





CSA Competency Framework Matrix

		EO
	Improving performance	<p>Reviewing performance of self and others</p> <ul style="list-style-type: none"> ○ Agree measurable objectives for others, comprising hard (for example, specific objectives) and soft (for example, knowledge, skills and behaviours) criteria ○ Judge results against critical success factors for example, time, quality and resources invested <p>Developing performance of self and others</p> <ul style="list-style-type: none"> ○ Suggest new ways to improve processes including those that have worked well elsewhere ○ Identify, and take prompt action to improve under performance ○ Use benchmarking data and best practice (for instance working principles, practices and examples) to suggest changes to individual's activities and/or procedures ○ Ensure that decisions taken deliver the best possible results ○ Support the introduction of new tools, approaches and practices to improve processes and productivity ○ Promote to our people the service improvements that can be achieved through applying effective diversity practice <p>Improving performance through effective team working</p> <ul style="list-style-type: none"> ○ Ensure that diverse views and ideas are explored constructively ○ Recognise and praise individual and collective successes
	Making the best use of resources	<p>Delivering efficiently within agreed resource constraints</p> <ul style="list-style-type: none"> ○ Deliver consistently to agreed priorities, standards and timescales ○ Actively plan and manage my daily workload to meet targets and deadlines ○ Use available information to plan and assess my progress against agreed performance and work objectives ○ Suggest solutions when discussing problems <p>Reducing resource usage</p> <ul style="list-style-type: none"> ○ Seek to identify areas where improvements can be made to reduce costs and improve the use of resources (e.g. time, money) ○ Seek ways to reduce waste and encourage colleagues to do the same <p>Managing risks and compliance</p> <ul style="list-style-type: none"> ○ Identify and report issues that may put at risk the successful completion of my work (for example a barrier to customer service) ○ Consistently apply Child Maintenance and Enforcement Commission policies and business procedures relevant to my role
	Building constructive working relationships	<p>Communicating effectively</p> <ul style="list-style-type: none"> ○ Be honest and open at all times ○ Adapt my communication style (for example verbal, written, face-face) to build relationships with others who may work differently ○ Present my views in a clear and concise way, building on the views of others <p>Working effectively with others</p> <ul style="list-style-type: none"> ○ Provide constructive and timely input and feedback when working with others ○ Actively listen to allow others to fully present their views

		<ul style="list-style-type: none"> ○ Seek and respond appropriately to the diverse views, concerns and feelings of others <p>Contributing to team performance improvement</p> <ul style="list-style-type: none"> ○ Support my manager and team members to achieve team objectives ○ Promptly resolve issues that affect delivery outcomes ○ Challenge behaviour that negatively affects joint working or team performance
	<p>Developing self and others</p>	<p>Developing individuals</p> <ul style="list-style-type: none"> ○ Support others towards meeting their development needs and achieving their full potential ○ Adapt my support to reflect others' diverse learning styles and motivators ○ Identify and take up any opportunities to coach and mentor others on both an informal and formal basis ○ Help others choose the most effective learning solutions for their development needs ○ Develop a depth of skill in my business area ○ Help others develop a knowledge and understanding of Commission policies relating to diversity <p>Motivating and developing the team</p> <ul style="list-style-type: none"> ○ Praise my team for developing themselves and others ○ Create opportunities for practising, learning and developing, that are equally accessible to all ○ Challenge those who are not progressing their personal development plans, or supporting others growth ○ Establish structured ways of maintaining and sharing knowledge
	<p>Leading through change</p>	<p>Supporting colleagues through change</p> <ul style="list-style-type: none"> ○ Make time to work with and help others during times of change and uncertainty ○ Respect others' rights to have different opinions <p>Engaging in process of change</p> <ul style="list-style-type: none"> ○ Understand the reasons for change in order to make a positive contribution ○ Make helpful suggestions to support wider changes ○ Be flexible and willing to implement colleagues' ideas if practical and appropriate ○ Address issues that block the progress of change ○ Implement change despite initial reactions
	<p>Engaging effectively with customers (internal and external)</p>	<p>Supporting and enabling the team</p> <ul style="list-style-type: none"> ○ Make efforts to ensure that my team have the skills to meet customer service requirements, including a working knowledge and understanding of relevant accessibility factors ○ Ensure team members are aware of diversity issues and how they may impact on relationships with customers ○ Identify and eliminate barriers to delivering effective customer service <p>Ensuring delivery of enhanced customer service</p> <ul style="list-style-type: none"> ○ Resolve complex or difficult customer feedback and/or complaints quickly and satisfactorily, drawing on experts when required ○ Use diversity management information to target and help address key areas for customer service improvements ○ Promote outstanding customer service by individuals as examples for others to follow ○ Promote new and flexible ways of delivering better services ○ Share knowledge of other Commission business areas with my team/colleagues to improve their customer service