

Competency	Example positive indicators	Example negative indicators
<p>Drive You have a positive attitude, determination and the motivation to learn and succeed</p>	<ul style="list-style-type: none"> - Goes the extra mile for customers and colleagues - Works hard, with a large capacity for work and high throughput - Demonstrates a genuine interest in the business and their work - Is pro-active and makes things happen - Uses positive language (yes, can, and, challenges) - Asks for, or, gets on with additional tasks work and projects - Eager to learn and get involved - Uses their initiative and works well independently 	<ul style="list-style-type: none"> - Does only what is required or the bare minimum - Works slowly, with a low capacity for work and low throughput - Appears bored and uninterested - Is reactive and waits for things to happen or be done for them - Uses negative language (no, can't, but, problems) - Waits to be assigned work - Refuses to take on additional work, tasks or projects - Does not partake in additional training or learning opportunities - Needs lots of supervision, support and direction
<p>Business focus You understand and focus on what will deliver good business results</p>	<ul style="list-style-type: none"> - Understands the customers, market and business priorities - Has good judgement and makes good decisions - Able to accurately analyse and make sense of complex data or information - Able to find creative and innovative solutions to problems - Asks informed, insightful questions to develop their understanding - Delivers positive business results 	<ul style="list-style-type: none"> - Misunderstands the customers, market and business priorities - Has poor judgement and makes poor decisions - Draws incorrect conclusions from analysing data or information - Unable to solve problems alone - Asks basic or irrelevant questions repeatedly - Does not deliver results
<p>Professionalism You conduct yourself in an effective and professional manner at all times</p>	<ul style="list-style-type: none"> - Takes ownership and responsibility for their work - Able to plan and prioritise work effectively - Meets or beats deadlines and quality standards - Listens and responds to feedback positively - Has high integrity, is honest, keeps promises - Honours all confidentiality, legal, safety or compliance obligations - Has a professional appearance appropriate for the environment - Is reliable and punctual - Gets the details right with good attention to detail – spelling, grammar, formulas, formatting, administration etc - Flexible, adaptable and resilient 	<ul style="list-style-type: none"> - Avoids ownership and responsibility, blames others when things go wrong - Poorly organised and unable to prioritise effectively - Misses deadlines and does not meet required quality standards - Argues with or ignores feedback - Lacks integrity, is dishonest or breaks promises - Disregards confidentiality, legal or compliance obligations - Dresses unprofessionally or inappropriately for the environment - Unreliable and unpunctual - Lacks attention to detail, poorly presented or inaccurate work - Makes mistakes repeatedly
<p>Teamwork You are able to work effectively with a wide variety of people in different ways</p>	<ul style="list-style-type: none"> - Excellent written and verbal communication skills - Able to build effective trusting relationships with a variety of people - Able to find win-win solutions - Treats customers and colleagues with respect and courtesy - Effective listening and questioning skills - Offers support and help to colleagues, taking on extra work - Shares ideas, insights or better ways of working 	<ul style="list-style-type: none"> - Poor communication skills, others find it difficult to understand - Has difficulty working with other people, causing offence or upset - Wins at the expense of others - Talks excessively or not at all - Prefers to work alone - Completes own work first before helping others - Does not contribute ideas or make suggestions