

Communication

Conveys information and opinions clearly, generates buy-in by facilitating interaction and engaging effectively with others.

Does not meet requirements:			Meets requirements:				Exceeds requirements:		
<ul style="list-style-type: none"> • Struggles to express thoughts clearly, leading to confusion or misunderstandings. • Uses overly technical, vague, or disorganised language. • Avoids discussions or becomes defensive when challenged. • Fails to listen actively or acknowledge others' perspectives. 			<ul style="list-style-type: none"> • Communicates in a clear, structured manner appropriate to the audience. • Participates in discussions and shares viewpoints respectfully. • Listens to others and responds appropriately to questions or feedback. • Gains reasonable support for ideas through logical, clear arguments. 				<ul style="list-style-type: none"> • Consistently communicates complex ideas clearly and persuasively across diverse audiences. • Creates a collaborative environment by encouraging open dialogue and valuing input. • Adapts communication style expertly to build rapport and influence others. • Inspires engagement and buy-in through compelling, confident messaging 		
1	2	3	4	5	6	7	8	9	10

Rationale for score:

Critical Thinking, Analysing & Creative Problem Solving

Thinks holistically and translates complex information into creative and innovative solutions.

Does not meet requirements:			Meets requirements:				Exceeds requirements:		
<ul style="list-style-type: none"> • Tends to take information at face value without questioning or analysing it. • Struggles to see patterns or relationships within complex problems. • Offers basic or routine solutions that lack originality. • Avoids tackling difficult problems or relies heavily on others to solve them. 			<ul style="list-style-type: none"> • Gathers and evaluates information logically to inform decisions. • Recognises cause-effect relationships and suggests practical solutions. • Applies a structured problem-solving approach to most situations. • Occasionally suggests new ideas when encouraged or supported. 				<ul style="list-style-type: none"> • Consistently dissects complex issues to uncover root causes and broader implications. • Proposes original, high-impact solutions that challenge conventional thinking. • Integrates diverse information sources and perspectives to drive innovation. • Leads others in problem-solving efforts, fostering a culture of creativity and insight. 		
1	2	3	4	5	6	7	8	9	10

Rationale for score:

Decision Making & Getting Results

Take decisions in a fluid environment, with conflicting or incomplete information. Choose between imperfect solutions, strike the right balance between quality and speed depending on the situation. Transform challenges into action and practical solutions and achieve tangible results.

<p>Does not meet requirements:</p> <ul style="list-style-type: none"> Regularly delays decisions due to uncertainty, leading to missed opportunities. Becomes overwhelmed by conflicting information and fails to act. Tends to wait for perfect information and avoids responsibility when outcomes are unclear. Results are frequently delayed or not achieved due to indecisiveness. 			<p>Meets requirements:</p> <ul style="list-style-type: none"> Makes timely decisions with available information, acknowledging risks. Weighs trade-offs between quality and speed, though not always optimally. Responds adequately to ambiguity, converting problems into actions with some guidance. Achieves expected results in most situations, though impact may vary. 				<p>Exceeds requirements:</p> <ul style="list-style-type: none"> Confidently makes sound decisions even with incomplete/conflicting data. Strategically balances speed vs. quality based on urgency and long-term impact. Transforms complex challenges into clear, actionable steps with minimal guidance. Consistently delivers outstanding results, often exceeding targets under pressure. 		
1	2	3	4	5	6	7	8	9	10

Rationale for score:

Information Management (Digital & Data Literacy)

Translates knowledge and skills through digital tools and technologies, optimises ways of working by utilising the digital environment

Does not meet requirements:			Meets requirements:				Exceeds requirements:		
<ul style="list-style-type: none"> Struggles to use basic digital tools effectively, often relying on manual processes. Avoids or resists adopting new technologies or systems. Fails to store, organize, or protect data appropriately, risking errors or inefficiencies. Does not recognize the value of digital tools in improving workflows 			<ul style="list-style-type: none"> Uses standard digital tools confidently and appropriately to complete work. Maintains organised digital records and applies basic data security practices. Shows a willingness to learn and apply new technologies with guidance. Improves efficiency by incorporating digital tools in routine tasks. 				<ul style="list-style-type: none"> Expertly applies a range of digital tools to streamline processes and enhance productivity. Anticipates digital needs and proactively introduces smarter ways of working. Coaches others in using technology effectively and securely. Leverages data to drive insights and decisions, creating measurable value. 		
1	2	3	4	5	6	7	8	9	10

Rationale for score:

Intrapreneurship

Drives change, inspires and empowers others in implementing change and offers guidance at all levels

Does not meet requirements:			Meets requirements:				Exceeds requirements:		
<ul style="list-style-type: none"> • Avoids or resists change and prefers to maintain the status quo. • Rarely proposes new ideas or solutions. • Does not support others during periods of transformation. • Lacks initiative and fails to take ownership of improvement efforts. 			<ul style="list-style-type: none"> • Responds positively to change and contributes to its implementation when asked. • Suggests improvements within scope of own role. • Supports colleagues in adapting to new ways of working. • Provides guidance when needed but may not consistently take a leading role. 				<ul style="list-style-type: none"> • Actively drives innovation and change initiatives across the organisation. • Motivates and empowers others to embrace and implement change confidently. • Champions a culture of continuous improvement and risk-taking. • Provides strategic guidance and mentorship to others at all levels during transformation. 		
1	2	3	4	5	6	7	8	9	10

Rationale for score:

Learning As A Skill

Actively manages own learning, growth and self-improvement.

Does not meet requirements:			Meets requirements:				Exceeds requirements:		
<ul style="list-style-type: none"> Shows little interest in learning or developing new skills. Resists feedback or becomes defensive when areas for improvement are discussed. Relies solely on existing knowledge, even when it's outdated. Avoids training, development opportunities, or self-reflection. 			<ul style="list-style-type: none"> Participates in learning activities when prompted or as part of role requirements. Accepts feedback and makes moderate efforts to apply it. Takes initiative to improve in familiar areas or close skill gaps. Demonstrates awareness of development needs and works on them steadily. 				<ul style="list-style-type: none"> Proactively seeks out new learning opportunities, even beyond current role requirements. Regularly reflects on performance and adapts behaviour based on feedback. Sets ambitious personal development goals and tracks progress independently. Encourages a learning culture by sharing resources and supporting others' growth. 		
1	2	3	4	5	6	7	8	9	10

Rationale for score:

Self-Management

Manages time and workload effectively. Remains effective under pressure and adapts to a changing work environment.

Does not meet requirements:			Meets requirements:				Exceeds requirements:		
<ul style="list-style-type: none"> Struggles to grasp the bigger picture; focuses only on isolated tasks. Has difficulty understanding or organising complex information. Responds to challenges with rigid thinking and repetitive solutions. Shows little initiative or creativity in problem-solving. 			<ul style="list-style-type: none"> Understands how their role fits into wider team or organisational goals. Can break down complex issues into manageable parts and respond with practical solutions. Demonstrates creative thinking when prompted or supported. Manages workload effectively and adapts to challenges in a structured way. 				<ul style="list-style-type: none"> Integrates multiple perspectives to form a clear, strategic understanding of complex issues. Regularly generates original, practical solutions that improve processes or outcomes. Anticipates challenges and proactively adapts, maintaining composure and focus. Champions innovation and encourages others to explore creative approaches. 		
1	2	3	4	5	6	7	8	9	10

Rationale for score: