

	Technical Apprentices	Technicians/Analysts Level 1	Team Leader Level 2	First Line Manager Level 3	Middle Manager Level 4	Senior/Strategic Manager Level 5
A. MANAGES SELF AND PERSONAL SKILLS						
A.a Self Professional Development and Management of Own Resources						
(Can set) Setting learning objectives						
(Is open) Being open to feedback from others						
(Can identify) Identifying the steps and support needed to help you develop your skills						
(Can take) Taking ownership to improve your knowledge and understanding						
1 - Takes an active role in managing own resources						
1 - Takes an active role in own learning and skills development						
A.1 Manage your Own Resources						
2 - Can manage own resources						
2 - Participates in self professional development						
A.2 Manage your Own Resources and Professional Development						
3 - Can evaluate and manage current requirements of their role						
3 - Actively seeks to develop own professional skills						
4 - Can evaluate and manage future requirements of their role						
4 - Seeks to continuously develop their performance through professional development						
5 - Is able to evaluate the current and future requirements of their role taking the vision of the organisation into account						cah/frb
5 - Is able to identify gaps in their knowledge, understanding and skills, and puts an effective development plan in place						cah/frb
A.3 Develop your Personal Networks						
4 - Develops and uses their personal networks for the benefit of the organisation						
5 - Develops a personal network of contacts, appropriate for their need for information and resources						cah/frb
B. PROVIDING DIRECTION						
B.1 Develops and Implements Operational Plans						
4 - Develops operational plans which are flexible and consistent with the aims of the organisation						frb
4 - Monitors and evaluates their plans to identify areas for improvement						frb
B.2 Maps the environment in which your organisation operates						
5 - Identifies the strengths and weaknesses of the organisation and the potential impact of external opportunities and threats						cah
B.3 Develops a Strategic Plan for the Organisation						
5 - Delegates responsibility for achieving goals and allocates resources effectively						cah
5 - Identifies and prioritises strategic objectives that are consistent with the vision of the organisation						cah
B.4 Puts Strategic Plan into Action						
5 - Ensures that people involved with the business plan understand and support it and know their responsibilities						cah
B.a Leadership Potential						
(You understand) Your understanding of the differences between management and leadership						
(You recognise) Recognising effective and ineffective leadership styles						
(You recognise) Recognising the qualities you have to be an effective leader						
(You identify) Identifying a leadership style you are most comfortable with						
1 - Demonstrates leadership potential						
B.5 Provides Leadership for your Team						
2 - Provides effective and supportive leadership for your team						
B.6 Provides Leadership in your Area of Responsibility						
3 - Provides effective and supportive leadership in your area of responsibility						
4 - Creates a vision for their area of responsibility						
4 - Supports people through times of conflict and difficulty						frb
B. 7 Provides Leadership for your Organisation						
5 - Creates and maintains a culture which encourages and rewards creativity and innovation						cah/frb
5 - Develops and communicates the organisation's purpose and vision across and beyond the organisation						cah
5 - Steers the organisation through conflict and challenge						cah

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B.8 Ensures compliance with Legal, Ethical and Social Requirements						
4 - Ensures compliance with legal, regulatory and other requirements					frb	
5 - Ensures the organisation's health and safety policy is communicated to all and regularly updated						cah
5 - Identifies the organisations responsibilities and liabilities under health and safety legislation						cah
5 - Makes sure the organisation has effective policies and procedures to ensure it meets all relevant legal, regulatory and other requirements						cah
B.9 Develops the culture of the organisation						
5 - Ensures there are agreed values that encourage behaviour that is consistent with the organisation's overall vision and strategy						cah/frb
5 - Ensures that their personal behaviour, actions and words consistently reinforce these values and assumptions						cah/frb
B.10 Manages Risk						
5 - Encourages a culture in which people are allowed to take acceptable risks and learn from mistakes						cah/frb
5 - Ensures that the organisation has a written risk management policy which is communicated to all relevant stakeholders						cah
B.11 Promotes Equality and Diversity in Own Area of Responsibility						
3 - Is aware of diversity issues both internally and externally						
4 - Promotes equality of opportunity and diversity in own area of responsibility					frb	
5 - Ensures senior management commitment to promoting equality of opportunity and diversity, and makes it a priority for the organisation						cah
5 - Makes sure that people in the organisation support the commitment to equality by exhibiting appropriate behaviours						cah/frb
