

Core competency		AO indicators (or equivalent grades)	EO indicators (or equivalent grades)	HEO/SEO indicators (or equivalent grades)	Grade 7/6 indicators (or equivalent grades)
Customers and stakeholders	Valuing customers	<ul style="list-style-type: none"> Deals with customers in a respectful, open and honest way. Investigates, understands and responds to the needs of individual customers. Takes responsibility for helping customers resolve their issues. Keeps commitments to customers. Meets customer service standards. 	<ul style="list-style-type: none"> Builds an understanding of customer needs and uses it to improve service. Monitors customer feedback and service performance - recognising excellent service and taking action to resolve inadequate service. Ensures diversity policies and procedures are followed when dealing with customers. Communicates customer service standards for team. 	<ul style="list-style-type: none"> Puts the customer first in planning and delivery decisions. Seeks and uses customer feedback to improve services. Encourages better ways of delivering services that are responsive to customer needs. Encourages an understanding of the different needs of different customers. Celebrates and shares good practice in customer service. 	<ul style="list-style-type: none"> Communicates a vision of what excellent customer service looks like in their work area. Takes a customer focused approach to strategy and planning. Delivers customer service improvements across all areas. Shapes services to meet future customer needs. Uses customer insight to inform customer service improvements.
	Engaging stakeholders	<ul style="list-style-type: none"> Communicates clearly and concisely. Safeguards personal and other sensitive official data. Represents RPA in a positive and professional manner. 	<ul style="list-style-type: none"> Builds positive relationships with stakeholders. Adapts communication style to the needs of the audience. 	<ul style="list-style-type: none"> Develops an understanding of the goals and priorities of stakeholders. Works constructively and co-operatively with stakeholders. Identifies, involves and influences key stakeholders to achieve agency goals. Develops and implements communication and engagement plans for their work area. Checks the effectiveness of communications and uses feedback to improve them. Resolves any conflict in a constructive way. Communicates in an honest, engaging and persuasive way. 	<ul style="list-style-type: none"> Manages and influences a range of stakeholders to get the optimal result for the agency. Builds networks with external partners to achieve agency goals. Clarifies and communicates the agency's strategic direction to stakeholders. Encourages others to engage constructively with stakeholders.
People	Developing people performance	<ul style="list-style-type: none"> Recognises own strengths, development areas, and impact on others. Develops own skills and knowledge to improve performance. Seeks and gives honest, constructive feedback to improve performance. Challenges inappropriate behaviours. Provides support to others to help them improve performance. 	<ul style="list-style-type: none"> Leads by example as a role model for the RPA values. Helps others to learn from their daily work. Develops the skills and knowledge of individuals and the team. Recognises good performance and deals with inadequate performance. Promotes a healthy work-life balance. Creates an environment where people from any background can contribute confidently. 	<ul style="list-style-type: none"> Develops the skills and knowledge of the team to meet future business needs. Empowers people to make decisions at the appropriate working level. Coaches people to help them achieve their best and develop their performance. Creates an environment which celebrates good performance and addresses inadequate performance. 	<ul style="list-style-type: none"> Encourages people to demonstrate the RPA values and core competencies as the agency way of working. Makes timely, effective decisions even when there is uncertainty. Creates an environment which encourages the development of the skills and behaviours needed to meet agency goals. Ensures there are effective workforce, development and succession plans within their work area to meet current and future challenges. Remains approachable and open to challenge. Uses the diversity of our people to generate new ideas and perspectives.
Performance	Planning for delivery	<ul style="list-style-type: none"> Recognises own role in the delivery of team and agency goals, and how it relates to others in the team. Discusses and agrees performance standards with manager. Prioritises workload to meet agreed targets and deadlines. Follows agency policies and procedures. Considers value for money in their use of agency resources. 	<ul style="list-style-type: none"> Clarifies with people their role in the delivery of team and agency goals. Agrees consistent and challenging performance standards for all team members and reviews regularly. Makes the best use of people's skills and availability to deliver team objectives. Recognises and reports any risks to successful delivery of team goals. Ensures compliance with agency policies and procedures. Ensures team gets value for money from budgets and use of agency resources. 	<ul style="list-style-type: none"> Produces clear, achievable delivery plans with appropriate resources. Anticipates and proactively manages risks to delivery of team and agency goals. Identifies relevant success measures. Removes barriers to delivery for the team where possible. Uses evidence and data to identify options, make decisions, and underpin proposals. Involves subject experts from outside the team in planning where appropriate. Manages finance and other resources to meet goals, stay within any budget restrictions, ensure value for money, and identify opportunities for cost reduction. 	<ul style="list-style-type: none"> Communicates and engages people with the strategic direction and values of the agency. Creates a vision for their own work area and communicates it clearly and enthusiastically. Creates clarity for managers and individuals when dealing with complexity or uncertainty. Develops evidence based business plans and sets clear goals for the short and long term in line with agency goals. Negotiates priorities with stakeholders to focus resources and effort appropriately. Ensures resources and delivery goals are matched. Plans and works within budgets to deliver value for money and meet the financial objectives of the agency.
	Achieving and improving	<ul style="list-style-type: none"> Delivers results to the required performance standard. Resolves problems proactively, escalating where necessary. Responds constructively to new priorities and change. Suggests better ways of doing things to improve customer service, effectiveness or efficiency. 	<ul style="list-style-type: none"> Manages individual and team performance to ensure delivery to the required performance standard. Measures progress towards performance objectives and responds flexibly to address any shortfall or barriers. Celebrates success of individuals and the team. Involves the team to find better ways of doing things to improve customer service, effectiveness or efficiency. Takes a constructive approach to change and helps others through it. 	<ul style="list-style-type: none"> Monitors progress on delivery plans and success measures and responds flexibly to address issues. Uses evidence and data to learn lessons and identify opportunities for improvement. Explains change in a constructive way, responding to suggestions and concerns, and helps make it happen. Shares information with team to help them improve performance. Identifies and integrates good practice from other teams to improve performance. Uses technology and other business opportunities to improve performance. 	<ul style="list-style-type: none"> Creates an environment which encourages high performance, learning and continuous improvement. Engages people with change and leads them through it. Identifies good practice and opportunities to collaborate from outside the agency to achieve improvements in customer service, effectiveness and efficiency. Evaluates projects, programmes, policies, and processes regularly and encourages learning and performance improvements.
Collaboration	Collaborating with colleagues	<ul style="list-style-type: none"> Values, respects, and listens to colleagues. Helps others in the team to achieve team objectives. Works constructively with colleagues in other business areas. Shares expertise and information with others. 	<ul style="list-style-type: none"> Works with others to achieve agency goals. Involves people in decisions which affect them. Builds positive relationships with other teams. Presents own views clearly and builds on the views of others. Shares good practice, knowledge, ideas and information with other teams. 	<ul style="list-style-type: none"> Sees the wider agency picture and develops plans to contribute towards achieving it. Shares resources to help colleagues achieve agency goals where needed. Engages constructively with colleagues in other business areas to meet shared agency goals. Identifies common goals and pursues opportunities to collaborate across business areas to achieve improvements in customer service, effectiveness or efficiency. 	<ul style="list-style-type: none"> Collaborates with colleagues to develop strategy and direction. Makes a contribution to the wider agency goals beyond their day job. Gives up resources to other areas when there is a greater business need.