

Welsh Assembly Government Trade Unions Undebau Llafur Llywodraeth Cynulliad Cymru



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Llywodraeth Cynulliad Cymru
Welsh Assembly Government

14 February 2011

Angela Burns AM
Chair – Finance Committee
National Assembly for Wales
Cardiff
CF99 1NA

Dear Angela Burns,

Welsh Assembly Government Staff Numbers and Costs

Thank you for your letter of 3 February 2011.

Dame Gillian Morgan, the Permanent Secretary, explained the arrangements for Senior Civil Service pay in a written answer to the National Assembly in February last year (WAQ55675).

She said:

“Overall pay bill increases for members of the Senior Civil Service (SCS) are determined each year by HM Treasury. Part of the annual pay award must be paid as non-consolidated payment to those who have achieved defined objectives over the reporting year. The criteria for variable pay is determined within the framework set by HM Treasury and the Cabinet Office for the year in question, which requires a specified proportion of the SCS pay bill to be paid in the form of variable pay. It is awarded within a pool scheme based on performance i.e. achievement of objectives agreed between the individual and his or her line manager. These objectives are linked to organisation wide priorities and business targets. Variable pay awards are non-consolidated awards paid in addition to any base pay increases and are paid as a lump sum and do not count towards pension entitlements. They are determined after the performance year end, which runs from April to March, e.g. variable payments made in the 2007/2008 financial year are based on the performance for the period 1 April 2006 to 31 March 2007. Not everyone is eligible for a payment. They are however, a contractual entitlement which the Welsh Assembly Government has little ability to influence.”

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The Trade Union Side is not party to discussions of the WAG SCS Remuneration Committee which decides (within the parameters set out above) issues of SCS pay, either as a participant or as an observer. It may be argued that this detracts from the transparency of arrangements regarding SCS pay.

Mr Bernard Galton, who leads the People, Places and Corporate Services Directorate-General, told the FDA union last July that in the question of variable pay the Remuneration Committee had been mindful of both the wider economic picture, with WAG facing significant budget reductions, and of the coordinated approach by Permanent Secretaries to restrict payments in 2010 in both quantity and value.

To this end, Mr Galton said, the Remuneration Committee had decided that only 35 members of the SCS rated as “top” performers would receive a “High Level Variable Payment”. This high-level award, which had been set at £10,000 for the last few years, was reduced to £7,500 for 2010 (reflecting performance in 2009-10). As stated at the Committee meeting, in 2009-10, 118 members of the SCS received variable pay awards (reflecting performance in 2008-09).

I am sure that Mr Galton would be happy to provide your Committee with any further information on SCS pay that you may find helpful.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'V Howells', written over a horizontal line.

Vince Howells
TUS Chair
Welsh Assembly Government

Welsh Assembly Government Trade Unions

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28 January 2011

Angela Burns AM
Chair – Finance Committee
National Assembly for Wales
Cardiff
CF99 1NA

Dear Angela Burns,

Welsh Assembly Government Staffing Costs and Numbers

Thank you for the opportunity to present evidence to your Committee regarding Welsh Assembly Government Staffing Costs and Numbers. As far as I am aware, this is the first time a Committee of the National Assembly has invited the views of the Welsh Assembly Government Trade Union Side, and I hope it sets a helpful precedent.

I would like to clarify two points.

1. I said at the meeting that the number of members of the Senior Civil Service in the Welsh Assembly Government was 142. This was the figure as of April 2010 and is the same number as the Permanent Secretary provided to the Committee previously (FIN(3)-08-10: Paper 2). I am informed by Bernard Galton, Director General of People, Places and Corporate Services, that the figure as of 26 January 2011, of SCS staff in post was 124.
2. It was stated at the meeting that 118 members of the SCS – 65 per cent of the then total – received variable pay awards in 2009-10. This figure was given in the Permanent Secretary's letter to you of 4th June 2010. The number of members of the SCS receiving variable pay awards in 2010-11 was 35, or 23 per cent of the then total. These payments amounted to approximately 2.5 per cent of the SCS pay bill.

I also undertook to send the Committee information on the Professional Skills for Government Competency Framework. This is attached.

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The Framework sets out the skills that staff in the Civil Service need to do their jobs well, at the appropriate grade, and wherever they work. The Welsh Assembly Government Trade Union Side welcomes the fact that the Framework will form the basis of a new performance management system to be negotiated over the coming months.

Thank you.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'V Howells', with a long horizontal stroke extending to the right.

Vince Howells
TUS Chair
Welsh Assembly Government

The PSG Competency Framework – A Brief Guide

PSG applies to all civil servants in all departments at all grades from **Administrative Assistant to Director General**. The refreshed PSG competency framework emphasises that people at all levels in the civil service should think about the competencies they need for their current role and their development in a structured way. The core competencies aim to cover all the different types of roles civil servants have. Individuals need to use these core competencies alongside relevant professional skills/competency frameworks and department-specific/technical skills and knowledge.

The core competencies structure

The core competencies provide a **menu** from which individuals and line managers will need to agree the most critical ones relevant to the job. It is important **not to take a “tick list”** approach to using the framework.

Competencies are organised under four themes:

- **Thinking** – how we analyse information and make decisions
- **Relating** –how we work with other organisations and people
- **Doing** – how we plan and carry out our work
- **Striving** –how we behave as individuals and the personal values we demonstrate

Each competency is illustrated by examples of effective behaviour and **reflection points** to give examples of less effective behaviours or common areas for development.

PSG includes six levels which are broadly equivalent to:

Level 1: AA/AO

Level 2: EO

Level 3: HEO/SEO

Level 4: Grade 7/ Grade 6

Level 5: Deputy Director/Director

Level 6: Director General

Although the levels broadly equate to grades, individuals and managers may need to consider the behaviours in the levels above or below the grade for the job; for example, an EO working in a specialist communications role may find that the behaviours in levels 3 or 4 Communicating are more appropriate than those in level 2.

The examples of effective behaviour for each competency are **cumulative**, i.e. it is presumed that someone at level 4 should be able to meet requirements at level 1-3. There is no requirement to work through the lower levels of the framework (unless a particular performance or development issue is identified).