C. FACILITATES CHANGE						
C.a Problem Solving and Creative Thinking						
(You are able to recognise) Being able to recognise the contributing factors to a problem						
(You are able to recognise) Recognising a variety of ways to investigate possible solutions						
(You are able to evaluate) Being able to evaluate the pros and cons of possible solutions and apply simple decision-making techniques						
(You understand how to evaluate) Understanding ways of evaluating the success of your solution						
1 - You are able to solve problems and be creative						
C.1 Encourages Innovation in Your Team						
2 - Encourages innovation in your team						
C.2 Encourages Innovation in Your Area of Responsibility						
3 - Encourages innovation in your area of responsibility						
4 - Gives encouragement and recognition to developers of new ideas					frb	
4 - Has developed a culture which encourages innovation and acceptable risk taking					cah	
4 - Motivates people to identify ideas for new products and services					cah	
C.3 Encourages Innovation in the Organisation						
5 - Motivates people to identify areas for new products and services, and encourages the sharing of information						cah
C.4 Leads Change						
4 - Communicates the reasons for, and benefits of change to all concerned					frb	
4 - Supports people through the change process					frb	
5 - Communicates change as an opportunity where people understand the reason and the benefits						cah
5 - Ensures that those responsible for planning and implementing change understand their responsibility and have the necessary influence and power						cah
C.5 Plans Change						
3 - Identifies the drivers for change and plans how they should be addressed						
4 - Assesses barriers to change and develops appropriate contingency plans					frb	
4 - Develops strategies and plans that set out the way forward					frb	
5 - Develops strategies and plans that set out the way forward to achieve change						cah
5 - Identifies and assesses the barriers to change and develops appropriate contingency arrangements						cah/frb

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C.6 Implements Change						
3 - Implements change within own area of responsibility						
4 - Communicates progress during change and deals with any barriers or conflict					frb	
4 - Implements strategies and plans for change in line with available resources					frb	
5 - Implements change by putting into practice strategies and plans in line with available resources						cah
5 - Monitors progress through the change process and ensures momentum						cah/frb
D. WORKING WITH PEOPLE						
D.a Written or Verbal Communication Skills						
Selecting an appropriate and effective method of communication						
Using an appropriate tone of language for a variety of situations						
Being able to present information through verbal and written means so that others can understand						
Understanding the importance of actively listening to others						
D.b Working in a Project Team						
Recognising the importance of clarifying objectives and reaching consensus						
Understanding and recognising the importance of team roles						
Understanding your own role within the project team						
Understanding the importance of assessing the progress of the team and giving feedback to others						
1 - Communicates effectively both orally and in writing						
1 - Works productively in a project team						
1 - Operates high quality standards and implements self-quality checking and corrective action						
D.1 Develop Productive Working Relationships with Colleagues						
2 - Motivates team members and realises productive team work						
3 - Interacts positively with colleagues and realises effective work within own area of responsibility						
D.2 Develop Productive Working Relationships with Colleagues and Stakeholders						
4 - Consults colleagues and stakeholders about key decisions and takes account of their views					frb	
4 - Is able to establish working relationships with relevant colleagues and stakeholders					frb	
4 - Monitors and reviews the effectiveness of working relationships with colleagues and stakeholders to identify areas for development					frb	
5 - Establishes effective working relationships with relevant colleagues and stakeholders						cah
5 - Consults colleagues and stakeholders in relation to key decisions and activities and takes account of their view						cah
D.3 Recruit, Select and Keep Colleagues						
3 - Recognises resource shortfalls and looks for ways to address these (including using contractors)						
4 - Identifies resource shortfalls and looks to address them (including by using contractors)					frb	
4 - Regularly reviews the staff resources and skills needed to meet objectives (covering in-house staff and externally sourced capacity)					frb	
D.4 Plans the Workforce						
5 - Develops workforce plans to meet short, medium and longterm requirements (balancing on-the-books capability with contracted-in capability)						cah
5 - Identifies the type of skills, knowledge, understanding and experience required to undertake current and planned organisational activities (covering short-term, long-term and external capacity)						cah
D.5 Allocate and Check Work in Your Team						
