




CSA Competency Framework Matrix

		HEO
	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>Allocating resources against established priorities</p> <ul style="list-style-type: none"> ○ Consider budget limits in using and allocating resources ○ Ensure there are clear priorities/outputs and deadlines to deliver projects/targets ○ Use management and financial information to focus action and identify priority issues and risks <p>Achieving efficiencies by using resources better</p> <ul style="list-style-type: none"> ○ Take action where people or systems are operating inefficiently ○ Make the best use of people's skills and availability to deliver business objectives ○ Consider the need for Reasonable Adjustment when planning and allocating work and implement any reasonable adjustments identified ○ Demonstrate flexibility and creativity in delivering with less resource ○ Consider whether alternative options will provide better value for money before making decisions which incur costs <p>Managing risks and compliance</p> <ul style="list-style-type: none"> ○ Identify, assess and manage the impact of risks which may affect the successful delivery of projects, tasks, targets or deadlines ○ Identify and resolve non-compliance with Commission policies, procedures, business controls and regulations ○ Ensure procedures and documentation are monitored and reviewed to ensure full and complete audit trails are maintained ○ Ensure your team achieves the required levels of customer service, following Commission and legislative standards relating to diversity

	Building constructive working relationships	<p>Managing the team and others</p> <ul style="list-style-type: none"> ○ Create an inclusive working environment where people of different backgrounds, circumstances and experiences feel comfortable, contribute to team performance and have the confidence to develop their skills ○ Clarify roles, contribution and accountabilities of all parties ○ Deliver bad news and unpopular decisions in a timely and sensitive manner and, where possible, face to face <p>Managing stakeholder expectations</p> <ul style="list-style-type: none"> ○ Identify key internal and external stakeholders to deliver objectives ○ Address partnership working issues, resolving conflicts appropriately <p>Working collaboratively across teams</p> <ul style="list-style-type: none"> ○ Develop mutually supportive internal and external networks ○ Regularly communicate progress towards shared delivery objectives with colleagues, partners and relevant stakeholders ○ Use negotiation skills and influencing strategies to facilitate mutually beneficial outcomes ○ Encourage our people to be aware of, and to respond appropriately to, diversity related issues, and 'lead from the front' by treating all people in a way that reflects sensitivity to diversity issues
	Developing self and others	<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
	Leading through change	<p>Explaining the need for change</p> <ul style="list-style-type: none"> ○ Communicate the anticipated benefits that will result from changes ○ Be visible and consistent in my words and actions, reinforcing key leadership messages ○ Be positive when leading change programmes, building support and team morale ○ Communicate the rationale for change effectively to gain commitment from colleagues at all levels <p>Promoting acceptance of change</p> <ul style="list-style-type: none"> ○ Respond quickly and constructively to reactions to change to minimise negative impacts ○ Acknowledge the contributions of those who suggest changes that deliver significant business improvements ○ Recognise and praise the positive steps that others have taken to instigate change ○ Manage change by consulting with and identifying the needs of all those involved in the change <p>Managing change</p> <ul style="list-style-type: none"> ○ Monitor progress of change objectives ○ Implement the strategy for my area, incorporating lessons previously learned ○ Support and encourage people of diverse backgrounds to have confidence to express their views and to meet the challenges of change



Engaging effectively with customers (internal and external)

Supporting and enabling the team

- 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

Ensuring delivery of enhanced customer service

- 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