

CAPABILITY FRAMEWORK – Grade C

C	At this grade, people will: Apply effective, good management principles and techniques when dealing with people and/or resources; deliver and defend a position on behalf of the organisation, taking people with them; work on their own initiative and plan their time and work effectively; need minimal supervision, other than when dealing with very demanding issues, such as taking forward a prosecution or dealing with a difficult staffing matter.				
Thinking	Develops skills and knowledge	Plans and organises	Analyses and uses evidence	People management	
	Carries out continuing professional development relevant to the role. Regularly asks for and responds to feedback. Takes responsibility for own learning and development needs. Asks for and accepts stretching and challenging work.	Reviews workloads frequently as priorities change. Uses own initiative in planning, prioritising and carrying out tasks. Plans and prioritises own work to meet deadlines and deliver what is required.	Anticipates and responds quickly to problems. Obtains accurate and relevant information to support informed decision making. Checks own outputs for accuracy and consistency. Knows how and when to seek advice from others.	Prioritises team tasks, reprioritising if necessary. Delegates work appropriately. Considers opportunities for team to participate in cross-office working. Considers opportunities for team to carry out new or higher level tasks. Actively promotes development opportunities for staff.	
	Develops and maintains skills and knowledge relevant to own area, consistent with up-to-date best practice and ORR’s business objectives.	Manages issues, conflicts, priorities, communications and personnel across projects to maintain progress towards goals. Ensures that thorough planning takes place, regardless of pressures to demonstrate early progress.	Reflects strategic considerations in all decision making. Engages with relevant experts to gather and evaluate information.	Empowers people to take decisions at the lowest appropriate level, whilst retaining accountability.	
Relating	Communicates	Creates and maintains relationships	Understand and contributes to organisational success	People management	
	Communicates written and oral information clearly, concisely and persuasively. Presents clear and concise information in response to queries. Clarifies lack of understanding over task expectations. Communicates basic ideas both orally and in writing, in plain English.	Understands the impact of self on others and modifies style accordingly. Professionally represents ORR in formal and informal settings, forming productive working relationships. Shows a confident and willing attitude to get things done, treating everyone with courtesy and respect. Knows who internal and external stakeholders are, and is aware of their requirements	Challenges negative behaviours towards ORR and its decisions. Asks focused questions to improve knowledge and understanding. Contributes constructive thoughts and views when consulted on matters affecting the organisation. Visibly lives and champions ORR values.	Holds regular team meetings and cascades information, listening to concerns raised and explaining how they will be addressed. Supports junior managers when dealing with performance management issues. Monitors and enforces standards of performance management across area of responsibility. Values differences of culture, background and working arrangements in the pursuit of optimum output. Seeks 360 degree feedback on own performance.	
	Communicates complex arguments in simple terms, to an appropriate audience, using appropriate media to maximise impact. Leads meetings to reach clear decisions and outcomes.	Manages stakeholder expectations, striking a balance between what is deliverable and the expectation. Negotiates on behalf of ORR in formal settings involving multiple stakeholders.	Influences the development or implementation of strategy through constructive feedback and collaboration.	Builds formal and informal links and networks with other teams to share resources and provide continued mutual assistance.	
Doing	Delivers results	Applies skills and knowledge	Manages resources	People management	
	Self-motivates and self-manages to deliver optimum outputs. Produces outputs to a high standard, within agreed deadlines. Bases decisions on logic, fact and reason rather than emotion or prejudice. Takes ownership of own performance and development, whilst delivering own workload.	Responds positively to feedback by learning from situations and not repeating errors. Applies relevant office policies to own role. Able to work without constant supervision and referral to manager.	Leads by example when incurring expenditure, considering the value for money of all actions. Applies relevant financial and procurement procedures. Considers personal and team needs when requesting resources.	Holds regular performance discussions with staff, ensuring quality by adding the views of relevant colleagues to own, holding difficult conversations if necessary. Ensures full resources of team are correctly deployed. Recognises and rewards team successes.	
	Clarifies business priorities and ensures that activities are aligned to these. Anticipates high-level risks and acts swiftly to mitigate them.	Applies skills necessary to undertake a broad range of complex analytical work. Quality assures all work, and convinces stakeholders of the value of analysis.	Able to construct sound and reasonable business cases for any type of required resource.	Sets stretching targets aimed at continually improving the value achieved from resource inputs.	