2 - Allocates work within your team appropriately taking into account the skills, knowledge and experience of team members						
2 - Checks the work of team members regularly, and implements corrective measures						
D.6 Allocate and Monitor the Progress and Quality fo Work in Your Area of Responsibility						
3 - Allocates work appropriately taking into account the skills, knowledge and experience of the individuals involved						
3 - Implements 100% quality approach and standards						
4 - Allocates work taking into account the skills, knowledge and experience of the people involved					frb	
4 - Ensures individuals or teams are briefed on what is expected of them					frb	
4 - Identifies poor performance within any area and looks at effective ways of addressing it					frb	

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D.7 Provide Learning Opportunities for Colleagues						
2 - Identifies the learning and development needs of team members						
3 - Implements agreed learning and development plans						
4 - Agrees development plans, provides resources and evaluates learning					frb	
4 - Committed to providing development opportunities for colleagues						
5 - Gives colleagues fair, useful and regular feedback on their performance						cah/frb
5 - Works with colleagues to identify and prioritise learning needs based on identified, agreed gaps						cah/frb
E. USING RESOURCES						
E.a Time Management, Working Independently and Using Resources						
Being able to prioritise your daily and weekly tasks (considering your independent working and resource use capabilities).						
Being able to meet deadlines (through independent working and appropriate resource use) and achieve expected outcomes						
Understanding and applying tools and techniques to help you be more time efficient, work more independently, and use resources more effectively						
Being able to delegate tasks to an appropriate colleague to help you achieve your deadlines						
E.b Use of I.T. office resources						
Understanding of how I.T. office resources are advantageous to Cardinal						
Ability to pick up understanding of new I.T. office resources or adapt previous I.T. office skills for use in a project						
Using I.T. office resources in a quick and accurate way in order to maximise output						
Your capability to evaluate your effectiveness with different I.T. office resources						
1 - Is able to manage personal time and work independently						
1 - Is able to make productive use of IT and other office (and company) resources						
1 - Is aware of workplace health and safety risks and seeks to minimise these						
E.1 Manage a budget						
3 - Is able to manage a budget within your area of responsibility						
E. 2 Manage finance for your area of responsibility						
4 - Is aware of their level of financial responsibilities and acts within these						
4 - Regularly reviews performance against budget and puts contingencies in place						
4 - Takes opportunities to delegate responsibility for budgets, providing necessary support and resources						
E.3 Obtain additional finance for the organisation						
5 - Uses the most effective methods to identify possible sources of additional finance for the organisation and selects those who are the most appropriate.						cah
E.4 Promote the use of technology in your organisation						
5 - Ensures that the organisation has a strategy for using technology which fits with the overall vision and strategy						cah
E.5 Ensure your own actions reduce risks to health and safety						
2 - Ensures health and safety risks are addressed within your team						
E.6 Ensure health and safety requirements are met in your area of responsibility						
3 - Ensures health and safety risks are identified, evaluated and mitigated within your area of responsibility						
4 - Ensures systems are in place for the effective monitoring and measuring of health and safety performance						
4 - Ensures that the organisation's health and safety policy is understood and put into place					frb	
4 - Makes health and safety a priority and acts as a role model					frb	
E.7 Ensure an effective organisational approach to health and safety						
5 - Ensures that the organisation's health and safety policy is communicated to all and regularly updated						cah/frb
5 - Identifies the organisation's responsibilities and liabilities under health and safety legislation.						cah

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F. ACHIEVING RESULTS						
F.a HSE Knowledge and Understanding						
Knowing and understanding HSE topics, issues and impacts						
Recognising the specific HSE problems that are addressed by particular HSE laws						
Understanding the HSE compliance obligations that are created for a client						
Being able to advise a client on his HSE obligations and his next steps						
F.b Information Science Skills						
Understanding and application of your Information Topic research skills						
The effectiveness and accuracy of your data formatting (evidenced in e.g. law consolidation)						
Ability to incorporate documents within a system						
Making improvements to the user experience of a system (e.g. by re-organising document hyperlinks)						
F.c Customer Awareness and Business Understanding						
Understanding of client Internet Sites and their role in supplying customer needs						
