



Competency Framework

Grades 1 - 8

Personal Effectiveness: Displays skills and attitudes to apply knowledge and understanding in different situations

Influencing: Builds commitment to a course of action

Stage 1

- Gets agreement and commitment from other people to action and views
- Presents views assertively and confidently but not aggressively
- Backs up suggestions with facts about how they will help
- Stands up for own views when asked about them by others in the group
- Explains own views in a different way when people disagree
- Tells people why they believe that their way is the best way to do things and wins them over

Stage 2

- Considers in advance the knock-on effects of actions on other people and plans a way round any problems so as to get what they want
- Tries to find things that people agree on and then gets them to join in
- Uses arguments and reason when negotiating
- Thinks beforehand about why other people might not like their ideas and has facts and reasons ready to try to get them to agree
- Adapts the way that they talk to different people so that they are understood
- Uses both good reasons and their own strong feelings to get people on their side
- Gets other people to join in making decisions in order to get them to agree with them

Stage 3

- Assesses individual reactions to views and adjusts communication if necessary to achieve results
- Gives staff responsibility for their own job
- Knows well how people work and so can tell what they need to do to get them interested
- Leads an audience to a decision without them feeling pressured
- Uses understanding of the Company's culture and structure to tailor approach
- Uses experts or third parties to influence others

Negative Indicators

- Presents views apologetically or aggressively
- Does not use facts to get people to agree with their ideas
- Simply tells people their own ideas without getting them to understand the benefits
- Backs down easily when challenged by others around their views
- Keeps on using the same reasons for their ideas when pushed
- Places little importance on what people in the Company think
- Does not see that other people may think differently to them
- Does not think about the other things that might happen after they do something
- Pushes others too hard to get them to agree

Personal Effectiveness: Displays skills and attitudes to apply knowledge and understanding in different situations

Communicating: Communicates effectively to individuals and groups using appropriate means to achieve understanding

Stage 1

- Builds good relations by getting ideas across clearly, answering in the right way and giving explanations to make sure people understand
- Speaks clearly, calmly and tactfully
- Listens well when talking with someone
- Makes sure they have understood messages and then makes it their job to pass them on
- Provides timely and accurate answers to queries
- If needed, can write clearly so that it is easy to understand
- Writes/inputs information correctly and sorts information appropriately

Stage 2

- Keeps self and team focused on the most important issues while making sure others have the opportunity to express their views
- Chooses the best way of communicating (writing, face to face conversation, etc.) and uses suitable language for different people and situations
- Shares relevant and important information with the team in a timely manner
- Asks questions to make sure that everyone understands the issues
- Holds people's attention and speaks with confidence
- Explains the reasons behind decisions and uses examples to back up messages
- Is happy to say what needs to be said, tactfully
- Gives a good impression of the Company when dealing with people from outside
- Produces written communications that are clear, concise and easily understood

Stage 3

- Sends consistent messages in order to advance key Company and service targets
- Is able to make difficult issues understandable at all levels and adapts messages to allow for the views and level of knowledge of the audience where these are not as expected
- Makes sure that channels are in place for exchanging information
- Explains the vision and bigger picture for staff and ensures they understand how this affects their role
- Draws together a variety of ideas into easily understood documents highlighting the key points of the message

Negative Indicators

- Speaks too quietly to be heard or appears nervous and uncertain when speaking
- Contributions are too detailed, vague or can be misunderstood
- Does not check that other people have understood and does not notice how people react to what they are saying
- Ignores, interrupts or talks over other people
- Avoids talking to people where possible
- Speaks without first thinking about the possible effects
- Speaks in a rambling way
- Uses unsuitable language or jargon
- Uses poor eye contact and generally closed body language
- Writes in an unstructured way
- Uses poor spelling, punctuation and grammar

Personal Effectiveness: Displays skills and attitudes to apply knowledge and understanding in different situations

