

## Competency Framework – at a glance

Competency Level	Team Working	Effective Communication	Customer/Member Support	Getting things done	Leadership, Management and Self Management	Skills and Experience
5	Works well in a team	Understands the need to communicate effectively	Develops a service	Meets agreed performance standards and focuses on success	Understands own behaviour and the impact on others at work	Has a basic level of understanding/experience of the technical competency and is able to apply it with guidance
4	Builds rapport with others	Displays positive, proactive, balance attitude	Adds value	Strives for continued improvement	Demonstrates a positive attitude in the workplace	Has a good level of understanding/experience of the technical competency and is able to apply it with little or no guidance
3	Networks, builds and maintains relationships with a range of teams	Responds effectively when flexibility is needed	Addresses underlying needs	Meets challenging goals and seeks long term improvement	Gives direction and instruction and is a role model for effective leadership	Has an expert level of understanding/experience of the technical competency and is able to apply and develop it. Guides others
2	Works proactively with other teams	Supports the overall strategy and develops delivery methods in line with TSA values	Serves long term interests	Focuses on the outcomes	Demonstrates a commitment to team and individual development	Develops high level professional specialist skills to facilitate job design and delivery
1	Builds strategic relationships both internally and externally	Develops and communicates organisational strategy	Identifies long term interests	Articulates a compelling vision and strategic direction	Gains commitment and inspires others to achieve	As level 2 above