Understanding the importance of an organisation's customer service approach						
Your understanding of internal and external customer relationships						
Proactively identifying customer needs and delivering a solution						
F.d Problem Solving and Creative Thinking						
Being able to recognise the contributing factors to a problem						
Recognising a variety of ways to investigate possible solutions						
Being able to evaluate the pros and cons of possible solutions and apply simple decision-making techniques						
Understanding ways of evaluating the success of your solution						
F.e Technical Writing Skills						
Being able to know the objective and intended readership of a piece of Cardinal Technical Writing						
Recognising the steps that are required to verify the subject information of Cardinal Technical Writing						
Being able to identify good Technical Writing and to apply this your own Technical Writing						
Understanding ways of improving your Technical Writing						
F.f Web Programming and Design						
Being able to use the MS WORD editor to add or delete text from a Cardinal client system web page						
Recognising the navigation alternatives for 3-dimensional internet systems (Cardinal DELIS systems)						
Being able to create and alter web page layout, colour and fonts to meet client needs						
layout, functionality, 'look and feel', and content of a public website (exemplified in the Cardinal public website)						
1 - Is able to apply sufficient HSE knowledge and understanding within work activities to meet client needs and expectations						
1 - Makes positive contributions to customer service improvement activities						
1 - Is able to use technical writing, web programming and information science skills to meet client needs and expectations						
1 - Thinks creatively, providing workable task solutions, to achieve results						
F.1 Manage a project						
3 - Is able to plan and manage a client project (using work flow planning)						
3 - Achieves the successful conclusion of a client project						
4 - Develops realistic and thorough project plans to achieve key objectives					frb	
4 - Ensures team members are aware of their roles and responsibilities in a project					frb	
4 - Generally achieves project objectives using agreed level of resources					frb	
F.2 Manage a programme of complementary projects						
4 - Provides team members with the necessary levels of support and encouragement					frb	
5 - Can manage a number of complementary projects so they achive objectives within time and budget						cah/frb
F.3 Manage business processes						
4 - Defines process responsibilities and regularly reviews these					cah	
4 - designs processes that deliver outcomes based on business goals and aims					cah	
4 - Links processes so that they link with others across the organisation					cah	
F.4 Develop and review a framework for marketing						
5 - Identifies customer segmants, their needs, and appropriate products or services for them.						cah
F.5 Resolve customer service problems						
2 - Uses your team to solve problems creatively and achieve customer satisfaction						

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F.6 Monitor and solve customer service problems						
3 - Actively monitors and evaluates customer service issues						
3 - Realises effective customer service problem-solving across your area of responsibility						
F.7 Support customer service improvements						
2 - Recognises the need for customer service improvements and effectively delivers these						
F.8 Work with others to improve customer service						
3 - Recognises the role of others in identifying customer service improvements						
3 - Works with colleagues to improve customer service						
4 - Is aware of their responsibilities in improving customer service						
4 - Monitors customer feedback and statistics and looks for areas of improvement					frb	
4 - Works with others to establish plans to improve customer service					frb	
F.9 Build your organisation's understanding of its market and customers						
4 - Identifies and assesses opportunities to move into new markets					cah	
4 - Is able to identify the customers current and future needs and identify suitable products or services					cah	
4 - Uses information about customers and the market to help managers make decisions					cah	
F.10 Develop a customer focussed organisation						
5 - Establishes a set of customer based values and beliefs which are applies throughout the organisation						cah
F.11 Manage the achievement of customer satisfaction						
4 - Ensures everyone is briefed in their role in meeting customer expectations					frb	
4 - Ensures the behaviour or colleagues matches the organisation's commitment to customers					frb	
4 - Supports a culture where front line staff are valued and rewarded					frb	
F.12 Improve organisational performance						
5 - Establishes a culture across the organisation where people come forward with potential solutions to problems and opportunities for improvement						cah
5 - Establishes systems for collecting and assessing information on organisational performance						cah
5 - Uses information designed to facilitate potential organisational improvement						cah
frb Francis Bonham						
cah Dr. Christine Hunter						