

Senior Permitting Officer capabilities

Capability	Capability type	Definition	Indicators
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.	<ul style="list-style-type: none"> • 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.
Coaches Others	Personal Effectiveness	Uses variety of methods, including direct instruction, coaching and feedback skills to help others to develop.	<ul style="list-style-type: none"> • Designs learning situation to suit both the task at hand and the individual learner's needs • Agrees clear learning objectives and uses a planned training or coaching structure to deliver learning in safe and effective job methods. • Adjusts method, pace and style to learner and their learning style, reinforcing key points and safety measures as appropriate • Creates rapport with the learner, encourages their own ideas, building confidence and fostering independence. • Provides opportunities for the learner to practice skills and receive feedback. • Provides clear, constructive feedback, and helps the learner to understand and act on it. • Identifies opportunities to help colleagues to develop their skills or knowledge and willingly helps them to do this. • Through questioning and observation identifies learner's existing skills, raises awareness and determines best options.

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Influences and Persuades Others	Personal Effectiveness	Presenting a case in a convincing and attractive way that will win people over, encouraging them to follow plans willingly; often succeeding where logic and reason alone would fail.	<ul style="list-style-type: none"> • Gathers relevant data, marshals facts and prepares sound arguments • Listens to other's opinions, understanding their viewpoints, needs and concerns; responds appropriately; lobbies others in advance • Presents a credible case and explains the benefits to the audience/listener; anticipates the main objections/arguments • Responds to the needs and style of the listener when influencing. • Seeks to achieve a "win-win" outcome and develop the relationship with the person(s) being influenced. • Prepares convincing written arguments on complex issues, presenting information logically, concisely and persuasively. • Able to modify and reformulate case, read the listener's mood and adjust accordingly • Plans and prepares influencing strategies for key players and opinion leaders.
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.	<ul style="list-style-type: none"> • 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.

Capability	Capability type	Definition	Indicators
Issuing and Maintaining Permits	Operational and Technical Specialist (Permitting and Compliance)	Assesses applications, issues and maintains permits by completing reviews and ensuring permits comply with changing legislation.	<ul style="list-style-type: none"> • Provides pre-application advice on permits, including transfers and variations. Assesses whether legislation applies to activities. • Determines permits, variations, transfers, revocations or surrenders. • Contributes to the review of permits. • Contributes to appeals relating to permits. • Supports pre-planning and planning applications through provision of specialist technical advice and presents evidence and information at formal appeals where required.