Government Skills
December 2010

Levels 1 to 6 PSG core competencies: Doing - examples of effective and ineffective behaviour

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
Using and Managing Resources					
EXAMPLES OF EFFECTIVE BEHAVIOUR					
<p>I make best use of my time.</p> <p>I demonstrate best use of resources including tax payers' money.</p> <p>I use the correct business processes, tools and technology to complete tasks efficiently.</p> <p>I understand and follow the policies, procedures and regulations that apply to me.</p> <p>I ensure that I keep myself up to date with changes to processes, tools and technology for my job / work.</p> <p>I treat data in accordance with the law and organisational policies</p> <p>I manage information according to organisational guidelines</p> <p>I use standard systems effectively, e.g. MS Office</p>	<p>I make sure my team and I use resources (time, finance, staff, equipment, facilities, stationery) efficiently and responsibly to achieve business objectives.</p> <p>I take immediate action to address overuse or misuse of resources.</p> <p>I evaluate and take action to address the impact of a lack of resources on delivery, escalating where necessary.</p> <p>I plan to make best use of resources when determining a course of action.</p> <p>I ensure that staff can access and use the tools they need to do their job.</p> <p>I make sure my team follows the policies, procedures and regulations that apply to them.</p> <p>I ensure I know the limits of my authority</p> <p>I ensure that data and information are stored to provide an audit trail for my and my team's work.</p>	<p>I actively seek cost effective ways of working.</p> <p>I effectively manage the range of resources (including financial, staff and time) available to me.</p> <p>I seek additional resources when the situation demands it.</p> <p>I identify tools and resources needed to complete a task</p> <p>I evaluate different options to ensure the best use of resources</p> <p>I promote adherence to relevant policies, procedures and regulations.</p> <p>I keep myself up to date with the latest developments in processes, tools and technology affecting the work my team does.</p> <p>I ensure the resource requirements for new pieces of work are clarified and agreed in advance.</p>	<p>I identify and bid for appropriate resources.</p> <p>I set targets which aim to continually improve the use of resources.</p> <p>I challenge the inefficient use or misuse of resources.</p> <p>I include analysis of cost and sustainability as part of my recommendations</p> <p>I use information from forecasting and reporting to ensure resources are used effectively and take action to change plans when required.</p> <p>I identify business processes, tools and technology to achieve business objectives and deploy them where needed.</p> <p>I ensure my team uses tools, technology and processes to capture, organise and secure knowledge and information to ensure its availability and integrity.</p>	<p>I bid for resources using robust business cases that illustrate the return on investment.</p> <p>I prioritise the use of resources, targeting strategic priorities.</p> <p>I set targets for improved efficiencies across my area of work and promote a cost-conscious culture.</p> <p>I plan for the sustainable use of resources.</p> <p>I am able to interpret a wide range of financial information to manage risk and determine strategy</p> <p>I seek professional advice to ensure technology, tools and processes meet business needs.</p> <p>I ensure tools, technology and processes are in place to capture and protect information and knowledge</p> <p>I ensure that within my area of responsibility data are stored and protected in accordance with the law and organisational policies</p> <p>I ensure processes and systems achieve high standards of internal control and meet public sector governance standards.</p>	<p>I take a corporate approach to prioritising resources.</p> <p>I align functions and resources and deploy people and skills optimally to achieve strategic priorities.</p> <p>I foster a culture that emphasises efficiency, sustainability and value for money.</p> <p>I take tough decisions at the right time to allocate resources to the highest strategic priorities.</p> <p>I challenge bids for resources to ensure they are supported by a strong business case.</p> <p>I promote the effective use of tools technology and processes.</p> <p>I promote information management and knowledge sharing across the organisation</p>
Reflection points:					
<p>Do I misuse or waste resources?</p> <p>Do I spend excessive time pursuing a perfect result?</p> <p>Do I miss opportunities to be cost effective?</p> <p>Do I ignore the organisation's processes for managing resources, including finance?</p> <p>Do I stick to outdated methods?</p>	<p>Do I tolerate wasteful practices without challenge?</p> <p>Do I favour the easiest method even if it is not the most cost effective?</p> <p>Do I ignore or work around processes or technology?</p> <p>Am I unaware of gaps in my team's skills?</p>	<p>Am I out of touch with technology or systems which would bring greater efficiencies?</p> <p>Do I ignore my organisation's financial, human and other resource management procedures?</p> <p>Do I allocate work unequally across the team?</p>	<p>Do I fail to make use of enabling technology or systems?</p> <p>Do I make sufficient use of project management and resource management processes, tools and technology?</p> <p>Do I fail to seek expert advice on resource management at the right time?</p>	<p>Do I consistently protect resources and interests of my own area of work at the expense of the organisation's priorities?</p> <p>Do I neglect opportunities to make cost or efficiency savings?</p> <p>Do I recommend levels of investment or cost not justified by the likely return?</p> <p>Have I kept myself sufficiently up to date with changes to processes/tools within my organisation?</p>	<p>Do I allow non-core activities to divert resources?</p> <p>Do I make resourcing decisions that are not in the best interests of the organisation?</p> <p>Do I make resourcing decisions that are against rules and regulations?</p> <p>Do I ignore expert advice on the use of tools, processes and technology?</p> <p>Do I fail to take account of the potential for processes, tools and technology to reduce environmental impact?</p>

