

## Competency Framework

## Appendix C

	Communication	Customer	Collaboration	Transformation	Performance	Leadership
<b>All Employees</b>	<p>Honest, open and accountable</p> <p>Listens, is involved and responds</p> <p>Shows empathy</p> <p>Clear, concise and confident approach</p> <p>Confident communicating and dealing with a range of audiences</p> <p>Checks people understand the message being conveyed</p> <p>Good oral and written communication skills</p>	<p>Value peoples differences and treats everyone fairly and with respect</p> <p>Ensures customer focus is a top priority</p> <p>Considers the customer's perspective whilst building good and trusting relationships</p> <p>Owens and deals effectively with any customer feedback to improve service</p> <p>Flexible in finding ways to exceed customer expectations</p> <p>Supports new initiatives and work practices to raise standards of service</p> <p>Keeps personal data secure at all times</p>	<p>Works with partners to provide quality services</p> <p>Committed to contributing to team goals</p> <p>Positive approach to working with others</p> <p>Works well within own team and with others to achieve objectives</p> <p>Clear and accountable for own actions</p> <p>Willing to provide support and assistance to others</p> <p>Develops effective relationships for the benefit of the team and organisation</p>	<p>Embraces change and innovation</p> <p>Will challenge themselves and change for the better</p> <p>Challenges the status quo and proactively seeks opportunity for service improvement</p> <p>Tries and tests new approaches and is positive about change</p> <p>Keeps an open mind, generates new ideas and solutions</p> <p>Helps others through change</p> <p>Always puts the organisation and customer first</p>	<p>Shows respect, honesty and openness</p> <p>Is proud and passionate about what we do</p> <p>Focused and committed to achieving excellent results</p> <p>Develops self to continually improve performance</p> <p>Consistently delivers</p> <p>Positive about taking on tasks and responsibility</p> <p>Persistent in the face of obstacles, sees tasks through to completion</p> <p>Works to a clear set of priorities, adjusting to meet changing demands</p> <p>Seeks feedback from others</p>	<p>Leads by example through own commitment and professionalism</p> <p>Maintains a positive and proactive approach</p> <p>Supports colleagues</p> <p>Provides constructive feedback to others</p> <p>Creates trust through being open and honest</p> <p>Treats everyone with respect, fairness and dignity</p>
<b>Managers</b>	<p>Translates strategic plans into actions appropriate to the audience</p> <p>Handles the communication of difficult issues effectively and with sensitivity</p> <p>Able to successfully address audiences and convey an impelling message</p> <p>Able to champion the organisation</p> <p>Inspires people around corporate vision, values and objectives by clearly explaining the situation to gain commitment</p>	<p>Has good customer insight and aligns plans and services accordingly</p> <p>Actively seeks opportunities to learn more about customers and build services accordingly</p> <p>Learns more about its customers to improve the organisation</p> <p>Ensures personal data is managed appropriately</p> <p>Ensures services are delivered in a fair manner</p>	<p>Motivates the team to share goals and sets clear objectives and accountabilities</p> <p>Effective in providing support and constructive challenge</p> <p>Takes accountability for the team</p> <p>Develops and maintains constructive relationships with others</p> <p>Utilises the strengths of others to improve effectiveness and achieve objectives</p> <p>Recognises and celebrates success</p>	<p>Proactive in developing innovative ways of working to improve services</p> <p>Encourages new ideas, solutions and suggestions for improvement</p> <p>Influences others on the need and drive for change</p> <p>Flexible and adapts in response to new opportunities whilst managing risk</p> <p>Deals effectively with uncertainty and ambiguity</p> <p>Provides strong leadership in supporting others through change</p>	<p>Effectively manages people, budgets and resources to deliver effective and efficient services in a safe manner</p> <p>Sets stretching but realistic objectives ensuring people know priorities</p> <p>Keeps people focussed and ensure tasks are seen through to completion swiftly</p> <p>Develops self and others to improve, ensuring regular discussions on performance are embedded</p> <p>Ensure business continuity arrangements are in place</p>	<p>Inspires, coaches, mentors and empowers others</p> <p>Shows resilience</p> <p>Accessible and shows empathy</p> <p>Demonstrates strong personal conviction and confidence</p> <p>Provides clear direction and priorities where everyone understands their responsibilities</p> <p>Develops sustainable strategies, plans and policies</p> <p>Focus' on the bigger picture</p> <p>Champions a high performance culture</p>