Self-development: Actively seeks out opportunities for learning

Stage 1

- Keeps up to date with skills and knowledge needed to carry out job
- Actively joins in training
- Is self-aware and knows own strengths and areas that could be developed
- Checks own knowledge and understanding
- Looks for new or different ideas and chances to learn
- Works at ways of developing their career
- Knows how to achieve results in the job

Stage 2

- Seeks feedback from others and develops appropriate areas
- Acts to put right mistakes
- Tries new things to help learning and self-development
- Asks managers for chances to learn
- Uses knowledge gained by study and experience to meet the Company's aims
- Keeps up with current issues and trends and knows of the latest advances
- Provides advice based on their knowledge
- Seeks learning opportunities that will be useful in current job and to advance career

Stage 3

- Proactively seeks feedback and acts on self-understanding of development areas to improve efficiency and effectiveness
- Establishes credibility and earns respect by depth of knowledge
- Influences others on the basis of specialist knowledge or experience
- Actively influences Company strategy to create opportunities for development

Negative Indicators

- Has a limited knowledge about area of expertise
- Has gaps in knowledge of the Company's services
- Is not interested in updating or increasing specialist knowledge
- Reacts defensively and negatively to constructive feedback

Personal Effectiveness: Displays skills and attitudes to apply knowledge and understanding in different situations

Decision-making: Selects the best course of action based on available information and accepts personal responsibility for outcomes

Stage 1

- Identifies and gathers information needed to make decisions within time allowed
- Asks for others' opinions where appropriate when reaching decisions and understands when to refer a decision to a manager
- Draws on past experience to solve problems and recognises where action is needed to resolve them
- Realises what else might happen if something is not done in time
- Bases decisions on as much reliable information as possible and makes correct interpretations and assumptions

Stage 2

- Takes responsibility for own decisions rather than referring to others
- Keeps the main objective in mind and isn't sidetracked by less important matters
- Is sensitive to the concerns of others and consults them when decisions will affect them
- Makes sensible decisions after gathering all the available information and thinking through all the alternatives
- Uses own knowledge and experience and assesses risks when making decisions
- Knows when to ask managers for help and makes suitable suggestions for what could be done
- Values individual contributions; asks for ideas and opinions from team members to help form decisions or plans

Stage 3

- Shows ability to sort and prioritise information and factors influencing a decision, so that the final outcome is sensible
- Balances objectivity and sensitivity in decision-making
- Uses information about past performance to guide future practice
- Considers longer term Company strategy when making decisions
- Is prepared to make tough decisions considering political and operational elements
- Considers the views and motives of everyone involved when drawing conclusions

Negative Indicators

- Does not use all available information when reaching a decision
- Does not talk to other people who may have extra information
- Asks for manager to help with decisions that they should be able to make on their own
- Bases decisions on 'gut feeling' alone and makes assumptions
- Is happy to sit back and wait before doing something, even when there is a crisis
- Leaves others to solve problems and does not see it as part of their job
- Misunderstands information as presented
- Does not commit to one appropriate course of action to resolve an issue
- Is not happy to identify or deal with problems
- Gets stuck in the detail of complex situations and cannot see the main issues

Providing Excellent Customer Service: Exceeds the expectations of internal and external customers through the quality of customer service

Customer Orientation: Identifies customers' needs and expectations and provides the service in the best way to meet these

Stage 1

- Treats customers consistently and fairly
- Gives customers a professional, quick, polite and high quality service
- Sorts out customer enquiries and problems within the time given
- Shows understanding of how the customer feels and takes this into account
- Spots and apologises for problems or mistakes
- Gives suitable, correct and full information and advice to customers so they are up to date

Stage 2

- Follows customer requests through to make sure that action has been taken and issues resolved
- Measures customer satisfaction and evaluates what could be improved
- Tells customers how/why their needs can't be met and offers ways round the problem
- Adapts their way of doing things to suit the needs of each customer
- Recognises problems and takes action as quickly as possible to stop them getting worse
- Delivers more than was promised and goes beyond customer expectations where possible
- Ensures continuity of service as far as is possible