Planning, Organising and Getting the Work Done					
EXAMPLES OF EFFECTIVE BEHAVIOUR					
<p>I make sure I understand what I need to do.</p> <p>I think about the best way to achieve tasks before acting.</p> <p>I ensure that my work is effectively organised.</p> <p>I ensure I retain relevant documentation relating to my work</p> <p>I deliver tasks promptly and to deadline.</p>	<p>I think through the steps I need to take to complete a project beforehand.</p> <p>I work with my team to plan our work.</p> <p>I agree realistic deadlines to take into account others' needs and timescales .</p> <p>I focus on enhancing and maintaining customer service at all times.</p> <p>I identify and assess different options for tackling a piece of work.</p> <p>I identify priority tasks for myself and my team</p> <p>Covered by managing resources]</p> <p>I ensure that my team members plan and organise their work effectively</p> <p>I carry out several tasks at the same time</p> <p>I allocate work to make the most effective use of each individual's skills</p>	<p>I plan my work effectively using project management techniques and tools.</p> <p>I ensure plans are achievable with milestones taking into account critical tasks.</p> <p>I set priorities according to the needs of the business.</p> <p>I ensure key risks to delivery are identified and act to mitigate them.</p> <p>I ensure flexibility and contingency are built into plans.</p>	<p>I accurately forecast work, taking into account risks and issues.</p> <p>I set customer service standards based on the identified needs</p> <p>I plan effectively for large-scale or high-profile pieces of work</p> <p>I organise my work around key business priorities.</p> <p>I maintain a focus on what is important when short-term pressures compete with strategic objectives.</p>	<p>I ensure effective financial decision making and business planning in my area.</p> <p>I ensure strategies and programmes follow from the organisation's priorities</p> <p>I set stretching targets to support the organisation's strategic aims.</p> <p>I develop comprehensive plans that balance business benefits with costs.</p> <p>I ensure operations are aligned with customer & stakeholder needs and anticipate future requirements.</p> <p>I prioritise rigorously as needs change, reallocating resources across teams and dropping less important work.</p> <p>I ensure the definition and delivery of benefits by the programmes and projects I oversee.</p> <p>I develop contingency plans to address unexpected developments.</p> <p>I establish effective systems to deal promptly with emergencies and create clear accountability throughout the delivery chain</p>	<p>I contribute to the development of my organisation's and wider Whitehall business plans.</p> <p>I ensure translation of our vision into clear achievable plans in my area and more broadly.</p> <p>I work with my team to define what needs to be delivered in order to achieve the strategy.</p> <p>I take personal responsibility for managing risk and delivering outcomes.</p> <p>I ensure work across teams is coordinated to avoid duplication, build in contingencies and flexibility.</p>
Reflection points:					
<p>Are my plans unstructured and unrealistic?</p> <p>Do I overlook the consequences of not delivering?</p> <p>Do I miss deadlines?</p> <p>Do I focus on interesting tasks at the expense of essential routine?</p>	<p>Do I fail to adjust plans when circumstances or priorities change?</p> <p>Do I set goals that are unrealistic, vague or narrow in scope?</p> <p>Do I miss customer deadlines?</p>	<p>Do I ignore problems that may affect delivery?</p> <p>Do I focus on the wrong priorities?</p> <p>Do I fail to segment my customers and prioritise their needs?</p> <p>Am I focusing too much on quality at the expense of meeting the deadline?</p>	<p>Do I ignore or overlook risks or issues that may affect delivery?</p> <p>Am I unrealistic about what can be achieved within given timescales or resource constraints?</p>	<p>Do I set goals without regard for the organisation's priorities?</p> <p>Do my plans suffer through inadequate contingency planning or risk management?</p> <p>Do I permit programmes to become unnecessarily complex?</p>	<p>Do I take action at the right time to secure long term goals?</p> <p>Do I allow the organisation's focus to drift away from critical priorities over time?</p> <p>Do I readily allow problems or external challenges to distract the organisation from its core priorities?</p> <p>Do I misjudge risks or fail to identify them early enough?</p> <p>Do I lose sight of which partner is responsible for delivering what part of the policy?</p>

Monitoring and Reviewing Delivery:

Examples Of Effective Behaviour

<p>I check my work for accuracy</p> <p>I review the progress of my work against</p>	<p>I regularly review progress on tasks to ensure that I and my team remain on course to deliver.</p>	<p>I regularly monitor my work and that of my team against milestones or targets and act to keep work on track.</p>	<p>I set standards for the timeliness and quality of monitoring in my area</p>	<p>I ensure systems to monitor and track effective use of resources are in place.</p>	<p>I promote good practice public sector governance and consistently monitor business performance against these</p>
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<p>agreed targets.</p> <p>I act to prevent problems – escalating the problem where necessary.</p> <p>I keep my manager informed of how my work is progressing.</p> <p>I use appropriate procedures to review my work</p>	<p>I monitor levels of customer service and act to address issues that arise.</p> <p>I follow finance procedures rigorously</p> <p>I quality assure my own work and that of my team</p> <p>I identify risks affecting delivery</p> <p>I take corrective action where I encounter a problem or make others aware of them if I cannot deal with it myself.</p> <p>I review outcomes to identify and propose ways in which delivery can be improved.</p>	<p>I monitor the use of resources in line with organisational procedures or guidance.</p> <p>I use monitoring information to identify changes and trends that might affect delivery.</p> <p>I monitor key risks and issues in my area of work.</p> <p>I act promptly to address problems that threaten key deliverables, escalating the ones I am not able to deal with.</p> <p>I review plans where priorities change.</p>	<p>I encourage my team to identify risks and issues and take action to deal with or escalate them as necessary.</p> <p>I use monitoring information to assess the quality of delivery in my team and make recommendations for relevant improvements.</p> <p>I use monitoring information to report on the quality of delivery.</p>	<p>I hold myself and others accountable for monitoring.</p> <p>I ensure finance processes are followed rigorously.</p> <p>I instigate robust risk management processes in my area.</p> <p>I identify and mitigate programme and project risks, including by using market knowledge and networks.</p> <p>I use information from monitoring and evaluation activities to assess the effectiveness of delivery in my area.</p>	<p>standards.</p> <p>I take personal responsibility for managing risk and delivering outcomes.</p>
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Reflection points:

<p>Do I pay lip service to mandatory checks?</p> <p>Am I unaware of the importance of monitoring delivery?</p> <p>Do I leave my line manager in the dark on progress or problems?</p>	<p>Do I accept poor quality work?</p> <p>Am I unaware of my responsibilities for monitoring?</p>	<p>Do I fail to monitor milestones and timescales?</p> <p>Do I check progress only sporadically and allow work to lose momentum?</p>	<p>Do I allow programmes to lose momentum and focus – taking limited or no action to track progress?</p>	<p>Do I hold managers to account for their own or their teams' performance?</p> <p>Do I allow variances against budget to escalate?</p> <p>Am I unable to provide evidence of how my area is using its allocated resources and budgets to deliver?</p>	<p>Do I agree expenditure without scrutinising or challenging proposals sufficiently?</p> <p>Do I allow significant overspend or underspend to go unchallenged?</p> <p>Do I allow the organisation to get away with poor results and inaction?</p>
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Adapting to and managing change**Examples of effective behaviour**

