

# CAPABILITY FRAMEWORK – Grade A

A	At this grade, people will: champion ORR’s vision for the future and put forward robust plans for delivery to senior managers; be an expert in their given field - an inspirational and effective manager of people and resources, and/or a technical expert or specialist; take significant decisions on behalf of his or her director or the organisation; deliver their objectives with minimal 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.
	Champions and shapes creative and innovative opportunities to support the achievement of ORR corporate strategy.	Thinks ahead, widely and strategically about how actions and decisions fit into ORR’s corporate strategy. Manages major strategic programmes including their risks and success measures, delivering a series of realisable benefits.	Makes high-level decisions in a timely fashion, balancing consideration of all relevant information and data against risk aversion.	Considers succession planning and recruitment strategies to meet strategic objectives. Considers likely current and future needs of team against requirements of the corporate strategy
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.
	Wins commitment across the organisation on strategy and policy issues. Maintains on-going formal and informal dialogue with industry and political stakeholders, sharing this intelligence within the organisation.	Influences and persuades to gain senior, wide-ranging support and views on matters of policy and procedure. Works openly, collaboratively and flexibly with stakeholders to encourage the identification, development and transfer of good practice.	Supports high-level decisions when they are made, championing them to both internal and external colleagues. Has a comprehensive understanding of current office-wide policy, policy under development and the underlying strategic issues.	Communicates and champions the strategy and vision of the organisation and clearly explains how each part of the organisation contributes, individually and collectively to it.
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.
	Acts decisively, making well-judged decisions about tough or complex issues after assessing available evidence. Leads and champions efforts that increase productivity and goal accomplishment throughout the organisation.	Identifies the wider implications of analysis, including political, industry and regulatory sensitivities. Uses evidence to ensure that policy decisions are informed by depth of political, industrial and regulatory knowledge.	Accountable and accepts responsibility for actions of team in use of any resource, ensuring accurate reporting and the consideration of financial resource. Develops plans and budgets which identify value for money and opportunities for cost reduction.	Motivates through strong, inspiring and decisive leadership. Recognises and rewards team and individual performance, and communicates these successes widely.