

BEHAVIOURAL COMPETENCIES

INITIATIVE & JUDGEMENT

This factor measures the degree of personal initiative and judgement required for the jobholder to resolve issues

Competence Level	Description	Job Profile Level	Person Displays Level	Personal Target Level (if appropriate)	<ul style="list-style-type: none"> • Specific areas to be targeted for Training & Development • Scope & range in level to be targeted/increased • Potential level
1	<ul style="list-style-type: none"> • For most aspects of the work, specific and detailed instructions are given on both what has to be done and how it should be done, based on facts available. • The work is fairly closely supervised • The jobholder seeks to resolve issues within limits of their authority • Refers problems not covered by guidelines & procedures 				
2	<ul style="list-style-type: none"> • The role is clearly structured and well defined. Issues requiring judgement are readily identified and standard solutions are available • There is some scope for a limited degree of personal judgement or initiative, but within specified guidelines • Uses discretion to tailor work practices to achieve desired results • Supervision is generally available to provide guidance 				
3	<ul style="list-style-type: none"> • The role requires the exercise of some judgement in solving issues by reference to established guidelines and procedures • Potential problems are proactively identified and independent action is taken occasionally • Guidelines are interpreted and applied to suit individual circumstances • Uses discretion to tailor work processes to achieve desired results 				
4	<ul style="list-style-type: none"> • The role requires the frequent exercise of independent judgement in solving complex departmental issues in circumstances where there is often little guidance available from established practices and precedents • Ability to filter complex situations in order to identify underlying problems • Integrates different ideas & perspectives to establish action plans to address problems 				
5	<ul style="list-style-type: none"> • The role requires the exercise of constant judgement and strategic thinking to solve problems within broad policy frameworks • The post holder has the authority to work autonomously and establishes the plan and steps needed to achieve strategic objectives • Considers & balances various external influences and needs of different stakeholder groups to make decisions of benefit to CNPA 				

DECISION MAKING & PERSONAL IMPACT
This factor measures the extent of accountability & impact of decisions

Competence Level	Description	Job Profile Level	Person Displays Level	Personal Target Level (if appropriate)	<ul style="list-style-type: none"> • Specific areas to be targeted for Training & Development • Scope & range in level to be targeted/increased • Potential level
1	<ul style="list-style-type: none"> • Decisions affect own work and immediate colleagues • No financial responsibility 				
2	<ul style="list-style-type: none"> • Actions contribute indirectly to public perception of organisation • Little financial responsibility but may handle or process cash, purchase requisitions, cheques. May be responsible for initiating the payment of materials delivered or services provided. 				
3	<ul style="list-style-type: none"> • Actions have a short term direct influence on public perception of organisation • Moderate financial responsibility – signing authority to make expenditures or recoveries according to detailed written procedure 				
4	<ul style="list-style-type: none"> • Decisions or actions will have a substantial impact on public perception of services • High level of financial responsibility – administering a budget or contract. Has authority to sign contracts on behalf of CNPA. 				
5	<ul style="list-style-type: none"> • Decisions & actions have a potentially long-term effect on external relationships & on financial viability of organisation • Decisions may relate, for example, to the development of assigned resources within broad objectives and accountability for the outcome, or involve reviewing and proposing strategic changes. Ultimate financial authority – financial forecasting and making recommendations based on those forecasts. 				

COMMUNICATION & RELATIONSHIP MANAGEMENT

This factor measures the level of skills require to create positive relationships to shape and influence others' thinking and accelerate achievements

Competence Level	Description	Job Profile Level	Person Displays Level	Personal Target Level (if appropriate)	<ul style="list-style-type: none"> • Specific areas to be targeted for Training & Development • Scope & range in level to be targeted/increased • Potential level
1	<ul style="list-style-type: none"> • Interacts appropriately within the cultural environment of CNPA to the level required by the job • Shares information in a timely manner • Is sensitive to and understands the needs of others • Relates well to and builds rapport within team • The work does not require the jobholder to exert influence over others 				
2	<ul style="list-style-type: none"> • Stays clear thinking & calm in all communications • Able to assess merit of others' views and reach a mutually agreeable solution • Expresses opinions without intimidating others • Creates communication channels to encourage others to express ideas and opinions • Some ability is required to influence others e.g. encouraging colleagues to respond to own priorities 				
3	<ul style="list-style-type: none"> • Regularly contacts and influences people in other departments at the same level, representing the department in complex issues. • Actively promotes cross-organisational working and external partnerships through collaboration and teamwork internally by preserving long-term working relationships • Monitors & communicates the impact of decisions on other departments and manages relationships with and expectations of senior level management • Anticipates the position & reaction of others, resolving conflicts effectively e.g. handling complaints, conducting negotiations on day-to-day matters • Delivers clear, well-organised communications at peer level e.g. presentations, meetings, reports etc • Regularly seeks and accepts feedback relating to communication 				
4	<ul style="list-style-type: none"> • The work involves frequent contacts at senior level both internally and externally, representing the department and influencing others in order to secure departmental objectives • Projects credible image and able to demonstrate significant professional involvement in external meetings with more senior audiences • Copes effectively with political realities & manages this appropriately, successfully handling unexpected and adverse situations e.g. conducting negotiations on important issues affecting the organisation • Chairs / facilitates departmental meetings 				