<p>I readily adapt to changes in my role.</p> <p>I make suggestions for improving the way things get done.</p> <p>I work flexibly adapting to changing requirements</p> <p>I flag up the implications of change in a constructive manner.</p>	<p>I consider how proposed changes could be implemented in my team.</p> <p>I support and encourage those I am responsible for to adapt to changing requirements.</p> <p>I involve my team in the change process</p> <p>I recognise what effects change may have in my team and deal with arising issues promptly</p> <p>I support individuals through change according to their needs.</p>	<p>I help others to understand the reasons for and implications of change.</p> <p>I involve my team and external partners in planning change</p> <p>I clarify any areas of uncertainty in plans for change.</p> <p>I play an active part in delivering change in my area of responsibility.</p> <p>I involve my team in helping to solve management problems.</p>	<p>I identify how change impacts on my business area and external partners.</p> <p>I remain focused on delivering business objectives during times of uncertainty and support others to do the same.</p> <p>I direct others in ambiguous situations.</p> <p>I monitor the impact of change to ensure delivery of the right results.</p>	<p>I plan to deliver change sensitively by identifying the impact it will have on different individuals and teams in my area. ,</p> <p>I adopt a broad perspective when introducing change and consider the impact beyond my area.</p> <p>I work with my team to develop clear objectives for change</p> <p>I identify the step changes that could quickly transform the flexibility, responsiveness and quality of service across the organisation</p>	<p>I introduce change in my area that will increase organisational capability and deliver better outcomes.</p> <p>I challenge the status quo at the highest levels and have the courage to say what others may not want to hear.</p> <p>I foster an organisational culture that is positive about change, where managers visibly demonstrate flexibility and responsiveness.</p> <p>I articulate a clear rationale and narrative supporting changes to help others understand what will change and why.</p> <p>I adopt a comprehensive perspective when introducing change and consider the impact a range of issues including organisation culture, government structures.</p> <p>I am confident and willing to take calculated risks in tackling turbulent change.</p>
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Reflection points					
Do I resist new ideas and proposals without considering them?	Do I dismiss team concerns about change?	Am I cynical about change?	Do I take too narrow a view on the impact of change?	Do I resist changes to my portfolio of activities?	Do I introduce change in a piecemeal way that fails to meet organisational needs?
Do I stick to outdated methods?	Am I unwilling to consider new approaches and ways of working?	Do I allow resistance and negativity to change to go unchallenged?	Do I focus too heavily on either team or task at the expense of the other?	Do I undermine change in other organisational programmes?	
Do I fail to learn from previous experiences?		Am I hesitant in implementing new ideas?		Am I afraid to deliver difficult messages on future changes?	
Do I generally see difficulties, not possibilities?				Do I fail to adapt or adjust priorities to changing circumstances?	

DRAFT

Levels 1 to 6 PSG core competencies: Thinking - examples of effective and ineffective behaviour

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
GATHERING AND SHARING INFORMATION					
EXAMPLES OF EFFECTIVE BEHAVIOURS					
<p>I know what information I need for my work</p> <p>I recognise when I don't have enough information</p> <p>I ask for more information when necessary</p> <p>I check data, facts and information to ensure accuracy</p> <p>I pass on information when I need to</p> <p>I gather information from a range of sources inside and outside the organisation</p>	<p>I seek out expert knowledge where appropriate to fill gaps in my understanding</p> <p>I check the information gathered by others for completeness and accuracy.</p> <p>I ensure my team passes on information where appropriate</p>	<p>I specify what information is required for a particular purpose</p> <p>I gather a range of different types of information</p> <p>I use different tools and techniques to gather information</p> <p>I draw on a variety of expertise when necessary</p> <p>I weigh up the quality of information I have to ensure it is usable</p>	<p>I articulate information requirements to others</p> <p>I keep abreast of key research, external trends and developments.</p> <p>I encourage sharing and re-use of information within the organisation</p> <p>I obtain evidence to allow Ministers, myself and others to make effective decisions</p>	<p>I ensure the organisation collects robust information, including financial information</p> <p>I set up systems which enable information to be shared</p>	<p>I ensure evidence is collected to support policy-making</p> <p>I ensure the evidence base for organisational strategy is open to critical challenge</p>
Reflection points:					
<p>Do I hold back from asking for the information I need?</p> <p>Am I unsure of where to go to get the information I need?</p>	<p>Do I accept evidence without question?</p> <p>Do I gather more information than is needed to make a decision?</p>	<p>Do I use a limited range of information, in particular overlooking quantitative or financial data?</p> <p>Do I accept information provided by a third party or commercial partner without checking the detail?</p>	<p>Do I overlook available information collected elsewhere, including in government?</p> <p>Am I reluctant to challenge the evidence base for recommendations?</p>	<p>Do I limit my view to a narrow set of influence?</p> <p>Do I pay lip service to information gathering when I have already made up my mind?</p>	<p>Do I rely on a narrow set of influences?</p> <p>Do I allow information gathering to be swayed by short term political imperatives?</p>