Stage 3

- Evaluates customer satisfaction data and makes necessary process and strategic changes
- Develops and changes services to meet the long-term needs of customers
- Has a relationship with customers based on a complex understanding of their needs
- Puts in place processes to sort out issues with Company and external partners
- Identifies and acts when more than the standard response is required

Negative Indicators

- Does not see things from the customer's point of view
- Has a short-term view on how to meet customer needs
- Makes assumptions that are wrong about what the customer wants
- Does not tell customers what is going on
- Presents an unprofessional image
- Is slow to respond to customers' requests
- Does not check that customers' problems and issues have been resolved
- Shows little interest in customers and does not consider their individual needs

Providing Excellent Customer Service: Exceeds the expectations of internal and external customers through the quality of customer service

Collaboration: Identifies ways to work in partnership with other colleagues and services to deliver exceptional customer service

Stage 1

- Talks about their own needs and listens sensitively to others' needs
- Works with others to sort out possible solutions to problems
- Works flexibly and happily helps other team members
- Backs up team decisions and the aims of the team
- Understands how their own job helps towards meeting the team's goals
- Shows an understanding of the differences between people

Stage 2

- Encourages the sharing of information to help others to achieve an outcome
- Asks for help from outside experts or colleagues
- Thinks of team performance as well as of meeting personal goals
- Tries to get everyone to work together and helps to create a sense of team spirit
- Takes steps to manage how others think about them and discusses the quality of working relationships with colleagues
- Makes time to meet people and develop shared understanding
- Builds strong relationships with colleagues and customers beyond shared tasks

Stage 3

- Shares knowledge, expertise and best practice with others, both within the Company and externally
- Initiates formal and informal communication to address issues with internal and external partners
- Promotes the value of team working and communication across the organisation and resolves conflicts
- Recognises areas of mutual benefit with others and shows concern for others' areas of work
- Builds relationships and actively networks with a purposeful and wide range of internal and external contacts and stakeholders
- Takes a focused and long-term approach with regard to which relationships to invest in
- Is respected by all colleagues, partners and clients

Negative Indicators

- Prefers to work alone and does not spend time getting to know people
- Makes negative comments about the team or its members
- Adopts an 'us and them' way of thinking
- Rarely offers support to colleagues and shows limited consideration for others
- Does not try to understand others' priorities and motives
- Takes all the credit for getting things right
- Focuses on the task rather than the person
- Makes no attempt to sort out conflict/argument or is the cause of the conflict
- Is overly critical or destructive about others' contributions
- Shows no (or little) awareness of personal issues underlying business issues
- Allows a way of working that is intolerant of people's differences

Providing Excellent Customer Service: Exceeds the expectations of internal and external customers through the quality of customer service

Forward Thinking: Anticipates customers' needs and the consequences of situations and takes appropriate action and is prepared for possible contingencies

Stage 1

- Asks questions that cannot just be answered with yes/no to get information around the needs of others
- Acts on own initiative; sorts out difficulties and problems without having to be asked
- Tries more than one way to sort out a problem
- Welcomes ideas, is keen and goes the extra mile

Stage 2

- Looks into a problem when the answer is not known
- Identifies ways for others to get results and solve problems
- Looks out for problems that others might miss and takes action to stop a crisis from happening
- Thinks ahead to identify ways to give customers excellent customer service
- Forms contingency plans to cope if things go wrong
- Tries to work out what might happen in the future by looking back at what happened in the past

Stage 3

- Recognises and takes action when there is a need for policy change/development
- Looks for ways to develop customer service and makes appropriate process changes
- Identifies future customer requirements and puts in place appropriate measures
- Keeps up to date with approaches to customer service in the public and private sector to identify ways to improve service in the Company
- Recognises and rewards proactivity in others