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5	<ul style="list-style-type: none"> • The work involves maintaining effective communication throughout the organisation and with external bodies, representing the organisation at the highest level on complex issues • Influences external perceptions of CNPA by projecting positive image of organisation • Influences and lobbies stakeholders, external organisations and 3rd parties for benefit of CNPA • Takes account of cultural sensitivities within communication strategies • Is able to conduct major business negotiations which have significant organisational impact with long term implication for CNPA 				

PLANNING & ACHIEVING RESULTS

This factor measures the degree of ownership required for achievement of results & determination of organisational plans to achieve success

Competence Level	Description	Job Profile Level	Person Displays Level	Personal Target Level (if appropriate)	<ul style="list-style-type: none"> • Specific areas to be targeted for Training & Development • Scope & range in level to be targeted/increased • Potential level
1	<ul style="list-style-type: none"> • Plans and organises own time and activities in a logical manner. • Ensures own outputs are up to required standard and are delivered to meet any deadlines • Takes ownership for completing tasks • Keeps others informed of progress towards targets/deadlines • Is aware of the link between their role and the Operational Plan 				
2	<ul style="list-style-type: none"> • Focuses on the achievement of personal/team targets. • Ability to prioritise objectives against competing demands • Takes appropriate action to bring things back on course and deliver agreed work within deadlines • Is aware of why we have an operational plan and how it affects work priorities across the organisation 				
3	<ul style="list-style-type: none"> • Focuses on the achievement of team outputs • Agrees stretching targets and drives for results • Monitors and reports progress, assesses, and readjusts according to events • Creates energy and enthusiasm to motivate the team in meeting targets • Ability to adapt approach as required • Ability to motivate others in achievement of team outputs • Understands how individual roles within the team contribute to Operational Plan and is able to prioritise own work and co-operate with others to achieve it. 				
4	<ul style="list-style-type: none"> • Sets and champions quality standards and ensures that they are delivered • Allocates resources according to organisational priorities • Develops plans for overcoming opposition, anticipates risks & devises contingency plans • Actively contributes to formation of Operational Plan by putting forward suggestions for objectives to be included • Translates long term objectives from the Operational Plan into team action plans 				
5	<ul style="list-style-type: none"> • Anticipates resource requirements to deliver on strategic aims & creates a resource plan to support this • Aligns activity to achievement of organisational strategic aims & objectives • Formulates Operational Plan in conjunction with other Senior Managers to meet Corporate Plan and other strategic requirements. • Promotes understanding of Operational Plan and how all staff contribute to achieving it's aims • Is aware of strategies driving the organisation, keeps up to date with changes and adapts Operational Plans accordingly 				

PROFESSIONAL KNOWLEDGE

This factor measures the level of and management technical & professional knowledge required to carry out a particular role

Competence Level	Description	Job Profile Level	Person Displays Level	Personal Target Level (if appropriate)	<ul style="list-style-type: none"> • Specific areas to be targeted for Training & Development • Scope & range in level to be targeted/increased • Potential level
1	<ul style="list-style-type: none"> • Demonstrates acceptable level of knowledge in own area & deals with routine and some non-routine queries & problems through application of knowledge 				
2	<ul style="list-style-type: none"> • Demonstrates knowledge & experience of a variety of tasks & activities within own area. • Deals with mainly non-routine queries & problems through application of knowledge. 				
3	<ul style="list-style-type: none"> • Demonstrates expertise in a specialism or discipline with the ability to raise level of expertise within the team. • Stays abreast of developments within their profession 				
4	<ul style="list-style-type: none"> • Regarded as an expert internally in own specialism or discipline • Seen as a source of expertise and role model for others. • Uses own knowledge to raise levels of expertise within the organisation • Challenges and leads current practise / thinking. 				
5	<ul style="list-style-type: none"> • Regarded as an expert both internally and externally in own specialism or discipline • Actively contributes to the strategic direction and success of the organisation. • Ensures knowledge management strategy is actively managed in the organisation 				

CUSTOMER FOCUS AND PARTNERSHIP WORKING

This factor measures the level of commitment required to promote effective partnership working and provide quality services, effectively interpreting the needs of internal and external customers and driving to meet or exceed their requirements