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
ANALYSING INFORMATION					
EXAMPLES OF EFFECTIVE BEHAVIOUR					
<p>I accurately apply basic mathematics (addition, subtraction, multiplication, division)</p> <p>I calculate and use percentages and averages</p> <p>I use tables and graphs to understand and explain information</p> <p>I can pick out and understand the main points in written text</p> <p>I check my conclusions to ensure they are correct.</p>	<p>I recognise basic patterns and trends in data and can draw relevant conclusions</p> <p>I compare and contrast different information to reach appropriate conclusions</p> <p>I distinguish between factual and subjective information</p> <p>I use information about what has happened in the past to predict what might happen in the future</p> <p>I develop balanced and impartial advice.</p>	<p>I analyse a range of information to determine options and reach appropriate conclusions</p> <p>I distil large amounts of detailed and complex information into key points</p> <p>I give appropriate weight to factual and subjective information to draw conclusions</p> <p>I analyse financial and commercial data to support recommendations about costs and benefits.</p>	<p>I specify appropriate analysis of a wide range of information to meet a range of needs</p> <p>I consider and evaluate ideas from a wide range of sources</p> <p>I draw reasonable conclusions from ambiguous or complex data</p> <p>I quickly identify patterns and infer broad trends in information</p> <p>I correctly interpret evidence in order to make sound recommendations to Ministers</p>	<p>I interpret a wide range of information to make management decisions</p> <p>I use analytical expertise, including external experts to make sense of information</p> <p>I understand and champion the use of a range of strategic analysis tools</p> <p>I get to the heart of problems to create clarity</p> <p>I give clear advice based on strategic priorities to senior leaders and ministers</p>	<p>I weigh up a wide range of information to determine policy and strategy</p> <p>I engage analytical experts in order to secure effective analysis of information.</p> <p>I analyse a range of information including financial information</p> <p>I enable Ministers to make key choices based on robust logic and evidence.</p> <p>I present Ministers and others with realistic options which take into account the strategic context including constraints</p>
Reflection points:					

Do I reach conclusions that are not supported by the evidence?	Do I find it difficult to project what might happen longer term?	Do I spend too much time analysing problems at the expense of finding solutions?	Am I reluctant to reach conclusions based on the limited data available?	Are my conclusions challenged due to lack of or poor quality analysis and information? Do I over-simplify analysis e.g. focus on immediate expenditure vs longer term return?	Do I ignore or overlook advice from analytical experts?
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LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
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IMPROVING AND INNOVATING					
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EXAMPLES OF EFFECTIVE BEHAVIOUR					
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<p>Effective behaviours: I come up with ways I could do my job better</p> <p>I put forward ideas about how to improve the way we do things and secure value for money</p> <p>I am open to new ways of doing things</p>	<p>Effective behaviours: I come up with different options and solutions to get the work done</p> <p>I take account of ideas and suggestions from my team</p> <p>I put aside my own preconceptions and consider new ideas on their merits</p> <p>I learn from and adapt what has been successful elsewhere</p>	<p>Effective behaviours: I challenge the current way of doing things and suggest alternative approaches to delivering results and securing value for money.</p> <p>I suggest improvements to systems and processes to enhance customer service.</p> <p>I evaluate new ideas and different options</p> <p>When encountering problems I look for novel solutions to overcome them</p> <p>I look for and use innovative solutions that have worked elsewhere</p>	<p>Effective behaviours: I act to develop innovative approaches to the way we do things</p> <p>I identify and implement new ways to improve efficiency and effectiveness.</p> <p>I keep in touch with emerging trends to identify opportunities to improve the way we do our business</p>	<p>Effective behaviours: I encourage innovation and creativity throughout my organisation</p> <p>I evaluate and support innovative solutions that add value to the business and secure value for money</p> <p>I critically evaluate new approaches against broad, long term and strategic criteria</p>	<p>Effective behaviours: I support a culture that encourages an appropriate level of risk taking</p> <p>I ensure that systems encourage and enable long-term innovative thinking</p> <p>I ensure systems are in place to identify new opportunities for the business</p> <p>I see good ideas through to delivery</p>
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Reflection points:					
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Do I overlook or ignore opportunities to do things better?	Do I show little interest in improving things?	Am I risk averse? Do I ever dismiss new ideas without giving them full consideration?	Do I favour maintaining status quo? Do I find it difficult to generate a range of options, or to look beyond my initial preferred solution?	Do I stick to the overall strategy even when it is superseded by events?	Do I reject new ideas without considering their value or potential?
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LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
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THINKING STRATEGICALLY AND SETTING DIRECTION					
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EXAMPLES OF EFFECTIVE BEHAVIOUR					
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<p>Effective behaviours: I can explain the main purpose of the organisation</p> <p>I am clear about how my role contributes to the organisation's objectives.</p>	<p>Effective behaviours: I work with my team to help them understand how their priorities fit with those of the wider organisation.</p> <p>I ensure that those I am responsible for understand their role and how it relates to the organisation's objectives</p> <p>I find out about the issues affecting stakeholders within and outside of the organisation</p> <p>I keep my team members informed of what is going on</p>	<p>Effective behaviours: I explain to my team the way business areas work together to deliver for the public</p> <p>I take account of external demands on my business area and organisation and how they apply to my work and my team</p> <p>I anticipate the long-term demands on my team, business area, and organisation and prepare for them</p>	<p>Effective behaviours: I engage my team in setting strategic priorities for my area.</p> <p>I involve my team in developing a persuasive and inspiring view of the future for our work area</p> <p>I can explain to my team the strategic context within which we operate and how it affects our work</p> <p>I approach problems from different perspectives to identify the bigger picture</p> <p>I consider the operational implications of</p>	<p>Effective behaviours: I retain a long-term focus and anticipate wider developments</p> <p>I translate strategic priorities into clear, outcome focused objectives.</p> <p>I communicate a compelling narrative in support of the organisation's vision and objectives</p> <p>I use my experience and knowledge of the strategic context to help define the organisation's priorities</p> <p>I ensure that all those I work with are</p>	<p>Effective behaviours: I create and maintain the organisation's long-term vision and strategy</p> <p>I work collaboratively to agree short and long term priorities and outcomes to achieve Ministerial or government-wide aims</p>
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			<p>strategic decisions.</p> <p>I stand behind the decisions of the senior management team.</p> <p>I promote the decisions and policies of the organisation to all stakeholders</p>	<p>fully informed about important strategic decisions</p>	
Reflection points:					
<p>Am I unclear about the purpose of my job?</p> <p>Am I unable to make connections between my role and wider issues?</p>	<p>Do I ignore the wider consequences of my actions?</p> <p>Do I focus on achieving own objectives over the organisation's goals?</p> <p>Do I allow criticisms of the organisation to go unchallenged?</p>	<p>Do I lose sight of business objectives and the wider policy agenda?</p> <p>Do I ignore changes which may impact on my work?</p>	<p>Do I give mixed messages about direction?</p> <p>Do I make or accept assumptions without thinking rigorously enough about underpinning issues?</p> <p>Do I struggle to think strategically and quickly?</p>	<p>Do I revisit and revise priorities too often?</p> <p>Do I create plans or priorities without reference to strategy or the bigger picture?</p>	<p>Do I focus predominantly on short term timeframes and current priorities?</p> <p>Do I allow my organisation's strategy or focus to become out of step with wider external developments or international trends?</p> <p>Do I give messages about the organisation's direction that are unclear or unconvincing?</p>

