service are reviewed regularly and are in line with HR policies and local legislation
Development: **Enabling staff to acquire and develop the skills to maximise their potential and performance**	Awareness of the development opportunities available within the organisation for both individual and business growth Takes responsibility for self development and career planning	Consistent approach to staff development through the use of coaching and mentoring Analyse skills needs/requirements and identifying potential gaps Understands role as a facilitator of others, and the importance of appropriate delegation Knowledge of the different types of learning and development opportunities and acknowledgement of the diverse learning/working styles of staff	Contributes to the production of the development strategy and budget Analyses the long term training and development (T&D) needs in line with current and future business targets/goals/requirements Ensures that others in the team are trained in HR management (where appropriate), and are clear about their role and responsibility in relation to the management of others Seeks staff feedback on analyses and T&D planning processes. (thoroughness, fairness, access, diversity)

Links to behavioural competencies	Links to job families	Links to other generic skills
1. Holding people accountable	1. Human resources	1. Business management and development
2. Leading and developing others	2. English	2. Communications
3. Professional confidence		3. Marketing and customer service
4. Intercultural competence		4. Project and contract management

Marketing & Customer Service

Definition
Putting customers (people whom we engage with internally or externally e.g. colleagues, clients etc.) at the centre of delivering focussed products and services at the right time, in the right place and in an appropriate way.

Area of Responsibility	Level 1	Level 2	Level 3
Understanding the British Council and its values	Understands the British Council and works within the values - Who we are - Why we are here - What we want to achieve	Ensures new colleagues understand and apply British Council Values Positively influences all customers about British Council in a manner that encourages them to engage with the organisation	Takes responsibility for championing the brand and ensuring that brand values are embedded in all programmes, projects, products and services
Understanding potential markets/customers	Provides input into basic administration of market research Recognises potential customers and actively promotes products and services to them	Understands the importance of market research and the benefits it provides Supports the development of products, services, projects and activities for agreed target groups	Applies customer/market intelligence in formulating strategy Takes responsibility for shaping response to the needs of key segment groups to achieve business benefits
Understanding customer needs	Is able to gather required customer and market information Applies knowledge of Data Protection and Freedom of Information standards	Establishes systems to collect and analyse customer and market information	Commissions, scopes and co-ordinates appropriate customer and market research

Area of Responsibility	Level 1	Level 2	Level 3
Responding to customer needs	Controls the interaction with the customer. Listens effectively and uses questioning skills to clarify customer needs Delivers excellent service at all points of contact	Plans and supports a service approach that balances a personalised delivery with business needs. Investigates service delivery and provides solutions to any problems/issues.	Shapes and leads on Marketing and Customer Service strategy through applying: • knowledge of the external environment (political, sociological, economic, environmental, technological and legal aspects); • interpreting market information; • having a comprehensive understanding of the nature, profile and demands of customers Leverages and exploits available resources to better meet customer needs and expectations.
Building strong relationships which add value to the United Kingdom	Uses strong interpersonal skills to build effective rapport with customers	Uses systems to accurately manage customer information Ensures staff have sufficient marketing/customer service skills	Uses knowledge of best practice in customer relationship management to make strategic decisions.
Obtaining and evaluating feedback	Actively and systematically collects feedback and data through a variety of means	Analyses and evaluates actual customer experience against expectations using feedback, benchmarking and management information. Feeds management information into continuous customer service improvement.	Makes strategic decisions on product and service development, balancing customers' needs and expectations with organisational priorities, objectives and resources. Promotes by example a culture of continuous improvement.

Links to behavioural competencies	Links to job families	Links to other generic skills
1. Customer service orientation	1. Marketing and communications	1. Business management and development
2. Relationship building for Influence	2. English	2. Communications
3. Inter-cultural competence		3. Human resource management
4. Self awareness		4. Project and contract management
5. Analytical thinking		
6. Working strategically		

Project & Contract Management

Definition
Delivering client and partnership funded projects and contracts, and internally commissioned projects, using the project cycle of identification and development, implementation and evaluation and reporting; understanding the context of projects and contracts and their contribution to British Council purpose.