Negative Indicators

- Needs to be told what to do and when to do it
- Sees problems but makes no effort to sort them out or stop them happening again
- Is happy to sit back and wait before doing something, even in a crisis
- Asks others to take decisions for them
- Frequently requires help to do the job

Managing Change: Helps the Company drive forward change by focusing effort and personal commitment to making the change work

Attitude: Responds positively to change, is open to new ways of working and adopts a flexible approach

Stage 1

- Understands own and others' worries and problems when faced with change
- Tries to see the good side of changes
- Tries hard to do things the new way and is happy to be told about new ideas
- Does not mind being interrupted in the middle of a task
- Copes with unclear situations and with change

Stage 2

- Tries to get others to see the good side of changes
- Understands the process of change
- Asks for suggestions on ways to improve or move forward and builds on these
- Proactively supports and explains change to others throughout the change process
- Actively involves others in change initiatives
- Understands others' fears and problems when faced with change and gives support to build confidence

Stage 3

- Thinks strategically, sees new ways of doing things and looks for ways to improve services
- Praises and rewards people for doing things in new ways that make a difference
- Encourages experimentation and tries new ways of working
- Encourages staff to be flexible and to think of totally new approaches or solutions to problems
- Tries to get people to see the need for change and helps them adapt to it

Negative Indicators

- Cannot see things from other people's points of view or the need for change
- Is unwilling to be exposed to risk or uncertainty
- Is only comfortable with routines and tried and tested ways of working
- Finds it difficult to cope with change or resists change

Managing Change: Helps the Company drive forward change by focusing effort and personal commitment to making the change work

Planning and Delivering Change: Seeks out ways to deliver improved services

Stage 1

- Suggests ways to improve service in own area of work
- Tries to improve the way things are done so quality of work is higher
- Asks why things are done in a certain way in order to help make them better
- Points out where a system or process could work better
- Uses learning from their own and others' experience
- Finds ways to work in a more efficient way rather than having to work harder
- Tells manager about problems that keep on happening, waste and inefficiency

Stage 2

- Always reviews performance and proposes ways to improve efficiency, quality and avoid problems happening again
- Uses the skills of people who can take change forward
- Flexibly plans change to allow for unforeseen circumstances
- Regularly checks progress of change projects against milestones and understands when milestones must be changed
- Negotiates for the resources necessary for change
- Actively implements changes in methods of work to improve performance against Company indicators

Stage 3

- Proactively identifies future service and organisational needs
- Provides proposals and builds business cases to improve service delivery in line with the Company's strategic aims
- Takes the lead role to implement change successfully
- Develops accurate, realistic plans, milestones and performance measures for change projects and monitors overall project success
- Obtains necessary resources to implement change and deploy efficiently within budget and timescales
- Focuses own and others' energies where they will give greatest return
- Identifies imaginative and creative methods for problem-solving
- Initiates change to improve the Company's culture

Negative Indicators

- Takes a fixed approach – does not consider altering approach with changing circumstances
- Complains about elements of work but does not suggest ways to improve matters
- Attempts to implement changes without drawing up proper plans
- Does not form detailed and realistic plans to deliver improved service
- Is satisfied with the way things are and prefers traditional working methods regardless of results
- Produces few alternative or innovative ideas

Managing Change: Helps the Company drive forward change by focusing effort and personal commitment to making the change work

Communicating Change: Persuades and influences others' reactions to change by providing accurate information and consistent messages regarding changes

Stage 1

- Openly and constructively talks about own and others' feelings about change
- Asks questions to understand changes in the Company and to ways of working
- Tells the right people about their opinions on change
- Correctly shares what they know about change with the people they work with

Stage 2

- Listens to the feelings of individuals and answers sensitively
- Tells people about the good side of the changes, sorts out problems and deals openly and sensitively with resistance
- Keeps others informed of any changes to plans/service delivery
- Builds confidence when putting changes in place by taking things a step at a time
- Makes sure staff understand what the key issues for change are
- Encourages everybody, especially front-line staff, to find new ways of delivering and developing services