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
MAKING WELL-JUDGED DECISIONS					
EXAMPLES OF EFFECTIVE BEHAVIOUR					
<p>Effective behaviours:</p> <p>I think through the outcomes of any actions I am going to take</p> <p>I take a rational approach to making decisions</p> <p>I take timely decisions</p> <p>I make decisions based on the facts</p> <p>I use my discretion wisely</p>	<p>Effective behaviours:</p> <p>I consider the wider impact or consequences of my decisions on the team and its work</p> <p>I recognise when more information is needed to make a decision</p> <p>I take into account the views of others before making decisions</p> <p>I give my managers feedback on the implications of their decisions</p>	<p>Effective behaviours:</p> <p>I take decisions with regard for the context of the wider business</p> <p>I take into account diverse viewpoints, including those that conflict and reach a decision on the balance of the evidence</p> <p>I consider how my decisions will be perceived by stakeholders and anticipate challenges</p> <p>I consider the impact of my decisions on stakeholders</p> <p>I provide balanced and impartial advice</p>	<p>Effective behaviours:</p> <p>I make difficult or unpopular decisions when necessary</p> <p>I make high-stakes decisions based on complex or limited information</p> <p>I make decisions under pressure, when necessary.</p> <p>I stand by my decisions and those of my team and defend them if necessary,</p> <p>I make decisions based on business needs and a thorough understanding of costs and risks</p> <p>I work through different scenarios to select the most effective solution</p>	<p>Effective behaviours:</p> <p>I take difficult decisions</p> <p>I take well judged risks</p> <p>I balance competing priorities when making decisions</p> <p>I understand the impact of my decisions before taking action including commercial, financial and environmental impact.</p>	<p>Effective behaviours:</p> <p>I act decisively when faced with ambiguous or crisis situations</p> <p>I ensure that my decisions are open to scrutiny and challenge from stakeholders and the public</p>
Reflection points:					
<p>Do I deal with issues in isolation and not think through to the end result?</p> <p>Do I make decisions without the evidence to back them up?</p> <p>Do I avoid or put off making decisions?</p>	<p>Am I indecisive, particularly under pressure?</p> <p>Do I refer decisions rather than taking responsibility for them?</p> <p>Do I dislike being challenged on my decisions?</p>	<p>Do I make decisions without understanding or evaluating necessary information and evidence?</p> <p>Am I oblivious to the risk that my actions or decisions could have a negative impact on the organisation?</p>	<p>Do my decisions overlook strategic context?</p> <p>Am I unwilling to reconsider decisions in the light of new information or changed circumstances?</p>	<p>Do I constantly revise my decisions?</p> <p>Do I strategise and intellectualise at the expense of taking action?</p> <p>Do I overlook implementation issues when making policy decisions?</p>	<p>Do I lack confidence in making decisions when the situation is unclear?</p> <p>Do I restrict decision making to highest levels?</p> <p>Do I ignore advice from specialists/commercial experts?</p> <p>Do I create a punitive environment for decision making and discourage innovation?</p>

Levels 1 to 6 PSG core competencies: Relating - examples of effective and ineffective behaviour

LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6
COMMUNICATING EFFECTIVELY					
EXAMPLES OF EFFECTIVE BEHAVIOUR					
<p>I speak clearly</p> <p>I check the other person's understanding.</p> <p>I ask questions to check my understanding</p> <p>I write clearly in plain English</p> <p>I check my work for grammar and spelling</p> <p>I choose the most appropriate method for communicating [to include e.g. face to face over e-mail for some situations]</p> <p>I actively listen</p>	<p>I clearly express complex ideas orally</p> <p>I clearly express complex ideas in writing</p> <p>I structure my communications in a logical way to aid clarity</p> <p>I give constructive feedback.</p> <p>I encourage and am open to receiving feedback from others.</p> <p>I use visual aids and examples where appropriate</p> <p>I encourage questions from others to ensure they understand</p> <p>I am sensitive to possible reactions to things I say, particularly when giving feedback or delivering difficult messages.</p>	<p>I give feedback to staff to help them improve the way they communicate.</p> <p>I tailor the way I communicate to suit the audience</p> <p>I communicate in a succinct and engaging manner</p> <p>I write effectively even under pressure</p> <p>I anticipate how my audience will respond to my message and prepare accordingly.</p> <p>I draft concise documents</p> <p>I plan my communications to maximise impact</p> <p>I chair meetings effectively</p> <p>I am open to being constructively challenged</p>	<p>I draft effectively and persuasively</p> <p>I listen carefully to work out how my message is being received</p> <p>I adapt my communications in response to the reaction from the audience</p> <p>I communicate with confidence to senior audiences</p> <p>I present difficult or emotive messages calmly</p> <p>I communicate using appropriate style and media to maximise impact</p> <p>I give and receive ongoing direct feedback to team and partner organisations.</p>	<p>Effective behaviours:</p> <p>I communicate with and influence others to get results.</p> <p>I ensure communications plans (including evaluation criteria) support the achievement of organisational objectives..</p> <p>I communicate with conviction and clarity in the face of tough negotiation or challenge.</p> <p>I influence successfully across Whitehall and beyond.</p> <p>I represent the public face of the organisation at a senior level.</p>	<p>Effective behaviours:</p> <p>I influence and negotiate successfully at the highest levels</p> <p>I lead in the corporate communications and contribute fully to strategic debates across government.</p> <p>I create and shape a culture of active, engagement with staff and stakeholders</p> <p>I actively develop and protect my organisation's reputation</p>
REFLECTION POINTS:					
<p>Is my written communication vague or inaccurate?</p> <p>Do I struggle to get my point across?</p>	<p>Do I communicate messages which are inappropriately targeted or contain the wrong level of detail?</p>	<p>Do I use the same presentation style regardless of the audience?</p> <p>Do I give vague feedback without supporting evidence or examples?</p> <p>Do I use unnecessary jargon?</p>	<p>Is my communication unfocussed or misleading?</p> <p>Do I stifle free expression of views ?</p> <p>Do I prevent the effective exchange of information?</p>	<p>Do I need to be more aware of how I come across to a range of audiences</p> <p>Do I communicate unclear or misleading priorities?</p> <p>Do I cascade information to the right people in my team?</p>	<p>Do I create a poor impression under the media spotlight?</p> <p>Do I create confusion or a lack of confidence?</p> <p>Do I lack credibility with senior contacts?</p>
WORKING WITH COLLEAGUES, CUSTOMERS AND PARTNERS					
EXAMPLES OF EFFECTIVE BEHAVIOUR					
<p>I put forward my own views in a constructive manner</p> <p>I cooperate fully with others to get the job done.</p> <p>I always adopt a friendly approach</p> <p>I deal with everyone in a tactful way</p> <p>I get to know other team members</p> <p>I reflect on how I come across to</p>	<p>I discuss differences of opinions in a constructive manner</p> <p>I engage effectively with key stakeholders and partners</p> <p>I make compromises with others when appropriate</p> <p>I show empathy and sensitivity in dealing with others</p> <p>I regularly liaise with other teams</p>	<p>I seek out and incorporate the views of others when devising policy</p> <p>I influence internal and external stakeholders at all levels</p> <p>I ensure partners understand the needs of the business</p> <p>I continually work to better understand customer needs</p> <p>I promote a strong focus on meeting my</p>	<p>I lead a variety of discussions and meetings – guiding them to a successful conclusion</p> <p>I involve appropriate internal and external experts in order to deliver my work</p> <p>I facilitate discussions with conflicting parties to achieve a satisfactory conclusion</p> <p>I establish successful partnerships with others</p> <p>I involve delivery partners early</p>	<p>I encourage cross-organisational collaboration</p> <p>I understand the parameters in which my delivery partners operate and delegate the appropriate authorities that enable them to perform</p> <p>I develop a culture in which my team engage with delivery partners and stakeholders.</p> <p>I provide constructive challenge while</p>	<p>I establish a network of collaborative relationships at the highest levels focused on common ground and outcomes</p> <p>I maintain a collaborative working culture across my organisation and encourage transparency and open communication</p> <p>I ensure that all parts of the delivery chain fully understand the required outcomes</p> <p>I confront issues with delivery partners, stakeholders and clients in an assertive yet</p>

<p>others and change my behaviour accordingly</p> <p>I readily get on well with? people from diverse backgrounds</p> <p>I portray the organisation in a positive way</p> <p>I try to see things from other people's point of view</p> <p>I keep the customer informed about what is going on.</p> <p>I maintain a helpful approach to dealing with customers at all times.</p>	<p>I am aware of what is negotiable in discussion with others</p> <p>I deal confidently with demanding people</p> <p>I deal with conflict and disagreement in a prompt, constructive and calm manner.</p>	<p>customer needs.</p> <p>I ensure my team seek out and act on customer feedback when necessary</p> <p>I am visible and accessible</p> <p>I understand the business impact my action may have on other organisations, including those in the private sector.</p>	<p>in the development of policy and delivery options</p> <p>I represent and promote the organisation positively with a wide range of stakeholders</p> <p>I encourage an inclusive and collaborative approach to work</p> <p>I agree and manage customer expectations taking account of constraints</p> <p>I ensure customer's views are heard and ensure they are acted upon</p> <p>I anticipate customer's future needs and ensure they are met</p>	<p>still sensitively managing relationships with Ministers and across the organisation.</p> <p>I provide high quality advice to, and build confidence with, Ministers and senior staff.</p> <p>I focus on customer relationships through the delivery chain.</p>	<p>constructive way</p> <p>I encourage others to work together to achieve organisational goals</p> <p>I ensure the citizen sees a difference as a result of the organisation's delivery</p> <p>I challenge existing strategies that have insufficient customer impact</p> <p>I build effective relationships with Ministers and all other key stakeholders</p> <p>I get buy-in from stakeholders and build shared understanding of the key priorities</p>
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Reflection points

<p>Do I fail to value the contribution of others?</p> <p>Do I ignore all challenges or criticism and react with hostility?</p> <p>Am I uncooperative and unhelpful?</p> <p>Am I focused on achieving own objectives at the expense of colleagues?</p> <p>Do I disregard the needs and values of others?</p> <p>Do I give a negative impression of the organisation?</p> <p>Do I fail to identify customers and suppliers?</p> <p>Do I make promises that cannot be met?</p>	<p>Am I overly defensive when views are challenged?</p> <p>Do I behave in a manner that makes others feel uncomfortable or excluded?</p> <p>Am I unable to see things from the customer's perspective?</p> <p>Am I unapproachable or unhelpful to customers?</p>	<p>Am I clear about my needs and constraints when working with others?</p> <p>Do I involve others in my work at the right time?</p> <p>Am I unwilling to share information and expertise?</p> <p>Am I aloof and arrogant?</p> <p>Do I intimidate colleagues and staff?</p> <p>Do I treat all customers the same irrespective of their differences?</p> <p>Do I make promises I cannot deliver or fail to meet agreed outcomes?</p>	<p>Do I withhold feedback from individuals in order to avoid difficult conversations?</p> <p>Do I miss opportunities to consult others working to the same objectives?</p> <p>Do I struggle to manage the tensions when working across different teams</p> <p>Do I involve stakeholders at the right time in the development of policy and services?</p>	<p>Do I back down readily in the face of challenge or tough negotiations?</p> <p>Do I reinforce singular perspectives and siloed way of working?</p> <p>Does my approach stop other people in partner organisations or at more junior levels from taking decisions?</p> <p>Is my team unclear about how to work with others?</p> <p>Do I accommodate and reflect diverse and multiple perspectives?</p> <p>How do I communicate with delivery partners – do I keep in close contact or have a more distant relationship?</p> <p>Is my external awareness of delivery partner contribution and profile low?</p> <p>Am I insensitive to the needs or circumstances of delivery partners?</p> <p>Do I allow delivery partners' needs and interests to take precedence over the organisation's?</p>	<p>Am I resistant to or dismissive of feedback about myself?</p> <p>Do I allow a 'them and us' culture to pervade across the organisation?</p> <p>Do I set the tone for effective delivery partnership working?</p> <p>Do I publicise differences of opinion between own directorate and delivery partners?</p> <p>Am I unsympathetic to the differing needs or agendas of delivery partners?</p> <p>Do I maintain relationships during difficult times – e.g. lash out or burn bridges, avoid discomfort?</p>
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MANAGING AND SUPPORTING OTHERS

