

CAPABILITY FRAMEWORK – Grade E

E	At this grade, people will: Demonstrate sound management principles when dealing with people and resources; undertake the ground work for projects and prepares good quality draft reports, papers or positions for consideration; take ownership for their work and responsibility for delivery; have an ability to take forward their work with a degree of supervision.			
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.
	Identifies development opportunities which are linked to business goals. Looks for opportunities to work more closely alongside supporting teams.	Demonstrates awareness of resource constraints and reacts accordingly. Monitors and delivers risk and resource plans.	Proposes changes to work as a result of monitoring information or analysis. Uses information to evaluate policies, projects and programmes.	Anticipates, identifies and highlights potential resource issues and difficulties.
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.
	Challenges and explores ideas through constructive development and discussions. Confirms that communications have met the desired purpose.	Demonstrates an awareness of the objectives of stakeholders, even when these may not coincide with those of ORR.	Seeks and acts on opportunities to support delivery of ORR vision and objectives. Builds business-based relationships with relevant areas of the organisation.	Is consistent when delivering and reinforcing messages over the team's performance and priorities.
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.
	Ensures compliance, and addresses non-compliance, with policies. Identifies risks, proposing and taking action to minimise them.	Ensures analytical advice on routine issues is consistently sound, with minimum managerial support. Understands the limits of own expertise and seeks support when required.	Can be relied upon to effectively manage high value resources. Actively supports and promotes the effective financial management of the organisation.	Ensures own delivery is not compromised by demands placed on team