| **Capability** | **Capability type** | **Definition** | **Indicators** |
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| Focuses on Customers and Partners | Personal Effectiveness | Addresses the needs of internal and external customers, provides rapid and effective responses | * Recognises the concept of both internal and external customers and treats both equally well.
* Identifies and addresses the needs of customers, delivering what is promised and ensuring that they are satisfied with the outcomes.
* Takes personal responsibility to meet customer needs; is polite, courteous and professional
* Ensures customers receive consistent and clear messages supported by accurate and timely information.
* Regularly monitors and measures customer satisfaction and looks for ways to improve customer service
* Anticipates and balances the needs of a range of customers with conflicting priorities.
* Keeps customers informed and manages expectations
* Handles complaints effectively, defuses anger and tension and resolves problems
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| Delivers Results Through Others | Management | Harnesses the team to deliver results on time, to required standards and in line with organisational processes and procedures. | * Translates key performance indicators and the local contribution into a team work plan and individual objectives. Communicates this effectively to team and colleagues
* Assigns workload and resources to achieve plans in line with both business priorities and an accurate profile of the team’s capabilities
* Secures resources and orchestrates the activities of others to delivers results
* Successfully obtains others’ commitment to undertake work by gaining their acceptance and involvement
* Monitors progress against key performance indicators, providing timely support to address shortfalls
* Ensures the team gets the required data right first time, identifying causes of poor data and fixing or escalated appropriately
* Improves what is delivered by welcoming challenge and through constant process improvement
* Is flexible and manages conflicting demands in light of changing circumstances
* Achieves tangible results by delegating (with support) suitable responsibilities and by encouraging the team to take personal responsibility for their actions
* Uses a risk-based approach when prioritising activities and allocating resources
* Develops and manages budget (relevant to level of responsibility required by role), ensuring all environment agency processes and procedures are correctly followed
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| Focuses on Efficiency, Innovation and Quality | Personal Effectiveness | Identifies and seizes the opportunity to create, introduce and implement new or improved methods, processes and without, compromising quality or accuracy. | * Takes responsibility for the quality and timeliness of own work, admits errors when necessary and quickly takes action to rectify
* Demonstrates an ongoing concern to improve performance and increase efficiency.
* Checks and ensures the accuracy of information received and produces work that is right first time.
* Puts in place checks to ensure that plans and processes are being carried out to the required degree of accuracy.
* Actively seeks and implements opportunities to maximise efficiency and effectiveness of self and the team.
* Ensures that data and information are always delivered in an accurate, timely and legal manner.
* Proactively looks for better ways of doing things; learns from events and seeks to improve future performance.
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| Takes Decisions and Solves Problems | Personal Effectiveness | Finds and delivers optimal solutions by effectively analysing all the information, probing to develop alternatives and taking sound and timely decisions.  | * Uses previous experience and careful analysis to identify potential problems, effective solutions and arrive at sound decisions.
* Identifies and asks appropriate questions to explore and detect root causes of problems or sources and quality of evidence.
* Applies sound techniques to analyse problems, generate options and select best course of action.
* Seeks out and considers the best available information before making decisions. Probes, checks and confirms veracity of data as appropriate.
* Confronts head-on difficult situations where major decisions have to be made quickly.
* Makes sound decisions based on complex or incomplete information and/or within limited timescales.
* Escalates issues when they are beyond own limitations and/or have consequences further than own responsibilities.
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| Leads People | Management | Provides leadership that inspires and motivates others to achieve their personal goals and the goals of the Environment Agency | * Inspires the team through personal commitment, enthusiasm and by demonstrating personal accountability for their performance
* Builds a positive team spirit and identity by creating a shared vision, challenging negative attitudes, promoting co-operation and mutual support, encouraging excellence, celebrating success, and defending actions
* Acts as a role model for the conduct and actions expected of the team and an advocate for the environment agency’s vision, values, culture and policies
* Finds out what motivates people to enable them to perform at their best
* Engages and inspires the team with a meaningful translation of how their role enables the environment agency to achieve the local contribution, the corporate strategy and making it happen
* Encourages the team to identify measures that will improve performance and encourages a continuous improvement mind-set
* Motivates and enthuses a diverse range of people by adopting a flexible leadership style, adopting the most appropriate style for the situation and the people involved.
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