EXAMPLES OF EFFECTIVE BEHAVIOURS

I ask questions to clarify the objectives, timescales and priorities of tasks.
 I set a high standard for myself
 I encourage others to do their best
 I share information and knowledge that I think will be useful to others

<p>I make time to help others I review my own performance I seek feedback from my managers to improve my performance</p>					
<p>I agree challenging and achievable work objectives I make sure others understand the tasks they have to do. I communicate appropriate standards for customer service to my team. I take prompt action to address poor performance. I ensure my team have the skills to undertake their work I support team members to identify and address their development needs I help team members find opportunities to learn on the job. I maintain an interest in the people that I am responsible for, investing time in getting to know them. I support staff to maintain their work-life balance and wellbeing I delegate to make the most of the strengths of my team I encourage my team to share information and knowledge that is useful to others. I provide timely and constructive feedback to my team I allocate work fairly across the team. I ensure my team have their say in deciding how their work will be done. I deal with staff concerns, conflict and challenges in a prompt, calm and constructive way</p>					
		<p>I keep my team's efforts focused on the goals that really matter</p> <p>I set out and communicate appropriate standards for customer service to my team</p> <p>I support those who report to me in managing poor performance</p> <p>I take time to manage team members according to what motivates them</p> <p>I encourage the flow of information in my team and across teams.</p> <p>I adopt different management styles to achieve results.</p> <p>I encourage independence by helping my team to develop their capability.</p> <p>I take responsibility for my team's actions including when something goes wrong.</p> <p>I involve people in my team in decisions which involve their work</p> <p>I provide and encourage challenge and support from peers</p>	<p>I support others in resolving conflicts, taking direct action where necessary</p> <p>I reinforce clear standards for performance management and strategies for tackling poor performance</p> <p>I promote an ethos that values learning and development – creating a range of opportunities for others</p> <p>I ensure learning and development is used in a focused way to enhance organisational capability</p> <p>I promote a supportive environment where others gain the skills and confidence to take on responsibility</p> <p>I show sensitivity to staff concerns and work with staff to resolve them</p> <p>I support others where appropriate to take decision autonomously</p> <p>I manage team workload and redistribute if necessary.</p>	<p>I empower others to work together to achieve organisational goals.</p> <p>I set the standard for development, succession planning and performance management activities and hold managers accountable for implementation.</p> <p>I demonstrate I am an effective role model for continuous learning and self development.</p> <p>I seek opportunities to mentor individuals to improve their performance.</p> <p>I develop capability in my area in line with business plan and organisational vision</p> <p>I set clear objectives for developing effective people managers</p> <p>I clarify responsibilities for people management in my area</p>	<p>I shape a culture which delivers high performance and addresses poor performance</p> <p>I lead by example in managing performance.</p> <p>I work with people and use my knowledge of what motivates them to help them understand how their work supports the organisations objectives.</p> <p>I inspire respect and trust, and am seen as a role model of integrity.</p> <p>I ensure compliance with organisational HR policies and legislation.</p> <p>I am an effective coach and sounding board</p> <p>I promote the importance of continuous learning and self development</p> <p>I am a visible leader and I use a range of opportunities to meet staff at all levels..</p>
Reflection points					
Do I inadvertently cause offence to others?	Do I avoid addressing difficult issues, including poor performance or inappropriate behaviour?	Do I impose my way as the only way Do I focus on a narrow range of	Do I emphasise problems that change will bring to the team?	Do I appear unsupportive of the organisation and its staff to external stakeholders?	Do I look to HR to lead on people issues – invest little personal time to develop Directors or future talent?

<p>Do I fail to recognise the value of working with people with different backgrounds, abilities or views?</p> <p>Do I 'cherry pick' work, keeping tasks that should be done by others?</p> <p>Do I sometimes take the credit if things go well but blame others if things go wrong?</p> <p>Do I treat people unfairly or allow individuals or groups to be excluded?</p>	<p>Do I do little to follow through on development objectives or action planning?</p> <p>Am I overly critical when staff make mistakes or do things differently?</p> <p>Am I insensitive to aspirations, pressures and personal concerns of staff?</p> <p>Am I inflexible about changing ways of working that could help others?</p>	<p>development opportunities?</p> <p>Do I fail to notice or respond when others are under pressure?</p> <p>Do I give vague feedback without supporting evidence or examples?</p>	<p>Do I give inappropriate levels of responsibility, under or overestimating ability or capacity?</p> <p>Do I permit or contribute towards a blame culture?</p> <p>Do I allow unfairness and inequality to go unchallenged within my organisation?</p>	<p>Do I invest little time in developing mentoring or coaching in my organisation?</p> <p>Do I seek genuine feedback or challenge myself to stretch my own learning?</p> <p>Do I withhold information from those who need it?</p> <p>Do I focus on outcomes at the expense of morale?</p> <p>Do I focus on technical gaps above leadership skills or development of future talent?</p>	<p>Do I miss opportunities to champion the organisation's achievements?</p> <p>Do I perpetuate a hierarchy based on gradism or elitism?</p>
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