Competence Level	Description	Job Profile Level	Person Displays Level	Personal Target Level	<ul style="list-style-type: none"> • Specific areas for Training & Development • Scope & range to be targeted/increased • Potential level
1	<ul style="list-style-type: none"> • Builds good customer relationships • Understands customers' needs, expectations and what they value • Tailors information based on individual requirements • Captures and acts on customer feedback • Has an understanding of the types of organisation we work in partnership with 				
2	<ul style="list-style-type: none"> • Seeks to understand customer's needs by keeping up to date with developments in and outside of CNPA • Seeks customer feedback on satisfaction and service perception • Following feedback makes improvements accordingly • Recommends improvements to enhance quality • Has an understanding of specific requirements of partners and means of maintaining / developing partner relationships 				
3	<ul style="list-style-type: none"> • Ensures that activities are focussed on adding value • Sets high standards for the quality of others' work • Benchmarks activity within own area with that of other organisations to improve quality • Fosters constructive working relationships and communications with partner organisations • Ensures that activities are delivered in line with customer/ partner expectations and that these expectations are clearly established • Effectively manages joint projects 				
4	<ul style="list-style-type: none"> • Creates long-term business objectives based on a deep understanding of customer and external environment issues • Reviews external environment to identify customer trends which may impact the organisation • Proactively seeks opportunities to work with our partners in line with strategic objectives • Builds close working relationships with key partners • Is able to influence partners' operational activities to meet CNPA strategic requirements 				
5	<ul style="list-style-type: none"> • Creates an environment where the customer is paramount • Considers customer needs when defining strategic aims • Stays in touch with customers' experiences • Recognises which key partners we should aim to work with to deliver key strategic aims, initiating and cultivating partnership working with them • Prioritises customer relations and partnership working according to strategic aims <p>Is able to influence partner organisations at strategic level to assist with delivery of CNPA strategy</p>				

PEOPLE LEADERSHIP

This factor measures the level of competence required in managing, developing and motivating others to achieve success for CNPA

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1	<ul style="list-style-type: none"> • Realistically appraises own strengths and development areas • Proactively seeks and responds to feedback • Takes the initiative to search for additional skills and knowledge • Seeks tasks to develop own capability 				
2	<ul style="list-style-type: none"> • Understands impact of personal performance on the team • Demonstrates a high level of enthusiasm and energy for achieving individual department goals • Assesses and manages performance in relation to agreed objectives • Provides regular, clear, constructive and timely feedback on performance • Sets clear development goals for self and/or team members 				
3	<ul style="list-style-type: none"> • Optimises performance through effective delegation • Generates commitment by involving teams in setting objectives and direction • Adopts the relevant leadership style when appropriate e.g. coaching; supportive; driving; demanding; participative; hands-off etc • Looks for personal development opportunities for others and acts on them • Acts as a coach to peers and team members • Effectively identifies future talent from within the department 				
4	<ul style="list-style-type: none"> • Projects strong presence which moves others to follow, buy-in, change direction • Takes control, when required • Gives people the opportunity to run their area of the organisation • Identifies gaps in team skill set and takes action to address these • Places individuals in situations which expand their skills and understanding of the business • Places cross-functional focus on recruitment, retention and development of talented individuals • Acts as a coach and mentor to peers and others in organisation where appropriate 				
5	<ul style="list-style-type: none"> • Creates a culture that stretches people to raise and achieve their own standards • Drives hard on the right issues • Clearly understands the capability and skills required to deliver future requirements • Identifies gaps in current organisational capabilities and takes action to address these 				

BEHAVIOURAL COMPETENCE FORM & EXAMPLE

Competence	Job Profile Level	Person Displays Level	Personal Target Level (if appropriate)	<ul style="list-style-type: none"> • Specific areas to be targeted for Training & Development • Scope & range in level to be targeted/increased • Potential level
Initiative & Judgement	3	3		Person meets all competence behaviours at this level and is comfortable at making small changes to approach when necessary.
Decision Making & Personal Impact	2	2	3	As a personal target working towards level 3, person will be coached in preparing budgets.
Communication & Relationship Management	2	2		Person 'x' has developed a good working relationship with colleagues since joining the team. Needs to develop a more supportive rather than critical role when team requires to meet tight deadlines. Training course? Action: Line Manager / HR / TRG
Planning & Achieving Results	2	2	3	Person achieves competence at level 2 and also displays high level of commitment to the job and resolve in achieving results. Action: Line Manager
Professional Knowledge	2	3	3	Target level met, for increased competence at this level, Person 'x' should develop more confidence to raise and discuss work method improvement ideas at weekly meetings. Action: Line Manager (i.e. not a training course)
Customer Focus	2	2	2	Person meets majority of behavioural competencies at this level however would benefit from a better knowledge of Community Interfaces. Action: Line Manager to arrange
People Leadership	2	3	3	Person clearly meets criteria for level 2 and displays competencies at level 3. Future potential for a job at this level. Person would benefit from a management training course. Action: Line Manager / HR / TRG