Stage 3

- Takes responsibility for explaining clearly how the future will look following change and how this will impact on individuals, groups and services
- Makes sure people know about the benefits of change and develops plans that reduce resistance
- Ensures progress and results of change projects are communicated to all staff
- Analyses reasons for success and failure and makes sure that lessons learnt are communicated
- Manages conflicting stakeholders' views by explaining impact of decisions
- Puts in place processes for staff to communicate their ideas about change

Negative Indicators

- Does not consider others' perspectives
- Does not listen to others
- Is quick to say that change is not working
- Does not tell staff about the benefits of change

Leadership: Takes the lead in developing the success of the business

Takes Initiative: Actively seeks out opportunities to continuously improve performance

Stage 1

- Aims to meet targets without having to be pushed
- Is happy to be held to account by others
- Works to make things better
- Is able to do things on their own, especially when no manager is there
- Works properly so that others can see how it should be done

Stage 2

- Uses initiative to solve problems
- Gets others to share their ideas and take personal responsibility for their results
- Proactively tries to make a difference and make things happen
- Encourages all group members to join in fully to make the team work together better

Stage 3

- Takes ownership to deliver business objectives
- Implements and communicates corporate decisions with energy and commitment
- Gives others the freedom to exercise their own initiative and gives them the power and authority to do tasks effectively

Negative Indicators

- Shows little pride or concern with quality
- Relies on others to check details
- Is unaware of necessary standards and service level agreements
- Allows quality to slip when under pressure
- Rarely exceeds targets
- Agrees to doing something without thinking of the knock-on effects on team and self
- Does not like to sort out difficult problems
- Prefers to let others take the lead
- Prefers not to take on new responsibilities
- Sets easy targets and personal objectives
- Ignores how hard people work or the quality of their work
- Does not like people to use their own ideas

Leadership: Takes the lead in developing the success of the business

Displays Awareness: Displays knowledge and understanding of the wider Company agenda and ensures objectives for service and self are compatible

Stage 1

- Understands personal, team, Service and Company targets and the way they link
- Asks for things to be explained when needed
- Tries hard to spread their knowledge to help others
- Understands and follows the proper ways of doing things

Stage 2

- Explains the team and Service purpose and targets to others
- Makes sure personal objectives and duties are clearly set out for self and colleagues
- Keeps self and others focused, through discussion and actions
- Takes an interest in longer-term aims and thinks about these issues even when responding urgently
- Knows when to be a hands-on manager and when to delegate responsibility
- Delegates responsibilities to the appropriate people working for them
- Shows an awareness of external factors that have knock-on effects on the business
- Takes account of relevant Company strategies and policies when planning

Stage 3

- Translates strategic objectives into specific business actions
- Shows an in-depth knowledge of department's strengths and weakness
- Shows ability to analyse position and develop a long-term strategy
- Focuses on key issues that support the Company's strategy and support its success
- Manages resources effectively and delegates work so as to challenge/develop others
- Establishes and promotes a clear vision aligned with the Company goals and sets appropriate short- and long-term objectives based on this
- Is aware of external and internal politics and changes to working practices etc

Negative Indicators

- Is unaware of what goals and standards need to be met
- Produces poor quality work, leaves out detail or makes mistakes
- Is confused about objectives and confuses others
- Does not make goals and objectives clear to others
- Loses sight of the big picture

Leadership: Takes the lead in developing the success of the business

Provides Support: Actively supports management and colleagues in the achievement of Company objectives

Stage 1

- Gives regular and helpful feedback to others
- Makes sure that the right amount of time is spent on different areas of the job to make sure all aims are met
- Asks for feedback and information on targets and the best ways to meet them

