






CSA Competency Framework Matrix

		Grade 7 / Grade 6
	Improving performance	<p>Establishing performance standards</p> <ul style="list-style-type: none"> ○ Set fair and consistent targets which are stretching and achievable ○ Continuously ensure that performance is in line with and builds on set targets <p>Taking accountability for team performance</p> <ul style="list-style-type: none"> ○ Take full responsibility for improving the performance of individuals and teams in my area ○ Be held accountable for improving the collective performance of my area <p>Creating environment for continuous improvement</p> <ul style="list-style-type: none"> ○ Publicise ideas that lead to significant performance improvements ○ Encourage innovation within operational and risk management requirements ○ Demonstrate how a working understanding of diversity issues helps towards meeting targets and service standards
	Making the best use of resources	<p>Determining priorities and allocation criteria</p> <ul style="list-style-type: none"> ○ Devise plans and budgets which identify 'value for money', cost reductions and environmental impacts to deliver goals/targets ○ Regularly clarify business priorities and appropriate risk levels ○ Ensure that funding requirements are approved before committing to spend ○ Balance the diverse needs of stakeholders to maximise business performance <p>Managing resources more effectively</p> <ul style="list-style-type: none"> ○ Translate into action plans the implications of strategic goals, business plans, performance targets and costs on daily activities ○ Take action to ensure resources are in place to meet business needs ○ Manage effectively the delivery of contracts/projects/targets to agreed costs and timescales ○ Be accountable for actual resources, range and quality of outputs, progress, benefits realised and delivery to plans, standards and timelines <p>Managing risks and compliance</p> <ul style="list-style-type: none"> ○ Take prompt action to minimise the effects of high impact/high probability risks ○ Promote consistent compliance with Commission policies, procedures, business controls and regulations ○ Actively support independent reviews/audits and implement agreed recommended actions ○ Conduct equality impact assessment as appropriate

	Analysing and using evidence	<p>Identifying useful sources of evidence</p> <ul style="list-style-type: none"> ○ Identify and utilise various sources of evidence and feedback to support outputs ○ Use evidence to evaluate policies, projects and programmes ○ Engage with relevant experts to gather and evaluate evidence <p>Understanding and interpreting evidence</p> <ul style="list-style-type: none"> ○ Understand the validity, relevance and limitations of different sources of evidence ○ Understand and interpret common methods for summarising data
	Building constructive working relationships	<p>Establishing the environment for collaborative working</p> <ul style="list-style-type: none"> ○ Create opportunities for collaborative working relationships across government departments and the private and voluntary sectors to help achieve the Child Maintenance and Enforcement Commission’s overarching aims ○ Develop communication strategies to enhance stakeholder management <p>Improving effectiveness of collaborative working</p> <ul style="list-style-type: none"> ○ Monitor the impact of communications, taking action where required ○ Seek to identify what will, and who can improve the effectiveness of relationships ○ Influence and work through others to deliver results ○ Promote to people the benefits of having a diverse workforce and of working in inclusive, supportive teams <p>Enhancing relationships with stakeholders</p> <ul style="list-style-type: none"> ○ Assess the benefits of Commission relationships with partners and other organisations ○ Have a positive personal impact and influence with a wide range of stakeholders ○ Promote the benefits and lessons learned from partnership relationships
	Developing self and others	<p>Developing skills needed for the future</p> <ul style="list-style-type: none"> ○ Identify the future skills and knowledge capabilities required to deliver the strategy and business plan ○ Ensure learning and development opportunities will develop the skills, expertise and behaviours needed to meet the business needs <p>Promoting modernised environment for learning</p> <ul style="list-style-type: none"> ○ Promote self development and learning opportunities within given resource constraints ○ Support new ways of learning to meet the diverse needs of individuals, taking into account reasonable adjustments to ensure inclusive learning for the diverse needs of individuals <p>Ensuring evaluation and continuous improvement</p> <ul style="list-style-type: none"> ○ Ensure all learning and development is evaluated at individual, team and organisational levels and aligns to business goals ○ Identify opportunities to share knowledge, expertise and best practice with others both internally and externally

	<p>Leading through change</p>	<p>Establishing the rationale for change</p> <ul style="list-style-type: none"> ○ Create a vision for the future and a sense of shared purpose so that employees know what they need to do ○ Support others who are leading change, by communicating with conviction and persevering to deliver the outputs despite the challenges ○ Champion diversity, demonstrating your personal commitment to equality and accessibility issues <p>Manage stakeholders expectations</p> <ul style="list-style-type: none"> ○ Recognise and publicise Child Maintenance and Enforcement Commission change successes both internally and externally ○ Ensure that all suggested changes align with Commission strategy before implementation <p>Making change happen</p> <ul style="list-style-type: none"> ○ Take evaluated risks and tough decisions when necessary, to progress change ○ Anticipate and instigate change that will have a positive business impact ○ Apply sound judgement on when to change and when to allow time for changes to be embedded
	<p>Showing effective leadership</p>	<p>Supporting the Child Maintenance and Enforcement Commission vision</p> <ul style="list-style-type: none"> ○ Communicate and support the Child Maintenance and Enforcement Commission vision and values, including those related to diversity and equality, providing a clear direction to team members by helping them understand how their work contributes to and supports the vision ○ Seek out and seize opportunities to support the delivery of the Commission vision and strategic objectives, including those related to diversity and equality ○ Take ownership of corporate decisions and responsibility for effective implementation, however unpopular the decisions <p>Promoting and implementing change</p> <ul style="list-style-type: none"> ○ Anticipate change that will have a positive business impact, evaluate the associated risks and, taking these into account, implement the change ○ Recognise and publicise Commission change successes, both internally and externally ○ Support others who are leading change, by communicating with conviction the rationale for change, and persevering to deliver its outputs <p>Acting with integrity</p> <ul style="list-style-type: none"> ○ Improve your own performance by demonstrating awareness of the impact of your behaviour on others, by seeking out and acting on feedback ○ Assert yourself appropriately, by expressing opinions and respecting others even when being criticised or personally challenged ○ Inspire loyalty from team members and colleagues by showing enthusiasm and engagement, and by being trustworthy and dependable in providing support
	<p>Engaging effectively with customers (internal and external)</p>	<p>Promoting the development of enhanced customer services</p> <ul style="list-style-type: none"> ○ Take action to resolve poor quality services ○ Support the redefinition of the way services are delivered using learning from customer complaints and feedback ○ Promote the sharing of good practices across organisational boundaries within the Commission to support customer services <p>Support the designing of new service ideas</p> <ul style="list-style-type: none"> ○ Support the work to shape services to meet customers' future needs, based on internal and external trends ○ Create working conditions where people and processes enable the business to deliver a high quality service <p>Support new ways of exploiting the potential of technology to improve customer service</p>