Area of Responsibility	Level 1	Level 2	Level 3
Context, market and stakeholders Understanding the context and market to identify and develop new project opportunities, and managing clients/partners/ stakeholders	Understands project identification processes and demonstrates ability to contribute to these. Uses effective approach to communicating with project stakeholders to maintain relationships.	Applies knowledge of organisational purpose, strategy and business context to identify appropriate project opportunities, products and services, and partnerships, underpinned by dual-key planning. Manages and develops client/partner/stakeholder relationships that support the delivery of specific projects	Assesses and makes judgements on project investments that achieve maximum impact against corporate outputs and business targets. Responsible for identifying, managing and developing strategic relationships with principal clients, partners and stakeholders.
Development and delivery	Understands processes for developing proposals and demonstrates ability to contribute to these Contributes to the development and implementation of project plans and schedules using appropriate systems and tools. Undertakes assigned role(s) in project delivery to internal and external client/partner/stakeholder satisfaction.	Leads the development/authoring and quality review of project proposals to corporate standards and internal/external client requirements. Takes lead responsibility for the implementation of projects at different stages of the project cycle to ensure delivery of project outputs and targets and manages change. Designs and manages logically inter-related input plans, costings, schedules and responsibility matrices, revenue forecasts and work breakdown structures.	Leads the development of highly complex and business critical project proposals using appropriate tools, business processes and system standards. Ensures 'fit' between project level outputs and targets and the achievement of corporate outputs. Takes lead responsibility for implementation of highly complex and business critical projects.

Area of Responsibility	Level 1	Level 2	Level 3
Tendering and procurement Application of tendering process (competitive and single source) to win business; procurement of goods, services, internal/ external resources to support project delivery	Understands basic contracting terminology and uses this appropriately Has basic understanding of tendering and procurement procedures Supports the procurement and management of: project goods and services, and internal resources.	Leads in developing, negotiating and managing pre-contract agreements, contracts and Service Level Agreements with individuals, departments and organisations. Designs appropriate tender documents. Manages the procurement process to internal and external client standards for specific projects. Leads on the identification, procurement and management of goods, services, and internal/ external resources (including consultants, partners and suppliers).	Manages the tendering process to corporate and external standards across a portfolio of projects. Negotiates and manages strategic partnerships which enhance BC's reputation. Is responsible for and manages the procurement process to secure internal and external resources to corporate and external standards across a portfolio of projects
Managing risk	Demonstrates an understanding of project risks and operating context, and adjusts planning accordingly during implementation.	Undertakes business risk identification (technical and financial) and analysis for specific initiatives. Uses this to inform approach and manage risk.	Responsible for risk and opportunity identification and business assurance across a portfolio of projects. Business Risk Management Framework Process Owner for project related areas (as appropriate).
Monitoring, evaluation and reporting	Understands basic monitoring and evaluation tools and processes. Contributes to the development of monitoring plans and takes part in monitoring. Contributes to project closure, including systems closure. Supports project reporting by collating management information. Contributes to the collection of information for lessons learnt.	Agrees monitoring and evaluation criteria and plans with internal and external clients/partners/ stakeholders at project pre-implementation. Manages the delivery of monitoring plans and takes action to ensure projects are delivered to time, quality and cost targets. Communicates outputs and targets. Takes the lead for specific projects on the management of project/contract closure and financial and technical reporting to internal and client/partner/ stakeholder standards and needs. Communicates the findings from project impact evaluation, captures and disseminates lessons learnt.	Acts as internal consultant to monitoring and evaluation design and delivery. Manages and monitors project delivery across a portfolio of projects to meet corporate strategy and business target requirements. Takes the lead for highly complex or business critical projects on the management of project/contract closure and financial and technical reporting to internal and client/partner/ stakeholder standards and needs. Applies the results from project impact evaluations to strategic business development, leading to performance improvements.

Area of Responsibility	Level 1	Level 2	Level 3
Business and system processes	Operates within corporate guidance and standards for project implementation on SAP, manages expenditure and income to plan.	Ensures compliance with corporate standards and guidance for project implementation, including on SAP.	Contributes to the development of best practice for the use of SAP in project delivery corporately.

Links to Behavioural Dictionary	Links to job families	Links to Other Generic Skills
1. Achievement 2. Analytical thinking 3. Leading and developing others 4. Relationship building for influence **5.** Holding people accountable	1. English 2. Programme and project management (PPM) 3. Marketing and communications	1. Human Resource Management 2. Financial Planning and Management 3. Business Management and Development