Stage 2

- Recognises when others need support and offers help
- Supports others in their ideas and proposals
- Gives advice and direction to others so that the performance expected of them is clear
- Congratulates and otherwise recognises when people's performance improves
- Encourages and helps put in place training and other development activities
- Takes account of staff's different abilities and workloads when allocating work
- Effectively and appropriately deals with poor performance or unsuitable behaviour
- Checks and actively manages the performance of staff against performance indicators
- Adopts an open, visible approach and is available to support team members

Stage 3

- Develops methods to measure others' achievements fairly and objectively
- Actively provides opportunities for others to gain experience for development
- Acts as a coach/mentor to others
- Creates a climate of support and accountability, rather than a climate of blame
- Uses management information competently and acts on what it reveals about team performance
- Holds regular structured meetings with staff regarding their development
- Discusses underlying feelings and motives as well as task completion
- Is able to spot potential and support the development of people in other departments across the Company

Negative Indicators

- Works only with the most able people
- Does not set time aside to discuss development
- Only gives performance feedback when mistakes happen
- Avoids giving bad news
- Gives the team total freedom, but no guidance
- Delegates tasks but withholds responsibility and control
- Does not delegate the right tasks to the right people
- Does not delegate challenging or interesting work

Delivering Results: Focuses attention and resources on meeting agreed business targets, priorities and objectives

Motivation: Maintains the drive to deliver expected outcomes

Stage 1

- Knows own strong points and their preferred role within a team
- Keen to get things done and to do well
- Reaches targets then looks for new ones
- Enjoys a challenge
- Works steadily to meet targets
- Continues working well when time is short or when things are difficult
- Is not too upset when told that they have done something wrong

Stage 2

- Is aware of effect and influence on others
- Creates a good team spirit and motivates others
- Does not give up easily when there is a job to do or difficult problem to solve
- Keeps problems in perspective
- Deals with both difficult and boring aspects of job – does not put things off

Stage 3

- Gets outstanding results or often exceeds targets
- Is not deflected from reaching goals even by significant problems or disappointments
- Consistently pushes for performance improvement and excellence
- Gets to know individuals and their aspirations
- Monitors motivation levels of staff

Negative Indicators

- Less keen than others to reach targets
- Prefers simple tasks to challenges
- Gives up when disappointed or in the face of difficulties
- Is uncomfortable working with deadlines or pressure to complete
- Gets overly upset when told that they could improve their performance
- Gets easily side-tracked from important goals
- Does not appreciate that people are motivated by different things
- Only thinks about getting the job done
- Unduly 'punishes' mistakes by others

Delivering Results: Focuses attention and resources on meeting agreed business targets, priorities and objectives

Planning: Uses all available resources to deliver results in the most effective and efficient way

Stage 1

- Organises work by thinking about deadlines, how important different tasks are and what promises have been made
- Prepares in good time for future work
- Is realistic about the time needed to do the job and tells others immediately if work cannot be done
- Asks for help when needed
- Only misses deadlines because of circumstances beyond own control

Stage 2

- Appoints work and delegates based on how much time others have available and their strong points
- Organises and plans events, activities and resources so that a project or goal is met within agreed time and budget
- Prioritises work to reflect business needs
- Produces complete, detailed and realistic project plans
- Organises staff and work effectively
- Balances conflicting priorities where necessary

Stage 3

- Assesses and reviews plans for effectiveness and timely progress
- Monitors spending against budget and takes necessary action
- Anticipates future and longer term demands and implements effective plans to meet these
- Ensures action plans support wider Company objectives
- Shows effective project management skills
- Analyses resources and expertise required to achieve goals
- Identifies important activities and milestones, establishing importance and urgency
- Works alongside others to plan, review and change plans where necessary

Negative Indicators

- Does not meet deadlines
- Makes promises that can't be delivered
- Concentrates on detail or every day issues rather than the wider picture
- Does not foresee problems in meeting project objectives
- Appoints work to inappropriate people without the necessary skills
- Fails to make connections between ideas, people, activities or functions
- Does not see the possible damaging effects of actions or decisions on their areas of the organisation