




CSA Competency Framework Matrix

		SEO
	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>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

	<p>Building constructive working relationships</p>	<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
	<p>Developing self and others</p>	<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>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)

Promoting the development of enhanced customer services

- 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

Support the designing of new service ideas

- 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
- Support new ways of exploiting the potential of technology to improve customer service